



# College Station, TX

## Meeting Agenda

**City Council City Council Economic Development Committee**  
**1207 Texas Ave, College Station, TX 77840**

**Internet: [www.microsoft.com/microsoft-teams/join-a-meeting](http://www.microsoft.com/microsoft-teams/join-a-meeting)**

**Meeting ID: 255 715 032 186 Passcode: N2F5e6wS**

**Phone: 979-431-4880 Phone Conference ID: 833 345 516#**

The City Council may or may not attend this meeting.

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**May 7, 2025**

**3:00 PM**

**Visit College Station Large  
Conference Room**

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**1. Call meeting to order and consider absence requests.**

**2. Hear Visitors.**

At this time, the Chairperson will open the floor to citizens wishing to address issues not already scheduled on today's agenda. Each citizen's presentation will be limited to three minutes in order to allow adequate time for the completion of the agenda items. Comments will be received and city staff may be asked to look into the matter, or the matter may be placed on a future agenda for discussion. A recording may be made of the meeting; please give your name and address for the record.

**3. Agenda Items**

- 3.1. Presentation, discussion, and possible action on the minutes of the February 5, 2025, Economic Development Committee meeting.
- 3.2. Presentation, discussion, and possible action regarding an update on Tourism initiatives.
- 3.3. Presentation, discussion, and possible action regarding the Economic Development Master Plan.

**4. Discussion and possible action on future agenda items.**

A member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.

**5. Executive Session.**

**5.1. Real Estate {Gov't Code Section 551.072};**

Possible action. The Committee may deliberate the purchase, exchange, lease or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

- a. Approximately 8 acres of land located at 1508 Harvey Road.
- b. Approximately 300 acres generally located at Corporate Parkway and Midtown Drive in the Midtown Business Park.

**5.2. Economic Incentive Negotiations {Gov't Code Section 551.087};**

Possible action. The Committee may deliberate on commercial or financial information that the Committee has received from a business prospect that the Committee seeks to have locate, stay or expand in or near the city which the Committee in conducting economic development negotiations may deliberate on an offer of financial or other incentives for a business prospect.

After executive session discussion, any final action or vote taken will be in public. The following subject(s) maybe discussed:

- a. Economic development agreement for a development generally located at the intersection of University Drive East and Tarrow Street.
- b. Economic development agreement with Fujifilm Diosynth Biotechnologies Texas, LLC, f/k/a Kalon Biotherapeutics LLC.
- c. Economic development agreement for a development generally located at the intersection of Raymond Stotzer Parkway and State Highway 47.
- d. Economic development agreement with Corinth Group, Inc.
- e. Economic development agreement for a development generally located in 3100 block of Harvey Road.
- f. Economic development agreement for a development generally located at the intersection of FM 2154 and High Prairie Road in the City's ETJ.

## 6. Adjourn.

The Board or Commission may adjourn into Executive Session to consider any item listed on the agenda if a matter is raised that is appropriate for Executive Session discussion.

I certify that the above Notice of Meeting was posted on the website and at College Station City Hall, 1101 Texas Avenue, College Station, Texas, on May 2, 2025 at 5:00 p.m.

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City Secretary

This building is wheelchair accessible. Persons with disabilities who plan to attend this meeting and who may need accommodations, auxiliary aids, or services such as interpreters, readers, or large print are asked to contact the City Secretary's Office at (979) 764-3541, TDD at 1-800-735-2989, or email [adaassistance@cstx.gov](mailto:adaassistance@cstx.gov) at least two business days prior to the meeting so that appropriate arrangements can be made. If the City does not receive notification at least two business days prior to the meeting, the City will make a reasonable attempt to provide the necessary accommodations.

### **Penal Code § 30.07. Trespass by License Holder with an Openly Carried Handgun.**

"Pursuant to Section 30.07, Penal Code (Trespass by License Holder with an Openly Carried Handgun) A Person Licensed under Subchapter H, Chapter 411, Government Code (Handgun Licensing Law), may not enter this Property with a Handgun that is Carried Openly."

### **Codigo Penal § 30.07. Traspasar Portando Armas de Mano al Aire Libre con Licencia.**

"Conforme a la Seccion 30.07 del codigo penal (traspasar portando armas de mano al aire libre con licencia), personas con licencia bajo del Sub-Capitulo H, Capitulo 411, Codigo de Gobierno (Ley de licencias de arma de mano), no deben entrar a esta propiedad portando arma de mano al aire libre."



## College Station, TX

### Meeting Minutes

**City Council City Council Economic Development Committee**  
**1207 Texas Ave, College Station, TX 77840**

**Internet: [www.microsoft.com/microsoft-teams/join-a-meeting](http://www.microsoft.com/microsoft-teams/join-a-meeting)**

**Meeting ID: 255 715 032 186 Passcode: N2F5e6wS**

**Phone: 979-431-4880 / Phone Conference ID: 833 345 516#**

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**February 5, 2025**

**3:00 PM**

**Visit College Station Large  
Conference Room**

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#### **Present:**

Mayor John Nichols

Councilmember Bob Yancy

Councilmember William Wright

#### **Staff in Attendance:**

Jeff Capps, Deputy City Manager

Jennifer Prochazka, Assistant City Manager

Michael Ostrowski, Chief Development Officer

Adam Falco, City Attorney

Aaron Longoria, Assistant City Attorney

Brian Piscacek, Assistant Director Economic Development

Jeremiah Cook, Assistant Director, Tourism

Stacey Vazquez, Economic Development Coordinator

Lisa McCracken, Staff Assistant II

#### **1. Call meeting to order and consider absence requests.**

The meeting of the Economic Development Committee was called to order by Mayor Nichols via In-Person and Teleconference at 3:05 p.m. on February 5, 2025, in the Visit College Station Conference Room, 1207 Texas Avenue, College Station, Texas 77840.

The Regular Session adjourned at 3:35 pm and proceeded directly into the Executive Session.

#### **2. Hear Visitors.**

No Visitors provided comments.

#### **3. Agenda Items.**

3.1. Presentation, discussion, and possible action on the minutes of the November 6, 2024, Economic Development Committee meeting.

Motion by Councilmember Yancy to approve the Minutes, second by Councilmember Wright;  
Motion passed 3-0.

3.2. Presentation, discussion, and possible action regarding an update on Tourism initiatives.

Michael Ostrowski, Chief Development Officer, presented a review of the 2024 hotel performance in College Station. Calendar Year 2024 ended with a year-over-year increase in occupancy, average daily rate, and revenue per available room (RevPAR), along with an increase in total hotel revenues. Increases are contributed to a myriad of factors, including large events at Kyle Field such as George Strait, the International Friendly between Mexico and Brazil, USATF Junior Olympic Track & Field Championships, growth in the meetings and conventions market, and a strong football season. Staff also provided an update on strategic planning efforts for tourism and the convention center feasibility study.

3.3. Presentation, discussion, and possible action regarding an update to the Economic Development Master Plan.

Brian Piscacek, Assistant Director Economic Development, provided an update on the Request for Proposal (RFP) process for an updated Economic Development Master Plan. The RFP was released on January 15, 2025, with proposals due on February 20 2025. It is anticipated this plan will cover a period of three (3) to five (5) years and outline key goals, strategies, and action items.

3.4. Presentation, discussion, and possible action on entrepreneurship efforts.

Brian Piscacek, Assistant Director Economic Development, provided update on recent entrepreneurship efforts, including updates on a kickoff event for Plug & Play along with the City's partnership regarding The Cannon's digital platform.

**4. Discussion and possible action on future agenda items.**

A member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.

There were no future agenda items.

**5. Executive Session.**

In accordance with the Texas Local Government Code §551.072-Real Estate, §551.087-Economic Incentive Negotiations, the Economic Development Committee convened into Executive Session at 3:35 p.m. on February 5, 2025, to continue discussing matters pertaining to:

5.1. Deliberation on the purchase, exchange, lease, or value of real property, to wit:

- Approximately 300 acres of land generally located at Corporate Parkway and Midtown Drive in the Midtown Business Park.

5.2. Deliberation on an offer of financial or other incentives for a business prospect that the Council seeks to have locate, stay, or expand in or near the City, to wit:

- Economic development agreement for a development generally located at the intersection of University Drive and College Avenue.
- Economic development agreement with Fujifilm Diosynth Biotechnologies Texas, LLC, f/k/a Kalon Biotherapeutics LLC.
- Economic development agreement for a development generally located at the intersection of Raymod Stotzer Parkway and State Highway 47.

Executive Session recessed at 5:07 p.m. No action was taken.

**6. Adjourn.**

Mayor Nichols adjourned the meeting at 5:07 p.m.

**May 7, 2025**  
**Item No. 3.2.**  
**Update on Tourism Initiatives**

**Sponsor:** Jeremiah Cook, Assistant Director - Tourism

**Reviewed By CBC:** Economic Development Committee

**Agenda Caption:** Presentation, discussion, and possible action regarding an update on Tourism initiatives.

**Relationship to Strategic Goals:**

- Good Governance
- Diverse & Growing Economy

**Recommendation(s):** Staff recommend that the committee receive the presentation.

**Summary:** Staff will provide an update on the Tourism Strategic Planning process, the 2nd Phase of the Convention Center Feasibility Study, and the Tourism Committee.

**Budget & Financial Summary:** N/A

**Attachments:**

1. Minutes 20250326



# College Station, TX

## Minutes

### Tourism Committee

1207 Texas Ave, College Station, TX 77840

Internet: [www.microsoft.com/microsoft-teams/join-a-meeting](http://www.microsoft.com/microsoft-teams/join-a-meeting)

Meeting ID: 281 643 426 251 | Passcode: AU7Lx3FE

The City Council may or may not attend this meeting.

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March 26, 2025

3:00 PM

1207 Event Space

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**Commission members present:** Courtney Phillips, Greg Stafford, Connor Clark, Scott Logan, Paul Loy, Bill Peel, Jim Ross, Rhianon Whitney

**Commission members absent:** Costa Dallis, Hunter Goodwin, Brandy Tuck

**Staff present:** Bryan Woods, Michael Ostrowski, Kelsey Heiden, Jeremiah Cook, Jo Beth Wolfe, Alex Aguero, Angie Bertinot

1. Oath of Office and Statement of Appointed Officer.
2. **Call to order and introductions.**  
*Chairperson Phillips called the meeting to order at 3:06 PM.*
3. **Hear Visitors.**  
*No visitors were present.*
4. **Agenda Items**
  - 4.1. Presentation, discussion, and possible action on the appointment of a vice-chairperson.  
*Motion by Chairperson Phillips to appoint Greg Stafford as Vice Chair; seconded by Commissioner Logan. Motion carried 8-0.*
  - 4.2. Presentation, discussion, and possible action on future meeting dates for the Tourism Committee.  
*Motion by Commissioner Logan to have the monthly meetings occur on the last Wednesday of the month at 3:00PM; seconded by Commissioner Whitney. Motion carried 8-0.*
  - 4.3. Presentation, discussion, and possible action on an orientation to the Tourism Committee.  
*Staff gave a presentation on the role of the Tourism Committee and the work of the Tourism division of the Economic Development & Tourism Department. Members asked questions about the marketing, sports, and conventions work of the tourism division.*
5. **Discussion and possible action on future agenda items.**  
*Members requested future agenda items on HOT grants, HOT funding, marketing plans, Convention Center Feasibility Study, Tourism Strategic Plan, and the College Station brand book.*
6. **Adjourn.**  
*Motion by Commissioner Stafford to adjourn at 5:37PM; seconded by Commissioner Peel. Motion carried 8-0.*

**May 7, 2025**  
**Item No. 3.3.**  
**Economic Development Master Plan**

**Sponsor:** Brian Piscacek, Assistant Director - Economic Development

**Reviewed By CBC:** N/A

**Agenda Caption:** Presentation, discussion, and possible action regarding the Economic Development Master Plan.

**Relationship to Strategic Goals:**

- Diverse & Growing Economy

**Recommendation(s):** This contract will be in front of City Council on May 8, 2025, for consideration.

**Summary:** A Request for Proposals was released in January 2025 to identify a consultant partner and develop a new Economic Development Master Plan, last updated in May 2020. Ten (10) responses were received. Based on the evaluation criteria, TIP Strategies, Inc. provided the most comprehensive proposal to address a roadmap for sustainable growth and development tailored to the unique needs and opportunities of College Station.

Performance of these services includes in-person visits by TIP staff to College Station to 1) conduct stakeholder engagement, including interviews, focus groups, and workshops; 2) present to City Council offering initial findings following stakeholder feedback; and 3) present to City Council with the final plan to coincide with the implementation workshop. TIP Staff will also be available for virtual engagements with City staff and officials, to include the City Council's Economic Development Committee.

Project deliverables include 1) project startup guide, 2) project meetings, 3) stakeholder input sessions, 4) data visualizations, 5) ED Master Plan document, and 6) implementation matrix.

This contract will be in front of the City Council for consideration on May 8, 2025.

**Budget & Financial Summary:** A one-time Service Level Adjustment of \$150,000 was included in the FY 2025 Budget for this project.

Total project cost will not exceed \$145,000. TIP Strategies will invoice the City in nine (9) equal monthly progress billings of \$15,000 from May 2025 through January 2026, for a total of \$135,000. The ninth and final invoice will be held until project completion.

An additional \$10,000 in reimbursable out-of-pocket/travel expenses is included for project expenses related to this engagement, to include such items as reasonable travel costs, data purchases, and reproduction of materials with no mark-up.

**Attachments:**

1. 25300462 TIP Strategies, Inc.



- (b) When the original contract amount plus all change orders is equal to or greater than \$100,000, the City Manager or his designee may approve the written change order provided the change order does not exceed \$50,000, and provided the sum of all change orders does not exceed 25% of the original contract amount. For such contracts, when a change order exceeds \$50,000 or when the sum of all change orders exceeds 25% of the original contract amount, the City Council of the City must approve such change order prior to commencement of the services or work. Thereafter, any additional change orders exceeding \$50,000 or any additional change orders totaling 25 percent following such council approval, must be approved by City Council; and
- (c) **Any request by the Consultant for an increase in the Scope of Services and an increase in the amount listed in paragraph two of this Contract shall be made and approved by the City prior to the Consultant providing such services or the right to payment for such additional services shall be waived.** If there is a dispute between the Consultant and the City respecting any service provided or to be provided hereunder by the Consultant, including a dispute as to whether such service is additional to the Scope of Services included in this Contract, the Consultant agrees to continue providing on a timely basis all services to be provided by the Consultant hereunder, including any service as to which there is a dispute.

**ARTICLE IV  
TIME OF PERFORMANCE**

**4.01** Except as provided in Article X herein below, the Consultant shall complete all of the work described in Exhibit "A" by the dates set forth below.  
Final Report Completion and All Associated Workshops will be complete by January 31, 2026.

- OR -

**4.01** Except as provided in Article X herein below, the term of this Contract shall be for one (1) year from the effective date of this Contract. Thereafter, upon the mutual consent of both parties, including budget approval by the City, this Contract may be renewed on an annual basis, under the same terms and conditions, for up to two (2) additional years (three (3) years total). If, for any reason, funds are not appropriated to continue the contract, the contract shall become null and void and shall terminate.

**4.02 Time is of the essence of this Contract.** The Consultant shall be prepared to provide the professional services in the most expedient and efficient manner possible in order to complete the work by the times specified.

**4.03** Consultant promises to work closely with the City Manager or his designee (the "Project Manager") or other appropriate City officials. Consultant agrees to perform any and all Project-related tasks reasonably required of it by the City in order to fulfill the purposes of the work to be performed. The work of Consultant under this Contract may be authorized by the Project Manager in various phases as set forth in **Exhibit "A."**

**ARTICLE V  
INDEPENDENT CONSULTANT**

**5.01** In all activities or services performed hereunder, the Consultant is an independent Consultant and not an agent or employee of the City. The Consultant, as an independent Consultant, shall be responsible for the final product contemplated under this Contract. Except for materials furnished by the City, the Consultant shall supply all materials, equipment and labor required for the execution of the work on the Project. The Consultant shall have ultimate control over the execution of the work under this Contract. The Consultant shall have the sole obligation to employ, direct, control, supervise, manage, discharge, and compensate all of its employees and subconsultants, and the City shall have no control of or supervision over the employees of the Consultant or any of the Consultant's subconsultants except to the limited extent provided for in this Contract. Consultant shall be liable for any misrepresentations. Any negotiations by the Consultant on the City's behalf are binding on the City only when within the scope of work contained herein and approved by the City.

**ARTICLE VI  
AUTHORIZATION**

**6.01** The City shall direct Consultant to commence work on the Project by sending Consultant a "letter of authorization" to begin work on the Project.

**6.02** Upon receipt of the letter of authorization to begin work on the implementation of the Project, Consultant shall meet with the City for the purpose of determining the nature of the Project, including but not limited to the following: meeting with the City's staff to coordinate Project goals, schedules, and deadlines; coordinating data collection; briefing the City's management staff; documenting study assumptions and methodologies; devising the format for any interim reports and the final report to the City.

**6.03** Consultant shall consult with the City and may in some limited circumstances, act as the City's representative, but it is understood and agreed by the parties that for all purposes related to this Contract, Consultant shall be an independent Consultant at all times and is not to be considered either an agent or an employee of the City.

**ARTICLE VII  
WARRANTY**

**7.01** As an experienced and qualified professional, Consultant warrants that the information provided by Consultant reflects high professional and industry standards, procedures, and performances. Approval or acceptance by the City of any of Consultant's work product under this Contract shall not constitute, or be deemed, a release of the responsibility and liability of Consultant, its employees, agents, or associates for the exercise of skill and diligence necessary to fulfill Consultant's responsibilities under this Contract. Nor shall the City's approval or acceptance be deemed to be the assumption of responsibility by the City for any defect or error in the work products prepared by Consultant, its employees, associates, agents, or subconsultants.

**7.02** Consultant shall keep the City informed of the progress of the work and shall guard against any defects or deficiencies in its work.

**7.03** Consultant shall be responsible for using due diligence to correct errors, deficiencies or unacceptable work product. Consultant shall, at no cost to the City, remedy any errors, deficiencies or any work product found unacceptable, in the City's sole discretion, as soon as possible, but no later than fifteen (15) calendar days after receiving notice of said errors, deficiencies, or unacceptable work product.

**7.04** Any and all of Consultant's work product ("Work Product") hereunder shall be the exclusive property of the City. Upon completion or termination of this Contract, Consultant shall promptly deliver to the City all records, notes, data, memorandum, models, and equipment of any nature that are within Consultant's possession or control and that are the City's property or relate to the City or its business.

**7.05** Consultant warrants to City that (i) Consultant has the full power and authority to enter into this Contract, (ii) Consultant has not previously assigned, transferred or otherwise encumbered the rights conveyed herein, (iii) Work Product is an original work of authorship created by Consultant's employees during the course of their employment by Consultant, and does not infringe on any copyright, patent, trademark, trade secret, contractual right, or any other proprietary right of any person or entity, (iv) Consultant has not published the Work Product (including any derivative works) or any portion thereof outside of the United States, and (v) to the best of the Consultant's knowledge, no other person or entity, except City, has any claim of any right, title, or interest in or to the Work Product.

**7.06** Consultant shall not seek to invalidate, attack, or otherwise do anything either by act of omission or commission which might impair, violate, or infringe the title and rights assigned to City by Consultant in this Article VII of the Contract.

## **ARTICLE VIII INDEMNIFICATION & RELEASE**

### **8.01 INDEMNITY**

- (a)** To the fullest extent permitted by law, Consultant agrees to indemnify and hold harmless the City, its Council members, officials, officers, agents, employees, and volunteers (separately and collectively referred to in this paragraph as "Indemnitee") from and against all claims, damages, losses and expenses (including but not limited to attorney's fees) arising out of or resulting from any negligent act, error or omission, intentional tort or willful misconduct, intellectual property infringement or breach of contract including failure to pay a subconsultant, subconsultant, or supplier occurring in the course of performance of professional services pursuant to this Contract by Consultant, its employees, subconsultants, subconsultants, or others for whom Consultant may be legally liable ("Consultant Parties"), but only to the extent caused in whole or in part by the Consultant Parties. **IF THE CLAIMS, ETC. ARE CAUSED IN PART BY CONSULTANT PARTIES, AND ALSO IN PART BY THE NEGLIGENCE OR WILLFUL MISCONDUCT OF ANY OR ALL OF THE INDEMNITEES OR ANY OTHER THIRD PARTY, THEN CONSULTANT SHALL ONLY INDEMNIFY ON A COMPARATIVE BASIS, AND ONLY FOR THE**

**AMOUNT FOR WHICH CONSULTANT PARTIES ARE FOUND LIABLE AND NOT FOR ANY AMOUNT FOR WHICH ANY OR ALL INDEMNITEES OR OTHER THIRD PARTIES ARE LIABLE.**

- (b) **To the fullest extent permitted by law, Consultant agrees to defend the Indemnitees where the indemnifiable acts named in section 8.01 above occur outside the course of performance of professional services (i.e. non-professional services) and the claim is not based wholly or partly on the negligence of, fault of, or breach of contract by the governmental agency, the agency's agent, employee, or other entity over which the governmental agency exercises control, other than the Consultant or Consultant Parties.**
- (c) **It is mutually understood and agreed that the indemnification provided for in this section shall indefinitely survive any expiration, completion or termination of this Contract.**
- (d) **It is agreed with respect to any legal limitations now or hereafter in effect and affecting the validity or enforceability of the indemnification obligation under this section, such legal limitations are made a part of the indemnification obligation and shall operate to amend the indemnification obligation to the minimum extent necessary to bring the provision into conformity with the requirements of such limitations, and as so modified, the indemnification obligation shall continue in full force and effect. There shall be no additional indemnification other than as set forth in this section. All other provisions regarding the same subject matter shall be declared void and of no effect.**

**8.02 Release. The Consultant releases, relinquishes, and discharges the City, its council members, officials, officers, agents, and employees from all claims, demands, and causes of action of every kind and character, including the cost of defense thereof, for any injury to, sickness or death of the Consultant or its employees and any loss of or damage to any property of the Consultant or its employees that is caused by or alleged to be caused by, arises out of, or is in connection with the Consultant's work to be performed hereunder. Both the City and the Consultant expressly intend that this release shall apply regardless of whether said claims, demands, and causes of action are covered, in whole or in part, by insurance and in the event of injury, sickness, death, loss, or damage suffered by the Consultant or its employees, but not otherwise, this release shall apply regardless of whether such loss, damage, injury, or death was caused in whole or in part by the City, any other party released hereunder, the Consultant, or any third party. There shall be no additional release or hold harmless provision other than as set forth in this section. All other provisions regarding the same subject matter shall be declared void and of no effect.**

**ARTICLE IX  
INSURANCE**

**9.01 General.** The Consultant shall procure and maintain at its sole cost and expense for the duration of this Contract insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the

Consultant, its agents, representatives, volunteers, employees or subconsultants. The policies, limits and endorsements required are as set forth below:

During the term of this Contract all Consultant's insurance policies shall meet the minimum requirements of this section:

**9.02 Types.** Consultant shall have the following types of insurance:

- (a) Commercial General Liability.
- (b) Business Automobile Liability.
- (c) Workers' Compensation/Employer's Liability.
- (d) Professional Liability.

**9.03 Certificates of Insurance.** For each of these policies, the Consultant's insurance coverage shall be primary insurance with respect to the City, its officials, agents, employees and volunteers. Any self-insurance or insurance policies maintained by the City, its officials, agents, employees or volunteers, shall be considered in excess of the Consultant's insurance and shall not contribute to it. No term or provision of the indemnification provided by the Consultant to the City pursuant to this Contract shall be construed or interpreted as limiting or otherwise affecting the terms of the insurance coverage. All Certificates of Insurance and endorsements shall be furnished to the City's Representative at the time of execution of this Contract, attached hereto as **Exhibit C**, and approved by the City before any letter of authorization to commence project will issue or any work on the Project commences.

**9.04 General Requirements Applicable to All Policies.** The following General requirements applicable to all policies shall apply:

- (a) Only licensed insurance carriers authorized to do business in the State of Texas will be accepted.
- (b) Deductibles shall be named on the Certificate of Insurance.
- (c) "Claims made" policies will not be accepted, except for Professional Liability insurance.
- (d) Coverage shall not be suspended, voided, canceled, or reduced in coverage or in limits except after thirty (30) calendar days prior written notice has been given to the City of College Station.
- (e) The Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent on the most current State of Texas Department of Insurance-approved forms.

**9.05 Commercial General Liability requirements.** The following Commercial General Liability requirements shall apply:

- (a) Coverage shall be written by a carrier rated "A:VIII" or better in accordance with the current A. M. Best Key Rating Guide.
- (b) Minimum Limit of \$1,000,000 per occurrence for bodily injury and property damage with a \$2,000,000 annual aggregate.
- (c) No coverage shall be excluded from the standard policy without notification of

individual exclusions being attached for review and acceptance.

- (d) The coverage shall not exclude premises/operations; independent contracts, products/completed operations, contractual liability (insuring the indemnity provided herein), and where exposures exist, Explosion Collapse and Underground coverage.
- (e) The City shall be included as an additional insured and the policy shall be endorsed to waive subrogation and to be primary and non-contributory.

**9.06 Business Automobile Liability requirements.** The following Business Automobile Liability requirements shall apply:

- (a) Coverage shall be written by a carrier rated “A:VIII” or better in accordance with the current. A. M. Best Key Rating Guide.
- (b) Minimum Combined Single Limit of \$1,000,000 per occurrence for bodily injury and property damage.
- (c) The Business Auto Policy must show Symbol 1 in the Covered Autos portion of the liability section in Item 2 of the declarations page.
- (d) The coverage shall include owned autos, leased or rented autos, non-owned autos, any autos and hired autos.
- (e) The City shall be included as an additional insured and the policy shall be endorsed to waive subrogation and to be primary and non-contributory.

**9.07 Workers’ Compensation/Employer’s Liability Insurance requirements.** The Workers’ Compensation/Employer’s Liability Insurance shall include the following terms:

- (a) Employer's Liability limits of \$1,000,000 for each accident is required.
- (b) “Texas Waiver of Our Right to Recover From Others Endorsement, WC 42 03 04” shall be included in this policy.
- (c) Texas must appear in Item 3A of the Worker's Compensation coverage or Item 3C must contain the following: All States except those named in Item 3A and the States of NV, ND, OH, WA, WV, and WY.

**9.08 Professional Liability requirements.** The following Professional Liability requirements shall apply:

- (a) Coverage shall be written by a carrier rated “A:VIII” or better in accordance with the current A.M. Best Key Rating Guide.
- (b) Minimum of \$1,000,000 per claim and \$2,000,000 aggregate, with a maximum deductible of \$100,000.00. Financial statements shall be furnished to the City of College Station when requested.
- (c) Consultant must continuously maintain professional liability insurance with prior acts coverage for a minimum of two years after completion of the Project or termination of this Contract, as may be amended, whichever occurs later. Coverage under any renewal policy form shall include a retroactive date that precedes the earlier of the effective date of this Contract or the first performance of services for the Project. The purchase of an extended discovery period or an extended reporting

period on this policy will not be sufficient to comply with the obligations hereunder.

(d) Retroactive date must be shown on certificate.

**ARTICLE X  
TERMINATION**

**10.01** At any time, the City may terminate the Project for convenience, in writing. At such time, the City shall notify Consultant, in writing, who shall cease work immediately. Consultant shall be compensated for the services performed. In the event that the City terminates this Contract for convenience, the City shall pay Consultant for the services properly performed and expenses incurred prior to the date of termination.

**10.02** No term or provision of this Contract shall be construed to relieve the Consultant of liability to the City for damages sustained by the City or because of any breach of contract by the Consultant. The City may withhold payments to the Consultant for the purpose of setoff until the exact amount of damages due the City from the Consultant is determined and paid.

**ARTICLE XI  
MISCELLANEOUS TERMS**

**11.01** This Contract has been made under and shall be governed by the laws of the State of Texas. The parties agree that performance and all matters related thereto shall be in Brazos County, Texas.

**11.02** Notices shall be mailed to the addresses designated herein or as may be designated in writing by the parties from time to time and shall be deemed received when sent postage prepaid U.S. Mail to the following addresses:

**CITY:**

City of College Station  
Attn: Brian Piscacek  
P.O. Box 9960  
College Station, Texas 77842

**CONSULTANT:**

TIP Strategies, Inc.  
Attn: Tracye McDaniel  
13492 N Hwy 183, Ste 120-2:  
Austin, TX 78750

**11.03** Consultant, its employees, associates or subconsultants shall perform all the work hereunder. Consultant agrees that all of its associates, employees, or subconsultants who work on this Project shall be fully qualified and competent to do the work described hereunder. Consultant shall undertake the work and complete it in a timely manner.

**11.04** The Consultant shall comply with all applicable federal, state, and local statutes, regulations, ordinances, and other laws, including but not limited to the Immigration Reform and Control Act (IRCA). The Consultant may not knowingly obtain the labor or services of an undocumented worker. The Consultant, not the City, must verify eligibility for employment as required by IRCA.

**11.05** No action or failure to act by the City shall constitute a waiver of a right or duty afforded them under the Contract, nor shall such action or failure to act constitute approval of or acquiescence in a breach there under, except as may be specifically agreed in writing. No waiver of any provision of the Contract shall be of any force or effect, unless such waiver is in writing, expressly stating to be a waiver of a specified provision of the Contract and is signed by the party to be bound thereby. In addition, no waiver by either party hereto of any term or condition of this Contract shall be deemed or construed to be a waiver of any other term or condition or subsequent waiver of the same term or condition and shall not in any way limit or waive that party's right thereafter to enforce or compel strict compliance with the Contract or any portion or provision or right under the Contract.

**11.06** This Contract and all rights and obligations contained herein may not be assigned by Consultant without the prior written approval of the City.

**11.07** Invalidity. If any provision of this Contract shall be held to be invalid, illegal or unenforceable by a court or other tribunal of competent jurisdiction, the validity, legality, and enforceability of the remaining provisions shall not in any way be affected or impaired thereby. The parties shall use their best efforts to replace the respective provision or provisions of this Contract with legal terms and conditions approximating the original intent of the parties.

**11.08** Prioritization. Contractor and City agree that City is a political subdivision of the State of Texas and is thus subject to certain laws. Because of this there may be documents or portions thereof added by Contractor to this Contract as exhibits that conflict with such laws, or that conflict with the terms and conditions herein excluding the additions by Contractor. In either case, the applicable law or the applicable provision of this Contract excluding such conflicting addition by Contractor shall prevail. The parties understand this section comprises part of this Contract without necessity of additional consideration.

**11.09** This Contract represents the entire and integrated Contract between the City and Consultant and supersedes all prior negotiations, representations, or agreements, either written or oral. This Contract may only be amended by written instrument approved and executed by the parties.

**11.10** The parties acknowledge that they have read, understood, and intend to be bound by the terms and conditions of this Contract.

**11.11** This Contract goes into effect when duly approved by all parties hereto..

**11.12** **Notice of Indemnification. City and Consultant hereby acknowledge and agree this Contract contains certain indemnification obligations and covenants.**

**11.13** **Verification No Boycott.** To the extent applicable, this Contract is subject to the following:

- (a) Boycott Israel. If this Contract is for goods and services subject to § 2270.002 Texas Government Code, Consultant verifies that it i) does not boycott Israel; and ii) will not boycott Israel during the term of this Contract;

- (b) Boycott Firearms. If this Contract is for goods and services subject to § 2274.002 Texas Government Code, Consultant verifies that it i) does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and ii) will not discriminate during the term of the contract against a firearm entity or firearm trade association; and
- (c) Boycott Energy Companies. Subject to § 2274.002 Texas Government Code Consultant herein verifies that it i) does not boycott energy companies; and ii) will not boycott energy companies during the term of this Contract.

**11.14 Fraud Reporting.** To reduce the risk of fraud and to protect the Contractor's financial information from fraud, the Contractor must report to the City in writing at [VendorInvoiceEntry@cstx.gov](mailto:VendorInvoiceEntry@cstx.gov) if the Contractor reasonably suspects or knows if any of their financial information has been subject to fraudulent activity or suspected fraudulent activity.

**List of Exhibits**

- A. Scope of Services
- B. Payment Schedule
- C. Certificates of Insurance

**TIP STRATEGIES, INC.**

By: Tracye McDaniel  
Printed Name: Tracye McDaniel  
Title: President  
Date: 4/29/2025

**CITY OF COLLEGE STATION**

By: \_\_\_\_\_  
City Manager  
Date: \_\_\_\_\_

**APPROVED:**

\_\_\_\_\_  
City Attorney  
Date: \_\_\_\_\_

\_\_\_\_\_  
Assistant City Manager/CFO  
Date: \_\_\_\_\_

## **Exhibit A Scope of Services**

Contract is for Economic Development Master Plan; as described in RFP 25-035.

Performance of these services includes in-person visits by TIP staff to College Station to 1) conduct stakeholder engagement, including interviews, focus groups, and workshops; 2) present to City Council offering initial findings following stakeholder feedback; and 3) present to City Council with the final plan to coincide with the implementation workshop. TIP staff will also be available for virtual engagements with City staff and officials, to include the City Council's Economic Development Committee.

Project deliverables include 1) project startup guide, 2) project meetings, 3) stakeholder input sessions, 4) data visualizations, 5) ED Master Plan document, and 6) implementation matrix.

# ECONOMIC DEVELOPMENT MASTER PLAN (RFP #25-035)

A PROPOSAL FOR THE CITY OF COLLEGE STATION, TX  
DUE FEBRUARY 20, 2025, 2:00 PM LOCAL





February 20, 2025

City of College Station, Texas  
*Delivered via Brazos Valley e-Marketplace*

To Whom It May Concern:

TIP Strategies is pleased to present our proposal for the preparation of an economic development master plan for the City of College Station. As you evaluate proposals, we invite you to consider the advantages of our team.

- ▶ **WE HAVE A LONG HISTORY OF SUCCESSFUL PLANNING ENGAGEMENTS.** Since 1995, we have completed more than 600 engagements in 44 states and 7 countries, including throughout the Texas Triangle. Our portfolio includes projects in the San Antonio (e.g., Seguin, New Braunfels, Cibolo, Selma, Schertz, and Universal City), Houston (e.g., Pasadena, Sugar Land, Pearland, Katy, Fulshear, Rosenberg, Conroe, and Katy), Austin (e.g., Travis County, Georgetown, Pflugerville, Buda, Round Rock, and Cedar Park), and Dallas-Fort Worth (e.g., Dallas, Fort Worth, Arlington, Denton, Rowlett, Irving, Rockwall, Wylie, Flower Mound, Terrell, Kaufman, Waxahachie, Addison, Forney, Southlake, and Sachse) areas.
- ▶ **WE UNDERSTAND THE ECONOMIC DEVELOPMENT POTENTIAL OF HIGHER EDUCATION INSTITUTIONS.** Our team has helped clients create strategies that leverage postsecondary education institutions for economic and workforce development. TIP recently completed a tech transfer and commercialization plan for the Texas Higher Education Foundation and has also conducted economic development strategic engagements in other college towns throughout the state, including Arlington, Denton, Waco, Lubbock, Midland, and Abilene. In addition, we helped leaders in Green Bay, Wisconsin address challenges around attracting, retaining, and developing talent through a strategy to re-mission the University of Wisconsin-Green Bay (UW-GB) to become more R&D-focused. The strategic plan TIP created for Fort Wayne-Allen County, Indiana featured strategies for leveraging Purdue University and other regional higher education institutions to strengthen the local entrepreneurial ecosystem.
- ▶ **WE UNDERSTAND INNOVATION ECOSYSTEMS AND THE FACTORS THAT DRIVE INVESTMENT.** Helping our clients capitalize on innovation initiatives is an integral component of our strategic planning model. Currently, TIP is collaborating with the Rock Hill Economic Development Corporation (part of the Charlotte, North Carolina, MSA) on technology ecosystem mapping and the creation of a technology-focused economic development strategy. TIP's experience in leveraging technology extends from laying the groundwork for innovation districts (including planned districts in Fort Worth and San Antonio, Texas, to take advantage of medical technologies and cybersecurity assets, respectively), to assisting with the recruitment of a large-scale tech company in Detroit, Michigan.
- ▶ **WE HAVE A ROBUST WORKFORCE DEVELOPMENT PORTFOLIO.** Our talent-focused approach emphasizes connecting industry recruitment and retention efforts with the skills of the regional workforce and creating pathways for economic and career advancement for residents across the spectrum of skills and wealth. TIP's portfolio includes leading a statewide strategy to help the public workforce system support Texas talent and economic growth; creating an inclusive tech talent pipeline strategic plan for the Delaware Prosperity Partnership; and assessing skills gaps in life sciences, advanced manufacturing, and IT for the Borderplex Alliance (Texas).



- ▶ **WE ARE THOUGHT LEADERS IN ECONOMIC DEVELOPMENT.** TIP has been on the cutting edge of the practice of economic development for 30 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.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Tracye McDaniel', with a fluid, cursive style.

Tracye McDaniel, President

# CONTENTS

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- TAB A: QUALIFICATIONS & EXPERIENCE..... 1
  - EXECUTIVE SUMMARY ..... 1
  - PROJECT TEAM..... 5
  - FIRM EXPERIENCE (PAST 36 MONTHS)..... 12
- TAB B: RATES & EXPENSES ..... 14
  - FEES..... 14
  - EXPENSES..... 14
- TAB C: METHODOLOGY ..... 16
  - PROJECT MANAGEMENT ..... 16
    - 1. DISCOVERY [APRIL - JUNE]..... 17
    - 2. OPPORTUNITY [JUNE – AUGUST]..... 19
    - 3. IMPLEMENTATION [SEPTEMBER - NOVEMBER] ..... 21
  - DELIVERABLES ..... 22
  - TIMELINE..... 23
- TAB D: REFERENCES..... 24
- TAB E: CERTIFICATION & PROPOSAL FORMS..... 28
- APPENDIX: RESUMES ..... 31



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.

# TAB A: QUALIFICATIONS & EXPERIENCE

TIP Strategies, Inc. (TIP) is submitting this proposal to assist the City of College Station (City) with an economic development master plan. Our team members are experienced in 1) leading economic development planning projects across the US and internationally; 2) structuring effective and sustainable organizations; 3) identifying appropriate target industries and designing effective marketing strategies to recruit them; 4) crafting talent retention, development, and attraction strategies; and 5) assisting with the implementation of economic development plans for cities, counties, regions, and states.



*This goes way beyond just creating jobs.... This is about bringing leaders and communities together to be more intentional about economic growth and collaboration.*

Peter Zaehring, VP (former)  
Greater Green Bay Chamber (WI)



## EXECUTIVE SUMMARY

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. Specific topics in which TIP has deep experience include entrepreneurship, target industries, workforce analytics, and defense industries/communities.

During 30 years in business, we have worked with clients throughout the country to develop innovative, publicly supported strategies. Our methods establish a clear vision for economic growth and shared prosperity. Community leaders across the country have embraced the TIP framework of Talent, Innovation, and Place to achieve successful and sustainable economies. Representative clients include the following.

- ▶ Texas Higher Education Foundation – Statewide Tech Transfer and Commercialization Strategy
- ▶ Travis County, TX – Economic Development Strategic Plan
- ▶ Greater Houston Partnership (TX) – Regional Workforce Development Task Force
- ▶ City of San Antonio, TX – Economic Development Strategic Plan
- ▶ City of Dallas, TX – Economic Development Strategic Plan Review and Implementation Assistance
- ▶ City of Fort Worth, TX – Economic Development Strategic Plan and Update
- ▶ Texas Workforce Commission – Talent and Economic Growth Pilot and Statewide Action Plan
- ▶ Texas Association of Business – Statewide Economic Development Plan
- ▶ City of Waco, TX – Economic Development Strategic Plan
- ▶ City of Arlington, TX – Economic Development Strategic Plan and Update
- ▶ City of Denton, TX – Economic Development Strategic Plan and Partnership Review
- ▶ Lubbock Economic Development Alliance (TX) – Economic Development Strategic Plan
- ▶ Midland Development Corporation (TX) – Priority Midland Community Visioning
- ▶ Mississippi Development Authority & Mississippi Research Consortium – Mississippi Innovation Plan
- ▶ Greater Fort Wayne Inc. and Fort Wayne–Allen County (IN) – ACT–Allen County Together Plan
- ▶ Greater Green Bay Chamber (WI) – Economic Development Strategic Plan
- ▶ Rock Hill EDC (SC) – Technology Ecosystem Mapping & Tech-Focused Economic Development Strategy

1995

YEAR FOUNDED

600+

ENGAGEMENTS

425+

CLIENTS

44

STATES

7

COUNTRIES

## OUR LEADERSHIP

TIP is led by four principals who are ideally suited to assist the City with economic development strategic planning. They are joined by a staff of fulltime analysts, consultants, and production professionals experienced in managing projects similar in scope to the requested work. The TIP team also includes an extensive network of associates and partners whose multidisciplinary skills can be brought to bear on this project. Our principals have spent decades—first as practitioners, then as consultants—building relationships. Hiring TIP as your strategic partner brings access to a global brain trust of specialists and thought leaders.



**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.

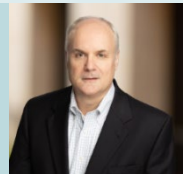


**JON ROBERTS** | MANAGING PARTNER

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 three decades, combined with hands-on program management experience, provides our team with a unique perspective.

- ▶ **WE HAVE WORKED EXTENSIVELY THROUGHOUT THE TEXAS TRIANGLE.** As an Austin-based firm, TIP has spent nearly three decades conducting economic development and workforce projects spanning from the Texas Panhandle to the Gulf Coast, including multiple statewide projects. We have completed numerous planning engagements in the San Antonio (e.g., Seguin, New Braunfels, Cibolo, Selma, Schertz, and Universal City), Houston (e.g., Pasadena, Sugar Land, Pearland, Katy, Fulshear, Rosenberg, Conroe, and Katy), Austin (e.g., Travis County, Georgetown, Pflugerville, Buda, Round Rock, and Cedar Park), and Dallas-Fort Worth (e.g., Dallas, Fort Worth, Arlington, Denton, Rowlett, Irving, Rockwall, Wylie, Flower Mound, Terrell, Kaufman, Waxahachie, Addison, Forney, Southlake, and Sachse) areas.

- ▶ **WE UNDERSTAND THE ECONOMIC DEVELOPMENT POTENTIAL OF HIGHER EDUCATION INSTITUTIONS.** Our team has helped clients create collaborative strategies that leverage postsecondary education institutions for economic and workforce development. TIP also has worked with many higher education institutions as clients, partners, and stakeholders. We recently completed a tech transfer and



*I want to thank you for a job well done. You guys did great and thorough work and I appreciate the patience in working with a large group to build consensus through the end of the report.*

David Cooke, City Manager  
City of Fort Worth, Texas



commercialization plan for the Texas Higher Education Foundation, whose recommendations focused on coordination between Texas colleges and universities to better leverage the state’s higher education research, development, and innovation assets. In addition, we have also conducted economic development strategic engagements in other college towns throughout the state, including Arlington, Denton, Waco, Lubbock, Midland, and Abilene. Other examples include:

- ▶ **Green Bay, Wisconsin.** TIP helped leaders in Green Bay address challenges around attracting, retaining, and developing talent through a strategy to grow and re-mission the University of Wisconsin-Green Bay (UW-GB) to become more R&D-focused. The TIP-led planning process was also instrumental in galvanizing the creation of an engineering school at UW-GB. The Richard J. Resch School of Engineering began accepting students in the fall of 2019.
- ▶ **Fort Wayne-Allen County, Indiana.** The economic development strategic plan prominently featured strategies for leveraging Purdue University and other regional higher education institutions to strengthen the local entrepreneurial ecosystem, including the deployment of a venture fund and accelerator, the creation of additional student housing, and the expansion of academic programs in key industries.
- ▶ **San Luis Obispo, California.** During the TIP-led planning process, stakeholder and implementation partner California Polytechnic State University served as a key driver of the regional entrepreneurial and business support ecosystem, cleantech and other technology advancements, and talent attraction and development.
- ▶ **State of Mississippi.** We created a statewide innovation plan for a coalition of research universities that focused on better connecting the private sector with R&D from educational institutions.



*We are very impressed by [TIP]. They have brought a high degree of expertise, experience and creativity to our economic development action plan, and that benefits everyone in our community.*

John Urbahns, President and CEO  
Greater Fort Wayne Inc. (IN)



- ▶ **WE UNDERSTAND INNOVATION ECOSYSTEMS AND THE FACTORS THAT DRIVE INVESTMENT.** Helping our clients capitalize on innovation initiatives is an integral component of our strategic planning model. Currently, TIP is collaborating with the Rock Hill Economic Development Corporation (part of the Charlotte, North Carolina, MSA) on technology ecosystem mapping and the creation of a technology-focused economic development strategy. TIP’s experience in leveraging technology extends from laying the groundwork for innovation districts (including planned districts in Fort Worth and San Antonio, Texas, to take advantage of medical technologies and cybersecurity assets, respectively), to assisting with the recruitment of a large-scale tech company in Detroit, Michigan. On behalf of Greater Spokane, Inc. (Washington), TIP devised strategies to fortify the life sciences and health sector in the region, which included working with medical education institutions to increase residency positions and attract R&D investments to support the attraction and retention of top talent.
- ▶ **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.** Our work on middle skills for the Greater Houston Partnership (Texas) focused on facilitating a task force of more than 100 members that included executives from the region’s largest employers, such as JP Morgan Chase, ExxonMobil, and AT&T. Our defense industry adjustment work for MassDevelopment was guided by an advisory committee comprised of high-level representatives from prime defense contractors, including Raytheon, Triton Systems, and General Dynamics.
  - ▶ **Private-sector experience.** During three decades of consulting, our team has engaged thousands of employers and business organizations representing every sector of the economy through personal interviews, focus groups, and online surveys. For example, our survey of employers for the Jefferson Parish Economic

Development Commission (Louisiana) drew 244 unique responses that helped identify the region’s talent gaps, highlight specific hard-to-fill jobs, and suggest strategies.

- ▶ **Listening sessions.** As part of our work for the Delta Regional Authority, we held listening sessions in each of the DRA’s eight member states to inform the agency’s regional development plan and help ensure the alignment of strategies with state level activities and priorities.
- ▶ **Public engagement.** As part of a visioning process for the North Iowa Corridor Economic Development Corporation, we conducted an extensive outreach process which was credited with catalyzing positive change, including gaining public approval of bond initiatives critical to the region’s future growth. TIP recently gathered qualitative data from more than 1,000 community survey responses during the creation of a comprehensive economic development strategy (CEDS) for Greater Spokane, Inc. (Washington).

▶ **WE HAVE A ROBUST WORKFORCE DEVELOPMENT PORTFOLIO.** We have a deep understanding of workforce. Our talent-focused approach emphasizes connecting industry recruitment and retention efforts with the skills of the regional workforce and creating pathways for economic and career advancement for residents across the spectrum of skills and wealth. TIP’s portfolio includes leading a statewide strategy to help the public workforce system support Texas talent and economic growth; creating an inclusive tech talent pipeline strategic plan for the Delaware Prosperity Partnership; and conducting a labor study, target sector analysis, and regional strategy for the West Kentucky Workforce Board. Additional projects include a statewide talent plan for the Oregon Talent Council and assessing skills gaps in life sciences, advanced manufacturing, and IT for the Borderplex Alliance (Texas).

▶ **WE KNOW HOW TO LEVERAGE ASSETS AND INFRASTRUCTURE TO SUPPORT ECONOMIC DEVELOPMENT.** TIP understands the important role that infrastructure plays in economic development. Infrastructure has been a focus of our recent strategic planning engagements for the Northwestern Indiana Regional Planning Commission, Lake County Partners (Illinois), and REACH (California Central Coast). Additionally, our SVP of Research & Development, Brent McElreath, specializes in infrastructure analysis; 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.

▶ **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/>.



*Any city, community, or state would be very wise to choose TIP Strategies to help them find the path to a brighter future for their businesses and citizens.*

Bill Popp, President & CEO  
Anchorage Economic Dev. Corp (AK)



▶ **WE HELP OUR CLIENTS ACHIEVE RESULTS.** Success metrics guide our planning process and form the basis of our implementation plans and workshops. We work with clients to identify metrics and determine if strategies are working or need adjustment. We can point to numerous examples of clients that have successfully implemented recommendations. For instance, the City of Auburn, Washington, has expanded and attracted aerospace and advanced manufacturing businesses, and the Lubbock Economic Development Alliance has made progress tapping into research and innovation assets at Texas Tech University and developing its downtown. Additionally, the Northeast Indiana Regional Development Authority was awarded the maximum \$50 million in state funding in 2021 based on the plan we created for the 11-county region.

▶ **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 30 years, TIP’s client engagements have been guided by this Talent, Innovation, and Place framework. This framework acknowledges that vibrant and resilient economies are not achieved passively. Competition for businesses, people, and funding is a challenge which must be met on all fronts. Our team’s experience working with cities, counties, regions, and states underscores the benefits of this 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

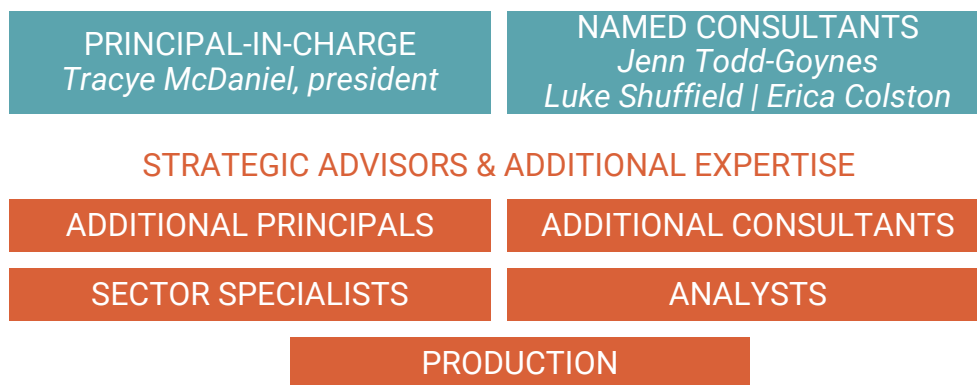
At TIP, the work of our consulting team is conducted under the direct supervision of a senior member of the firm. The **principal-in-charge** is actively involved in every phase. TIP president **TRACYE MCDANIEL** will act as principal-in-charge and will serve as the primary point of contact for this work. In this capacity, she 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. 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. **JENN TODD-GOYNES**, senior consultant, will serve as lead consultant for this work and will be assisted in these duties by consultants **LUKE SHUFFIELD** and **ERICA COLSTON**. 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



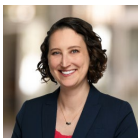
## CLIENT-FACING TEAM

### TRACYE MCDANIEL *President*



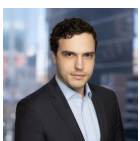
Tracye is a recognized trailblazer in the economic development and travel marketing industry, with expertise in international business development and marketing spanning more than 50 countries. For more than three decades, she has been a trusted advisor to CEOs, nonprofits, public organizations, and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

### JENNIFER TODD-GOYNES *Senior Consultant*



Jenn brings nearly 20 years of experience leading transformational projects focused on creating more vibrant, resilient, and sustainable communities that prioritize people, place, and economy. As a TIP consultant, Jenn manages projects that utilize her knack for taking on complex 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 reimagined 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.

### LUKE SHUFFIELD *Consultant*



Luke joined TIP in January 2021 after seven years of experience in the tech industry, small business development, and education. As a consultant for the firm, Luke draws on his analytical expertise, diverse base of experience, and attention to detail to play a critical role in stakeholder outreach, client presentations, and final deliverables. His portfolio includes the firm's current innovation-focused work in Mississippi and strategic planning for the Town of Sahuarita, Arizona, as well as a recovery and resiliency plan for Northwestern Indiana. Luke was also instrumental in an 11-county planning effort for the Northeast Indiana Regional Development Authority, which resulted in the maximum award of \$50 million in state funding. Before joining TIP, he worked as an early member of the risk analysis team at Facebook, where he critically evaluated financial transactions for potentially fraudulent activity and made recommendations for algorithmic adjustment. Luke also brings to his

consulting engagements prior experience founding a startup, seeking incubator seed funding, and creating content for an online learning platform targeted at small business owners. Luke received a Bachelor of Arts in Political Science from Duke University, with an additional specialization in Markets & Management Studies.

#### **ERICA COLSTON** *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. Her recent work includes finalizing an economic development strategic plan for the City of Georgetown, Texas, researching state-level and university technology transfer best practices for the Texas Higher Education Coordinating Board, and supporting organizational and workforce planning for Texas clients. Prior to joining the firm, she coordinated talent development programs and facilitated education partnerships at the Greater Austin Chamber of Commerce through Opportunity Austin, an initiative aimed at fostering job-creating investment across the region. Raising regional postsecondary attainment levels through college access support initiatives was a central aim 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. She has a background in public policy and national security research with the Institute for the Study of War. Erica is Ukrainian-American, and she holds a Bachelor of Arts in International Relations and Global Studies and in History from the University of Texas at Austin.

#### **ADVISORS & ADDITIONAL EXPERTISE**

#### **TOM STELLMAN** *Founder/CEO*



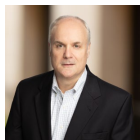
Tom brings more than 30 years of experience working with communities and businesses to identify collaborative strategies for achieving economic growth. As developer of TIP's model of Talent, Innovation, and Place, he has helped clients harness their energy and resources to focus on those factors that 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.

#### **JON ROBERTS** *Principal/Managing Partner*



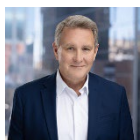
Jon has focused on the role of innovation and technology in economic development since the 1980s. Upon joining TIP as a principal and managing partner in 2000, Jon helped transition the company from its Texas-based site selection practice to a national strategy firm. As managing partner, Jon plays an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

### JEFF MARCELL *Senior Partner*



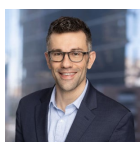
Jeff has more than two decades of experience in economic development as a practitioner and consultant. This “hands-on” experience brings a deep understanding of how to structure high-functioning, competitive organizations. As a principal, Jeff leads TIP’s high-profile national consulting engagements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

### ALEX COOKE *Senior VP Consulting*



Alex has over 30 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 dog, where he enjoys playing pickleball, hiking the city’s trails, and smoking BBQ.

### JOHN KARRAS *VP Business Development*



John has spent nearly two decades working as a national economic development strategist in communities across 40 US states, as well as Mexico and Canada. In addition to his consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. 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 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 is a frequent speaker at economic development conferences, serves as an instructor of training and professional development courses for economic

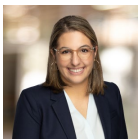
development practitioners, and teaches as an adjunct lecturer at UT-Austin. John lives in Austin with his wife and son, where he lives out his obsession of finding and tasting the world’s best tacos and barbeque.

**ELIZABETH SCOTT** *Senior Consultant*



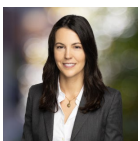
Elizabeth has nearly 20 years of experience managing diverse projects including business recruitment and retention, economic and workforce development strategies, socioeconomic impact analyses, and land use studies. Elizabeth draws from her deep experience with regional strategies to manage TIP projects—working closely with community, business, and academic leaders to develop comprehensive strategies that improve economic vitality and quality of life. Before joining TIP in 2019, Elizabeth directed business recruitment, retention, and expansion efforts for the Columbia River Economic Development Council (CREDC) in Clark County, Washington. During her tenure with CREDC, she also successfully managed several multi-million-dollar grant programs across the Greater Portland-Vancouver region. Early in her career, she also supported BRAC/NEPA projects by providing socioeconomic analysis for environmental assessments and environmental impact statements. She received a Master of Natural Resources from Virginia Tech and a Bachelor of Arts in History and Sociology from the University of Tampa. Elizabeth lives in Michigan’s Upper Peninsula with her husband and three children, where they can be found exploring the woods by foot, bike, or skis.

**ALEXIS ANGELO** *Consultant*



Alexis has 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. At the EDA, Alexis collaborated with community partners to design economic development responses to the COVID-19 pandemic through the CARES Act, managing over \$28 million in grant funds. While at Project GRAD in Houston, Texas, she supported an effort to make high-growth career opportunities accessible within Houston’s low-income communities through data-driven programming and collaboration with community stakeholders. Her research experience includes a Michael and Susan Dell Foundation-funded project at the LBJ School of Public Affairs to study the effectiveness of the workforce development ecosystem in Central Texas. Alexis received a Master of Public Affairs from the LBJ School of Public Affairs at the University of Texas at Austin. She has a Bachelor of Arts in History and a minor in Political Science from Trinity University.

**VICTORIA WILSON** *Consultant*



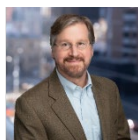
Victoria has over 10 years of experience applying her knowledge of data, research, and community engagement toward research and consulting projects. Through this work she has collaborated closely with community leaders and industry experts to develop and execute successful strategies to advance their 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. Her most recent work includes managing the economic development strategic planning process for Pinellas County, Florida, and the Town of Flower Mound, Texas, as well as supporting the delivery of state-wide strategic plans on behalf of the Delaware Business Roundtable and the Texas Association of Business. 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 and international trade research for several years, during which she specialized in the impacts of trade flows and corridors on the communities they serve. As a native Spanish speaker, Victoria has extensive experience engaging stakeholders in Mexico and the US in the language, as well as translating written materials. 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*



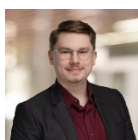
Mishka has experience managing economic development technical assistance and research projects. Her recent work includes the preparation of economic development strategic plans for the Greater Baltimore Committee (Maryland); the City of San Luis Obispo, California; and the City of Clovis, New Mexico, 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.

### **BRENT MCELREATH, AICP SVP, Research & Development**



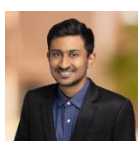
Brent has more than 25 years of experience in comparative urban economic analysis of US and international cities. He has authored, co-authored, and edited numerous white papers, articles, and serial reports on global property and infrastructure markets and has monitored infrastructure investment performance 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.

### **EVAN JOHNSTON** *Senior Analyst*



Evan has nearly 10 years of experience and specializes in regional labor market analysis and data manipulation. As a senior analyst at TIP, he organizes data systems for visualization and dissemination, creates data-driven analytics across a variety of topics, and researches policy to help contextualize the data. His recent work includes developing TIP's occupational assessments of job risk, quality, and access in addition to expanding the firm's workforce analytics with an equity lens and an increased emphasis on where and how people work. His previous experience includes research on gender diversity in high-tech employment growth and the development of entrepreneurial ecosystems at the IC2 Institute and the McCombs School of Business at the University of Texas at Austin.. 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 to 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

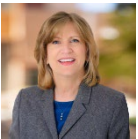
of flood risks for highway projects, which served to enhance transparency for insurance clients. In addition, Ajay previously served as a course assistant for graduate-level courses in machine learning and data analytics at New York University (NYU). He holds a Master of Science from NYU's Center for Urban Science + Progress and a Bachelor of Technology from Manipal Institute of Technology.

#### **REECE NEATHERY** *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 analyst at TIP, Reece gathers and analyzes fiscal, demographic, and commercial real estate 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.

#### **KAREN BEARD** *SVP, Production*



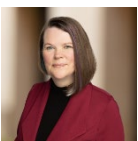
Karen has 30 years of experience thinking about economic development and community planning from a data, policy, and strategy perspective. Since joining TIP in 2000, she has filled both client-facing and "home team" roles for the firm. As a research associate and then a consultant, she managed client 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.

#### **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.

#### **TINA AVENT** *Designer*



Tina has nearly two decades of design experience, including expertise in user interface (UI), user experience (UX), and accessibility standards. At TIP, Tina prepares client deliverables and presentations, creates and maintains design assets, and designs and packages Tableau deliverables. She holds an associate degree in UI/UX from Austin Community College (Austin, Texas) and studied graphic design and photography at the University of North Texas (Denton, Texas).

## FIRM EXPERIENCE (PAST 36 MONTHS)

Over the past thirty-six (36) months, we have successfully undertaken dozens of projects of a similar scope and size. The following projects showcase the most relevant examples of our recent work. Please refer to our references in Tab D for a more in-depth overview of additional projects in Texas and across the country.



### **CITY OF GEORGETOWN, TX | ECONOMIC DEVELOPMENT STRATEGIC PLAN**

The City of Georgetown worked with TIP on a five-year economic strategic development plan to ensure it could continue to leverage its success as one of the nation's fastest growing communities while still enhancing its quality of place. After comprehensive data analysis and stakeholder outreach, TIP crafted three major goals for the City that focused on business development, talent development, and placemaking. Recommendations under these goals—including positioning Georgetown with later-stage startups, engaging existing education and workforce collaborations, and reinforcing quality of place assets—situate the City to best utilize its competitive position.

*Image Credit: Georgetown downtown at night courtesy of the City of Georgetown, Texas.*



### **CITY OF ARLINGTON, TX | ECONOMIC DEVELOPMENT STRATEGIC PLAN (UPDATE)**

City leaders engaged TIP to revisit the economic development strategic plan prepared by the firm in 2014. The update recognized milestones that occurred in the intervening years, such as UTA's designation as a major research center. In addition to a review of commercial real estate trends and an update of the city's target sectors, the plan included guidance for the investment of revenues generated by the newly established sales tax. The funding framework laid out four avenues: a targeted areas fund, an opportunity fund, a deal-closing fund, and an innovation fund.

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



### **ROSENBERG DEVELOPMENT CORP. (TX) | ECONOMIC STRATEGIC PLAN 2024-2033**

To assist with a lack of industrial and retail development, which threatens to strain the tax base and limit the community's ability to capture business expansion from nearby Houston, the Rosenberg Development Corporation (RDC) engaged TIP to prepare a 10-year plan. The plan focused on development-related goals to drive growth, as well as organizational goals to help the RDC meet the needs of its growing community. These strategies better position Rosenberg to maximize industrial and retail opportunities while equipping the RDC to expand capacity by strengthening market data, workforce development, and small business and entrepreneurship resources.

*Image Credit: Courtesy of the Rosenberg Development Corporation.*



### **MCALLEN ECONOMIC DEVELOPMENT CORPORATION (TX) | INNOVATE MCALLEN**

The MEDC engaged TIP to prepare an economic development plan. *Innovate McAllen* combines insights from discussions with local stakeholders and an extensive quantitative analysis to deliver a technology-driven strategy for the region. The work was guided by a 20-member steering committee that helped refine TIP's understanding of regional challenges and opportunities. The three goals outlined in the plan build on the MEDC's vision by leveraging target sector opportunities, developing the talent to support them, and creating places that foster innovation.

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



### **ROCKWALL ECONOMIC DEVELOPMENT CORP. (TX) | STRATEGIC PLAN 2023-2027**

TIP led a coalition of partners in updating the EDC's 2017 strategic plan. The work was guided by an 18-member steering committee representing public and private sector interests and included robust data analysis and stakeholder input. TIP proposed a three-pronged approach to the update: 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 expansions and new investment.

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



### CITY OF IRVING, TX | ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE

The City of Irving engaged TIP to prepare a new five-year economic development strategic plan to update the previous plan TIP prepared in 2017. First, TIP sought stakeholder insights across more than 25 roundtable sessions. TIP also conducted a quantitative analysis of Irving’s competitive position relative to benchmark geographies. This in-depth analysis featured an assessment of Irving’s target industries (including existing companies, workforce, and infrastructure) and an evaluation of 12 development opportunity sites. The resulting plan provides strategies to realize Irving’s economic future through bold, transformative projects that center innovation, reinvention, and placemaking.

*Image Credit: Toyota Music Factory image courtesy of Greater Irving-Las Colinas Chamber of Commerce.*



### PASADENA EDC (TX) | STRATEGIC PLAN FIVE-YEAR UPDATE

TIP completed an update to the economic development strategy that we prepared for the EDC in 2018. Since adopting the 2018 plan, the EDC has facilitated \$2.5 billion in capital investment, 120 new business and expansion projects, and the creation of 2,300 new jobs. The updated goals build on this momentum, focusing on marketing and image, business development, workforce, catalyst projects, tourism and retail, and the support structures necessary for future growth. Just weeks after the plan update was finalized, the Houston metro area’s name was formally changed 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.

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



### TEXAS HIGHER EDUCATION FOUNDATION | TECH TRANSFER & COMMERCIALIZATION PLAN

TIP was engaged by the Texas Higher Education Foundation to analyze the current state of technology transfer and commercialization in Texas. More than 400 individuals were engaged in the planning process through surveys, roundtables, and interviews. TIP also conducted an extensive analysis of Texas’ performance across a variety of innovation measures and reviewed promising practices in benchmark states. The resulting report provided recommendations in three goal areas: (1) strengthening technology transfer support structures at higher education institutions; (2) bolstering regional innovation ecosystems across the state; and (3) addressing the foundational supports needed for success.



### CITY OF SAN LUIS OBISPO, CA | ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE

In 2022, the City engaged TIP to update its economic development strategy. The planning process included an interactive economic analysis data visualization that was supplemented by interviews, focus groups, and a community survey that garnered nearly 1,000 responses. TIP also assessed the City’s current economic development efforts, prioritized potential catalyst projects, and conducted a review of national best practices. Five guiding principles emerged: (1) maintaining a dynamic economic and business environment, (2) expanding economic opportunities for all, (3) ensuring economic vitality through climate- and system-focused sustainable growth, (4) enhancing internal and external collaboration, and (5) expanding partnerships.



### GREATER BALTIMORE COMMITTEE (MD) | 10-YEAR ECONOMIC OPPORTUNITY PLAN

In 2023, the Greater Baltimore Committee (GBC) engaged TIP to help create a 10-year economic opportunity plan. The plan articulates a bold agenda that will influence GBC’s priorities and help guide private and public investments. Roundtables and interviews with stakeholders across the seven-jurisdiction Baltimore Region, input from six working groups, and guidance from a 34-member steering committee helped shape the recommendations. Along with an extensive quantitative analysis of the region’s competitive position, TIP conducted an online survey of site selection-related professionals familiar with the Baltimore market. The final plan lays out strategies for advancing inclusive regional economic opportunity in three goal areas: strong and innovative industry sectors, vibrant and connected places, and a skilled and flexible labor force.

*Image Credit: Baltimore, Maryland, downtown skyline aerial via AdobeStock.*

## TAB B: RATES & EXPENSES

The not-to-exceed project cost for completion of this work is \$145,000. The fee for completion of this work is \$135,000. Approved travel and related expenses will be billed at cost, not to exceed \$10,000.00. If we are selected based on our approach, qualifications, and experience, our team will work with the City to align the scope with the financial resources available for the execution of this project.

### FEES

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

PHASE/TASK	FEES
<b>DISCOVERY</b>	<b>\$48,750</b>
1.1 Project launch	\$3,125
1.2 Planning alignment	\$4,125
1.3 Baseline analysis & benchmarking	\$16,250
1.4 Engagement	\$20,375
1.5 Competitive position	\$4,875
<b>OPPORTUNITY</b>	<b>\$47,000</b>
2.1 Strategic direction	\$1,850
2.2 Innovation infrastructure	\$14,125
2.3 Real estate & development opportunities	\$13,150
2.4 Entrepreneurial ecosystem	\$8,000
2.5 Opportunity workshop	\$5,000
2.6 Best practices	\$4,875
<b>IMPLEMENTATION</b>	<b>\$39,250</b>
3.1 Strategic plan	\$27,125
3.2 Implementation matrix	\$3,125
3.3 Final presentation	\$4,125
3.4 Implementation workshop	\$4,875
<b>TOTAL COST</b>	<b>\$135,000</b>

### EXPENSES

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

- ▶ **Travel.** We anticipate a combination of virtual and in-person meetings for this work. The not-to-exceed amount provided above assumes between three to four in-person trips to the region. The per unit cost shown below are

estimates only. Actual trips may include a mix of travel modes and varying levels of staffing, travel days, etc. The timing and number of trips would be discussed as part of the development of a project work plan.

- ▶ **Deliverables.** All deliverables will be in electronic format. If requested, TIP can provide printed copies at cost. All deliverables will be provided in TIP's color scheme and fonts unless custom branding is agreed upon in advance.

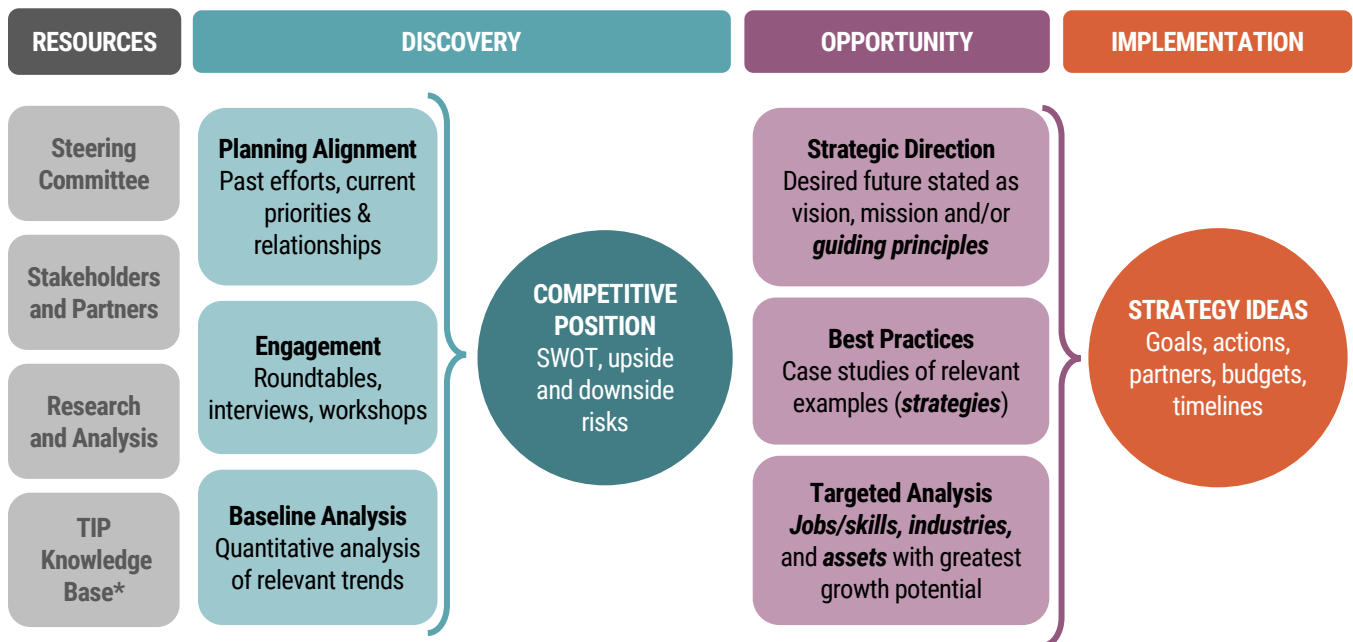
ESTIMATED TRAVEL EXPENSES PER TRIP	COST <i>PER UNIT</i>	MODE	
		<i>AIRLINE (1 staff member)</i>	<i>AUTO (2 staff members)</i>
Airfare (roundtrip fare for 1 staff member)	\$336	\$336	–
Parking	\$20	\$60	–
Car rental/ground transportation	\$100	\$300	–
Meals & incidentals (for 3 staff members total)	\$50	\$150	\$300
Lodging (2 nights, 3 staff members)	\$200	\$400	\$800
Mileage (220 miles roundtrip from Austin, TX)	\$0.70	–	\$154
<b>TOTAL ESTIMATED EXPENSES PER TRIP BY MODE</b>		<b>\$1,246</b>	<b>\$1,254</b>

# TAB C: METHODOLOGY

The scope that follows assumes work will commence in April 2025 and estimates seven months for project completion. All named team members (Tab A) will contribute to each phase. As the timeframes indicate, phases and tasks may overlap, taking place concurrently rather than sequentially to best meet client needs.

We have an established approach to our strategic planning engagements. In our years of leading consulting projects across the country, our three-phase Theory Into Practice (TIP) planning model—Discovery, Opportunity, Implementation—has proven flexible enough to address the variety of challenges our clients face. Beyond its value as an organizing structure, the TIP planning model helps reinforce our team’s deep commitment to getting it right. The Discovery phase reflects our interest in learning what makes a community or region unique. By its very name, the Opportunity phase ensures a focus on identifying the big ideas that will contribute to the community’s economic vitality and garner widespread support for the planning process. And, finally, the Implementation phase keeps us focused on the desired outcome and the steps needed to translate ideas into action.

## THEORY INTO PRACTICE PLANNING MODEL



\*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. If desired by the client, we can also provide brief written updates about progress made during the past work period. The frequency of meetings and any written progress reports will be agreed upon during the project launch.

- ▶ **Steering committee.** We recommend the creation of an oversight committee to help guide and shape the plan. Members are responsible for attending monthly meetings, providing input on strategies, and reviewing deliverables.
- ▶ **Data collection & analysis.** To minimize errors, we adhere as closely as possible to reputable, primary sources and use an internal peer review process when creating new products and methodologies. Quantitative work is reviewed by the R&D and Production teams, lead consultant, and principal-in-charge before it is submitted to the client.
- ▶ **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.
- ▶ **Client involvement.** Our team will work closely with the City and seek assistance in a number of areas.
  - ▶ 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.

## 1. DISCOVERY [APRIL - JUNE]

*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 communication and effective project management protocols, which are cornerstones 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.

**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 (e.g., 2020 College Station Economic Development Master Plan, Comprehensive Plan, and Comprehensive Plan 10-year Evaluation and Appraisal Report) 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 (e.g., Brazos Valley Council of Governments, Brazos Valley Economic Development Corporation, Bryan/College Station Chamber of Commerce, Small Business Development Center, and Texas A&M University) within the College Station 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 & PEER ANALYSIS.** Our analysts will prepare a targeted assessment of factors that define College Station’s overall competitiveness. TIP will benchmark College Station against an agreed upon number of peer cities locally (i.e., in the Texas Triangle), statewide, and nationally to understand how College Station stacks up against the competition. Our analysis will be tailored to meet project objectives and to take advantage of available data resources. Where possible, we will look at data disaggregated by ethnicity and race to understand differential performance across communities and populations.

**1.4 STAKEHOLDER ENGAGEMENT.** Engaging a diverse group of community members and stakeholders is integral to our planning model. Our team will design a custom engagement process that gathers meaningful information to the planning process, raises awareness of economic issues, and builds broad community support for the outcome. TIP encourages robust participation by holding a combination of in-person and virtual events; employing a mix of traditional and innovative user-friendly tools such as Zoom, Mentimeter (live polling), and Zoho (survey translation); and including key staff that are either proficient or fluent in several languages (e.g., Spanish).

- ▶ **Roundtables & interviews.** Roundtables are the linchpin of our stakeholder input process. These input sessions are designed to encourage productive discussions around a targeted set of topics. They are typically conducted with major employers, elected officials, human resources specialists, real estate professionals, and other experts to gather information about trends, barriers, opportunities, and assets that will help shape our 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 workshops.** Our team will facilitate two to three community workshops 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 City’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 as agreed upon with the client. These tools are effective mechanisms for engaging stakeholders, gathering anecdotal information about assets and challenges, and increasing buy-in among the broader community. Use of these tools can also set the stage for the City to solicit ongoing input and share updates with the public.

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

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

**1.5 COMPETITIVE POSITION.** Findings from the Discovery phase will be used to summarize College Station’s competitive position. In addition to considering strengths, weaknesses, opportunities, and threats (SWOT) 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 [JUNE – AUGUST]**

*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 City’s vision and mission statements align with the strategic direction that emerges from the Discovery phase. In addition, we will help craft a set of guiding principles that will embody the goals and objectives of the planning process. This step will provide a framework that both points to recommended actions and establishes priorities among available options.

**2.2 INNOVATION INFRASTRUCTURE.** This task will focus on opportunities for growing College Station’s innovation and technology economy. Our team will begin with quantitative intelligence gathering for each of the City’s science and technology sectors—documenting patterns of investment and the alignment of the talent pipeline with the City’s major innovation industry needs.

- ▶ **Priority sector alignment.** TIP’s methodology for emerging sectors is responsive to today’s workforce environment. Our approach for identifying innovative activities begins with a short list of aspirational or representative employers in an emerging sector and/or a specific pool of local skills or assets. For each identified sector, we then analyze US job postings from the most recent 24-month period. Carefully selected samples of recent job postings allow us to identify that sector’s most sought-after occupations and specialized skills in (near) real-time. We then analyze the region’s workforce readiness for targeted investments and pose strategic questions about the alignment of the talent pipeline with the current needs of employers in target industries (e.g., technology, biosciences, and advanced manufacturing). Living wage thresholds are considered for a mix of family household situations. This approach equips communities with the information they need to plan for an inclusive, target-ready workforce.
- ▶ **Workforce alignment.** To document existing postsecondary offerings in the region (e.g., Texas A&M University-College Station, Blinn College) 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 (RAPIDS), career and technical training (CTE), and relevant Texas Education Agency reporting.
- ▶ **Capital investment.** Our analysts will examine opportunities for economic growth in College Station target industries using a three-pronged approach focused on corporate expansions, private capital investments, and federal and academic investments. Using data from fDi Markets, foreign and cross-state site selections in the Bryan-College Station MSA will help our analysts identify “signals” of potential investments in each of the region’s existing industry clusters. Recent patterns of venture capital investment will then be used to show where emerging activities are occurring in the Bryan-College Station MSA, how much capital is flowing into these activities, and which emerging firms are receiving the attention of investors. TIP will also document patterns among leading venture investors and where they have placed their funding rounds. Finally, our analysts will collect data from programs and entities such as SBIR/STTR, NSF, and NIH to understand patterns of public and academic investment in new and emerging technologies. This analysis

will consider where investment is occurring in the Bryan-College Station MSA in terms of location and industry cluster.

**2.3 REAL ESTATE & DEVELOPMENT OPPORTUNITIES.** TIP will prepare a citywide analysis of real estate fundamentals for major commercial or “investible” property types, including office, industrial, retail, and land. These tasks will rely on a combination of public and proprietary data and identify opportunities for resilient and economically sustainable development.

- ▶ **Fiscal patterns.** To better understand College Station’s evolving tax base and fiscal position, we will analyze trends in the city’s revenue and debt, with a focus on revenues generated by property and sales taxes. In addition, we will benchmark College Station’s competitive position for revenue generation within the Brazos Valley area.
- ▶ **Commercial property trends.** The analysis will cover supply and demand trends to identify market opportunities for College Station’s real estate product. We will review key real estate market indicators, including rents, vacancies, and construction deliveries, as well as the underlying drivers of demand in the key property types. Our analysts will examine the extent to which available sites and redevelopment opportunities align with targeted sectors, workforce capacity, and resiliency concerns (e.g., natural disasters and economic downturns).
- ▶ **Infrastructure needs assessment.** Our team will work with the City and its partners to examine emerging infrastructure needs and gaps (including transportation, utilities, and broadband), with an emphasis on the supporting economic growth and entrepreneurship. We anticipate this information will be gathered from City officials and local economic development professionals. We will rely on existing resources such as capital improvement plans and other prior planning documents. Our team will consider how potential development and redevelopment opportunities could affect infrastructure needs and future economic resiliency. The results of this analysis will help inform the prioritization of actions.
- ▶ **Site analysis & future patterns of growth.** Our analysts will examine the extent to which development and redevelopment opportunities align with industry investment trends and workforce capacity. Emphasis will be placed on prime sites in priority development and redevelopment areas, particularly in connection to businesses in the innovation and tech sectors. This analysis will inform recommendations for increased resilience and sustainable development, including redevelopment, density, mixed-use, and proximity. Building on this analysis of College Station’s existing real property, we will identify opportunities for expanding the City’s tax base. Among other things, we will consider business and resident, and sustainability needs as well as emerging demographic and business trends that may impact strategies pertaining to potential land use, infrastructure and transportation, and industry clusters.

**2.4 ENTREPRENEURIAL ECOSYSTEM.** Building on the work in previous tasks, our analysts will map the key elements of the existing ecosystems that support innovation and entrepreneurship in College Station, especially as they relate to the role of Texas A&M University. Findings will help to suggest opportunities for strengthening commercialization networks, recruitment and retention efforts, and partnerships.

- ▶ **Anchor institutions.** Universities, national labs and facilities, hospitals, schools, nonprofits, and major employers are among those institutions interwoven in a community’s economic, social, and cultural fabric. Active participation of these anchors in economic development efforts can drive technology-based innovation and enrich economic vitality.
- ▶ **Competitions & events.** Events can drive growth by cultivating sector-based networks, attracting industry participants, and building a community’s brand. Competitions and events raise the profile of a community with outsiders and connect a community to a larger network of aligned stakeholders.

- ▶ **Local capital.** Access to capital can facilitate new ideas, deepen partnerships, and result in bigger impacts for companies and community-based organizations. Ranging from venture capital to philanthropic grants, local capital is central to growth and success.
- ▶ **Building blocks.** Innovation thrives through collaboration. Aligning organizations, welcoming diverse voices, and connecting public initiatives with private sector market realities is crucial.
- ▶ **Emerging participants.** Every community has a role in nourishing and supporting innovation. Scrappy startups and innovative entrepreneurs can be found in College Station. The buzz and energy that emerging players bring is vital to renewing and reinventing a community's economy.
- ▶ **Public awareness.** Branding and marketing are essential to growth. A community's success stories should be shared widely via traditional media, social media, and industry-specific channels. Bringing attention to businesses and people that are the heart of a community can drive investment and foster growth.

**2.5 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 College Station. The outcome of this task will be a set of prioritized strategies and focus areas, along with a collaborative framework for aligning available resources to accomplish them.

**2.6 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 College Station. Based on our work in prior tasks and the priorities that emerge from the Opportunity workshop, we will select the use cases most relevant to the City's economic development efforts moving forward. Insights into selected programs or initiatives—especially regarding incentives (e.g., grants, tax incentives, and public-private partnerships) and supports for existing businesses and entrepreneurial growth (e.g., recruitment and employment services, access to capital, scale-up assistance, mentorship, networking, advocacy)—will help shape recommendations and will be integrated into the final deliverable where appropriate.

### 3. IMPLEMENTATION [SEPTEMBER - NOVEMBER]

*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. In addition to outlining specific goals and strategies, the plan will highlight key findings from our quantitative analyses and stakeholder input. Together with the implementation matrix (see Task 3.2), the resulting document will provide specific recommendations and tools needed to implement a long-term economic strategy. We anticipate the plan would address a number of topics, including:

- ▶ Positioning College Station with key sectors, especially in innovation-driven industries.
- ▶ Aligning the talent pipeline with the needs of current and future employers.
- ▶ Strengthening innovation and entrepreneurial ecosystems.
- ▶ Improving technology transfer and commercialization.
- ▶ Identifying development and redevelopment opportunities.
- ▶ Development incentives programs and strategies to encourage business retention, expansion, and recruitment.
- ▶ Assessing infrastructure needs and gaps.
- ▶ Addressing approaches to encourage resilience and sustainable economic growth.
- ▶ Evaluating potential 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 and sets priorities.
- ▶ Includes budget estimates (where applicable) and identifies potential funding sources.
- ▶ Defines meaningful and realistic performance metrics.

**3.3 FINAL PRESENTATION.** Once the strategy is finalized, we will present the recommendations to the City Council, key stakeholders, and public for review and adoption. Feedback will be incorporated into any final revisions.

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

## DELIVERABLES

In the execution of this 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, 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.
- ▶ Economic development master plan (PDF of Word document) highlighting findings and recommendations, including selected graphics as applicable.
- ▶ Implementation matrix (Excel) with goals, strategies, and actions for use assigning roles and timeframes.

## TIMELINE

The TIP team is available to begin work immediately upon agreement of terms. The timeline assumes an April 2025 start date and estimates eight months for project completion. It is intended to provide an overview of the process and can be adjusted to meet project objectives.

TASK	2025							
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
<b>DISCOVERY</b>								
1.1 Project launch	1							
1.2 Planning alignment								
1.3 Citywide baseline & peer analysis								
1.4 Stakeholder engagement								
1.5 Competitive position								
<b>OPPORTUNITY</b>								
2.1 Strategic direction			2					
2.2 Innovation infrastructure								
2.3 Real estate & development								
2.4 Entrepreneurial ecosystem								
2.5 Opportunity workshop						3		
2.6 Best practices								
<b>IMPLEMENTATION</b>								
3.1 Strategic plan						4		5
3.2 Implementation matrix								
3.3 Final presentation								
3.4 Implementation workshop								
<b>ONGOING MEETINGS</b>								
Steering committee meetings								
Staff team meetings								

### SELECTED MILESTONES

- 1 Project launch
- 2 Strategic direction
- 3 Opportunity workshop
- 4 Draft strategic plan
- 5 Final strategic plan

**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.

## TAB D: REFERENCES

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



### CITY OF SAN ANTONIO, TX ECONOMIC DEVELOPMENT STRATEGIC FRAMEWORK

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#### CHALLENGE

One of a handful of US cities recognized around the world for its vivid history and cultural richness, San Antonio combines relatively affordable housing with a variety of amenities and entertainment options, an array of postsecondary institutions, and diverse career opportunities. Yet despite its many advantages, San Antonio’s track record competing for jobs, investment, and development has not been commensurate with its value. Factors that have held the City back include an abundance of low-wage work (resulting in one of the lowest median household incomes among its peers), lagging educational attainment levels, and highly segregated development patterns. A lack of attention to development in key commercial corridors has hampered the City’s ability to attract and retain major corporate headquarters and large private employers.

#### RESPONSE

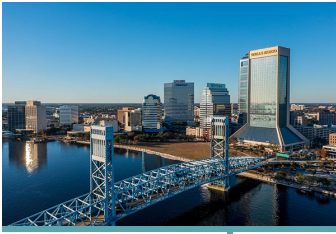
A robust network of partners has long sought to address these issues; however, the work of these organizations is often siloed and sometimes duplicative. Recognizing the need for a more strategic approach, the City’s Economic Development Department (EDD) initiated a planning process to build a more resilient local economy, position San Antonio to compete for capital and investment, and better define the role the EDD should play in that effort. Led by TIP Strategies, with Andrade-Van de Putte Associates and The Retail Coach, the project included in-depth competitive analyses (delivered as interactive data visualizations), extensive stakeholder engagement, a refinement of the City’s strategic industry clusters, and a perception survey targeting site selectors and real estate brokers. The resulting *Economic Development Strategic Framework* builds on the success of other planning initiatives including greater:SATX’s *All In SATX* plan and the City’s comprehensive plan, *SA Tomorrow*, among others. The plan’s three goals (Innovation and Industry, Placemaking and Real Estate, and Talent and Workforce) are supported by recommendations designed to align the City’s economic development tools around a shared framework for growth and enhance coordination with local organizations on strategies that benefit San Antonio as a whole.

#### REFERENCE

Brenda Hicks-Sorensen, CEcD; Director, Economic Development Department, City of San Antonio | 100 W. Houston St., Suite 900, San Antonio, TX 78205 | PH 210.207.3970 (office), 210.540.9576 (cell) | [Brenda.Hicks-Sorensen@sanantonio.gov](mailto:Brenda.Hicks-Sorensen@sanantonio.gov)

#### DELIVERABLE

Economic Development Strategic Framework | October 2022  
<https://www.sanantonio.gov/Portals/0/Files/EDD/Reports/EDD-StrategicFramework.pdf>



## NORTHEAST FLORIDA (JACKSONVILLE, FL, AREA) THE FUTURE IS NOW—NORTHEAST FLORIDA

### CHALLENGE

Northeast Florida offers residents a high quality of life with a wide range of amenities, including access to ocean beaches, inland waterways, and other outdoor recreational opportunities as well as options for rural and urban living. Over the past decade, population has increased significantly across the region as skilled talent from around the country is drawn to the area by its innovative jobs and vibrant communities. However, housing and infrastructure developments have not kept pace with growth, threatening the region’s ability to attract and retain workers.

### RESPONSE

In spring 2022, leadership from across Northeast Florida’s seven counties (Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns) came together to create The Future Is Now—Northeast Florida, a people-centric strategy anchored by a strong, regionally focused vision. Driven by JAXUSA Partnership and facilitated by TIP Strategies, the ambitious and inclusive planning process acknowledged that talent is, and will continue to be, the primary driver of economic success. As part of the engagement, TIP prepared a series of analyses, including a broad-based examination of factors influencing Northeast Florida’s competitiveness (with comparisons to peer communities), a review of the talent pipeline, an analysis of local and global factors impacting market and economic growth, and the identification of specific innovation niches within the region’s emerging and high-growth industries. Nurturing these innovation niches will require significant regional investments—in physical infrastructure, in educational programming, in talent pipelines, and in the nurturing and cross-pollination of institutional relationships. In addition to the plan’s regional focus, guiding principles reflected in the goals and strategies include competitiveness, economic mobility, innovation, and resilience. Also woven through the plan’s four goals are several catalytic initiatives ranging from workforce development investments to supporting new development and revitalization efforts to growing the outdoor economy. In recognition of the work that had already been accomplished, the plan recommended the continuation of proven strategies, the scaling up of local programs that could benefit the wider region, and new initiatives that will foster new partnerships needed to continue to grow and diversify the economy.

### REFERENCE

Anna Lebesch, SVP-Strategy & Talent Development, JAXUSA Partnership | 3 Independent Drive, Jacksonville, Florida 32202 | PH 904.366.6652 | [alebesch@jaxusa.org](mailto:alebesch@jaxusa.org)

### DELIVERABLE

The Future is Now—Northeast Florida: Executive Summary | February 2023  
<https://jaxusa.org/wp-content/uploads/2023/02/2023-03-16-NEFL-Executive-Summary-FINAL-Web.pdf>  
The Future is Now—Northeast Florida (Final Report) | March 2023  
<https://jaxusa.org/wp-content/uploads/2023/03/The-Future-is-Now-Final-Report.pdf>

Image Credit: Downtown Jacksonville by Ketterman Photography courtesy of JAXUSA Partnership.

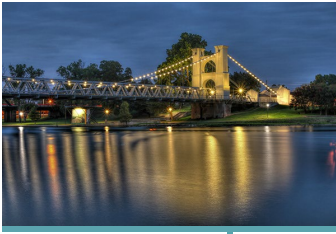


## CITY OF DALLAS, TX

### ECONOMIC DEVELOPMENT STRATEGIC PLAN REVIEW AND IMPLEMENTATION ASSISTANCE

<b>CHALLENGE</b>	Despite its position as the central city of one of the most dynamic regions in the country, Dallas faces fierce competition for investment, jobs, and talent. Many of the city’s regional competitors boast well-funded economic development organizations, enabling them to offer generous financial incentives in the form of land, buildings, and cash grants. At the national level, Dallas competes with major markets such as Atlanta, New York, and Chicago. These large cities often structure their economic development programs to operate as independent entities with the ability to leverage both public and private funding sources.
<b>RESPONSE</b>	Upon completion of its 2019 strategic planning process, the City of Dallas hired TIP Strategies to facilitate a review of the resulting plan and work with specific stakeholder groups to identify priorities that would inform next steps for implementation. TIP solicited input on the draft plan from Dallas city councilmembers, a community review panel, and a policy advisory committee through interviews, listening sessions, and an online survey. Following the plan review, TIP was charged with providing guidance on the formation of a new, stand-alone economic development organization and preparing an economic development policy framework for accomplishing its objectives. The creation of an independent entity that can showcase Dallas’s assets more fully, generate capital, and move deals forward—especially in underserved and underdeveloped areas—was a central goal of the strategic plan and the highest priority identified by stakeholders during TIP’s outreach. Among the perceived advantages of this approach is the ability to insulate economic development activities from day-to-day politics, mitigate the impact of leadership changes, and allow a more nimble response to investment opportunities. TIP was re-engaged in 2021 to stand up the new organization, which is seen as an essential step towards achieving the City’s stated policy goals of creating a more inclusive and sustainable economy while strengthening Dallas’s competitive position.
<b>REFERENCE</b>	Linda McMahon, CEO, Dallas Economic Development Corporation   PH 214.851.8687   <a href="mailto:lmcmahon@dallasedc.com">lmcmahon@dallasedc.com</a> Robin Bentley, Assistant City Manager, City of Dallas   1500 Marilla St., Dallas, TX 75201   PH 214.670.0170   <a href="mailto:Robin.Bentley@dallascityhall.com">Robin.Bentley@dallascityhall.com</a>
<b>DELIVERABLE</b>	Briefing Paper on Establishing a New Economic Development Entity   April 2021 <a href="https://dallasecodev.org/DocumentCenter/View/3550/Dallas-Economic-Development-Entity-Briefing-Paper-?bidId=">https://dallasecodev.org/DocumentCenter/View/3550/Dallas-Economic-Development-Entity-Briefing-Paper-?bidId=</a>

Image Credit: Dallas skyline aerial view at sunset via AdobeStock.



## CITY OF WACO, TEXAS

### ECONOMIC DEVELOPMENT STRATEGIC PLAN

**CHALLENGE** Located in the heart of Texas, Waco has the building blocks required for long-term success. Advantages fueling the city’s growing population and recent economic development wins include relatively inexpensive land (with available sites along the bustling IH-35 corridor), access to multiple higher education institutions (a network encompassing Baylor University and the main campus of Texas State Technical College), and a strong sense of place (offering big city amenities with a small-town feel). Yet the city is not without its challenges. These include creating better alignment across Waco’s economic development partners, retaining and growing the talent needed to support current and future employers, and addressing tensions between new developments and the increasing displacement of existing residents and businesses.

**RESPONSE** To ensure that Waco continues to be well positioned for economic growth and opportunity, city leaders contracted with TIP Strategies to complete an economic development strategic plan. During the engagement, TIP examined existing plans and policy documents, conducted independent data analyses, spoke with stakeholders, and studied national best practices to develop a holistic response. Priorities that emerged from stakeholder conversations included proactively engaging in business development, strengthening the small business and entrepreneurship ecosystem, encouraging development in downtown Waco, creating placemaking strategies, and ensuring resource alignment related to economic development initiatives. These priorities are reflected in the plan’s three goals: creating a shared vision for business and entrepreneurial growth, aligning workforce development efforts with employer needs while engaging underserved groups, and supporting investments in place-based assets including housing. A catalyst project, defined as a high-impact initiative with the potential to have a transformative effect on the community, was identified under each goal. Plan implementation will be led by the city’s Economic Development department, supported by interorganizational working groups focused on each goal. The organizational alignment set forth in the plan, in coordination with other efforts by local government, community organizations, and residents, will help to ensure a vibrant, inclusive economy where everyone thrives.

**REFERENCE** Jeremy Pesina, Assistant Director of Economic Development, City of Waco | 400 Austin Avenue, Suite 1100, Waco, TX 76702 | PH 254.750.7005 | [jeremyp@wacotx.gov](mailto:jeremyp@wacotx.gov)

**DELIVERABLE** Economic Development Strategic Plan, City of Waco, Texas | May 2023  
<https://www.waco-texas.com/files/content/public/v/48/departments/economic-development/2023-04-20-waco-edsp-final.pdf>

## TAB E: CERTIFICATION & PROPOSAL FORMS

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As stipulated in the RFP, the following forms are included in Tab E.

- ▶ Certification
- ▶ Acknowledged addendum

TIP Strategies notes the following modification request pertaining to the sample Consultant Contract included in the RFP.

- ▶ **Item 9.06. Business Automobile Liability requirements.** TIP does not own any vehicles. Therefore, our insurance is only allowed to cover hired and non-owned autos.

**CERTIFICATION**

I certify that this proposal has not been prepared in collusion with any other firm, and that the contents of this proposal have not been communicated to any other firm prior to the official opening of this proposal. Additionally, the undersigned affirms that the firm is willing to sign the enclosed Standard Form of Agreement (if applicable).

Signed By: Tom Stellman Title: CEO & Founder

Typed Name: Tom Stellman Company Name: TIP Strategies, Inc.

Phone No.: 512.343.9113 Fax No.: 512.343.9190

Email: tom@tipstrategies.com

Bid Address: 13492 N Hwy 183, Suite 120-254 Austin Texas 78750  
P.O. Box or Street City State Zip

Order Address: 13492 N Hwy 183, Suite 120-254 Austin Texas 78750  
P.O. Box or Street City State Zip

Remit Address: 13492 N Hwy 183, Suite 120-254 Austin Texas 78750  
P.O. Box or Street City State Zip

Company is a publicly traded entity, including a wholly owned subsidiary of the business entity:  
 Yes  No

Federal Tax ID No.: 74-2762692

DUNS No.: 036801736

Date: 2/17/2025

Receipt of Addenda

I hereby acknowledge receipt of the following Addenda: Addendum 1

**NOTE:** This form and acknowledged addendums (if applicable) must be submitted with proposals under Tab E.

**END OF RFP #25-035**

**\*\*\*DO NOT MODIFY THIS FORM\*\*\***

11. Are there already scheduled meetings of city leadership and/or key partners that should be considered when planning for an onsite visioning session?  
**No meetings have been scheduled.**
12. Does the city have an existing BRE plan? What challenges or gaps currently exist related to that plan?  
**The City does not have an existing BRE plan.**
13. As part of a business recruitment plan does the city expect a plan and/or strategies for foreign investment?  
**City staff would leave that to the designated firm and the planning process to determine.**
14. As it relates to entrepreneurship and innovation supported by Texas A&M, are there city/university partnerships that you look to as models for success?  
**City staff would look to the designated firm to identify successful partnerships that could be implemented in College Station.**
15. Can you elaborate on the level of detail expected as part of the infrastructure needs assessment? Do you expect this assessment to be property specific? How many properties do you expect to be assessed?  
**The level of detail would be driven by gaps in service or specific areas of need (e.g., limitations existing that may prevent development opportunity). The City seeks to identify areas appropriate for industry growth as a part of this plan.**
16. Has the city conducted any previous workforce studies? When and by whom were these studies completed?  
**The City has not completed a recent workforce study.**
17. Is the city interested in the development of an online dashboard to track progress and KPI's? Does the city have the capability to host a dashboard on their current website?  
**The City currently uses an online dashboard to track plan implementation and would anticipate doing the same with this plan document.**
18. Will the final report be a public facing document?  
**Yes.**
19. Can the city provide office space for times when the consultant team is on site?  
**With prior notification, the city is willing to provide space for the consultant team during their onsite visits.**
20. Has a Steering Committee been formed for this project? Who is represented on the committee?  
**A steering committee has not yet been established for this project.**

Please acknowledge receipt of this addendum with signature and date and return with completed proposal. Failure to do so may cause your proposal to be considered non-responsive.

***Receipt of this Addendum No. #1 is hereby acknowledged.***

Signature: *Tom Stellman*

Date: 2/17/2025

# APPENDIX: RESUMES



**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

- ▶ Member, US Department of Energy's Environmental Management Advisory Board
- ▶ 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.



**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

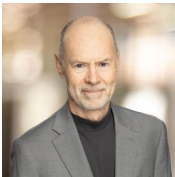
Over the last decade, Tom has led defense-related engagements, including the preparation of a statewide defense diversification strategy for MassDevelopment; an economic growth strategy for the bi-state region surrounding Fort Campbell; and an economic diversification plan for Eastern Kern County, CA. 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.



**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.



**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.



**JENNIFER TODD-GOYNES**

Senior Consultant

jenn@tipstrategies.com

**EDUCATION**

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

**EXPERTISE**

- ▶ Organizational strategy
- ▶ Strategic planning
- ▶ Community planning and land use
- ▶ Project management
- ▶ Placemaking
- ▶ Stakeholder engagement
- ▶ Disaster recovery and resiliency
- ▶ Systems design and optimization

**AFFILIATIONS**

- ▶ Congress for the New Urbanism Accredited

**ABOUT**

Jennifer Todd-Goynes brings nearly 20 years of experience contributing to transformational projects focused on creating more resilient, sustainable communities at the nexus of people, place, and economy. As a TIP consultant, Jenn manages projects that utilize her knack for taking on big challenges that require visioning, strategic planning, and relationship building to achieve creative solutions and actionable strategies.

**EXPERIENCE**

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

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

**SIGNIFICANT PROJECTS**

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



**LUKE SHUFFIELD**  
*Consultant*  
luke@tipstrategies.com

## EDUCATION

- ▶ Bachelor of Arts, Political Science, Duke University

## EXPERTISE

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

## 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

- ▶ Served as Project Manager for a Recovery & Resilience plan for Northwestern Indiana; Strategic Innovation plans for both Jackson County, Mississippi and the State of Mississippi; and Strategic plans for the Town of Sahuarita, Arizona and Rosenberg, Texas.
- ▶ Drove client engagements end-to-end in Columbus, Ohio; Fort Wayne-Allen County, Indiana (which ultimately received the Outstanding Hoosier Planning Award in Economic Development for the project); 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.
- ▶ Produced an in-depth evaluation of the economic strengths, weaknesses, opportunities, and threats of a Northern Louisiana region, focusing on strategies to counteract labor relocation.



**ERICA COLSTON**  
*Consultant*  
erica@tipstrategies.com

### EDUCATION

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

### EXPERTISE

- ▶ Education and talent development
- ▶ Small business and defense innovation
- ▶ Partnerships and stakeholder relations
- ▶ Labor market data analysis
- ▶ Project support
- ▶ Written deliverables

### ABOUT

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

### EXPERIENCE

Prior to joining TIP in 2023, Erica coordinated talent development programs and facilitated education partnerships at the Greater Austin Chamber of Commerce through Opportunity Austin, an initiative aimed at fostering job-creating investment across the region. Raising regional postsecondary attainment levels through college access support initiatives was a central aim of this work.

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

### SIGNIFICANT PROJECTS

- ▶ Currently supporting economic development organizational planning (Dallas, TX) and a regional workforce study (Region 16 Education Service Center, TX).
- ▶ Researched and crafted in-depth case studies of high-performing public research institutions contributing to tech transfer and commercialization as part of an innovation-focused strategic planning process for the Texas Higher Education Foundation.
- ▶ Played a critical role in client-facing interactions and in the creation of plan recommendations for driving future economic growth in the City of Georgetown, Texas.
- ▶ Managed partnerships with school districts, institutions of higher education, college access nonprofits, and businesses governing direct-to-college initiatives supporting 10,000+ Austin region high school seniors.
- ▶



**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:** Greater Baltimore Committee (2024); 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 IC<sup>2</sup> 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 Job Quality & Access Analysis, two dynamic analytical tools that estimate aspects of workers' risk during the COVID-19 pandemic as well as job quality and access more broadly.
- ▶ Talent Migration: Analyzed federal data tracking worker separations and hires to create an interactive analytical tool describing worker migration trends across the US.
- ▶ Workforce housing: National League of Cities, pilot project on affordable housing on behalf of the Mid-America Regional Council (MARC) which serves the Kansas City area.
- ▶ Job Polarization in Austin: Co-author of Echeverri-Carroll, Oden, Gibson, & Johnston (2018) "Unintended consequences on gender diversity of high-tech growth and labor market polarization" in *Research Policy*.
- ▶ Austin's Entrepreneurial Ecosystem: Contributed to a Kauffman Foundation-funded study of Austin's entrepreneurial ecosystem. Acknowledgement of contributions in Echeverri-Carroll and Feldman (2018) "Chasing entrepreneurial firms" in *Industry and Innovation*.



**AJAY KASTURIRANGAN**  
Analyst  
ajay@tipstrategies.com

### EDUCATION

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

### EXPERTISE

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

### ABOUT

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

### EXPERIENCE

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

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

### SIGNIFICANT PROJECTS

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



**REECE NEATHERY**  
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
- ▶ Data finding summarization
- ▶ 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.



**TINA AVENT**  
Designer  
tina@tipstrategies.com

### EDUCATION

- ▶ Associate degree in UI/UX, Austin Community College (Austin, Texas)
- ▶ Studied graphic design and photography at the University of North Texas (Denton, Texas)

### EXPERTISE

- ▶ Tableau interface and design
- ▶ Adobe Creative Suite
- ▶ Typography
- ▶ Web development, design, and SEO
- ▶ User experience design
- ▶ Accessibility

### ABOUT

Tina Avent has nearly two decades of experience as a dedicated and innovative graphic designer. As a designer at TIP, Tina assists with the preparation of client deliverables and presentations, creating and maintaining design assets, and designing and packaging the firm's Tableau deliverables. She brings expertise in user interface (UI) and user experience (UX) and has developed an expertise in ensuring TIP's deliverables comply with accessibility standards.

### EXPERIENCE

Prior to joining TIP, Tina held graphic design positions with International Conference Management, Inc. (a national convention and trade show producer) and OnRamp Access (now LightEdge, a high security data center and internet services company). During her tenure at each firm, she worked cohesively with creative, sales, operational, and leadership professionals to align goals and enhance the company's image. Before working as the lead graphic designer for OnRamp for nearly seven years, Tina spent more than a decade as a web developer for OnRamp clients, including the Texas Secretary of State and Railroad Commission. Through this experience she gained a proficiency in digital, print, tradeshow, and overall branding design, as well as exceptional front-end development skills.

### SIGNIFICANT PROJECTS

- ▶ Collaborated on asset management, design, and layout to create *Growing with Vision*, a regional development plan for Northeast Indiana Regional Development Authority that has brought critical investment to the region.
- ▶ Improved ADA accessibility adherence for deliverables, including the Pinellas, Florida, Comprehensive Economic Development Strategic Plan.
- ▶ Improved usability for data deliverables through collaboration with TIP's research and development team.
- ▶ Conducted user research for an accessibility project for Austin-Bergstrom International Airport.



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512.343.9113 | [TIPStrategies.com](http://TIPStrategies.com) | 13492 N Hwy. 183, Ste 120-254, Austin, TX 78750

**Exhibit B  
Payment Terms**

SELECT ONE:

Compensation is based on *actual* hours of work/time devoted to providing the described professional services. The Consultant will be paid at a rate of \$\_\_\_\_\_ per hour, or at the rates per service or employee shown below. The City will reimburse the Consultant for *actual*, non-salary expenses at the rate of \_\_\_\_\_ percent (\_\_\_\_\_% ) above the Consultant's actual costs, or at the rates set forth below. Unless amended by a duly authorized written change order, the total payment for all invoices on this job, including both salary and non-salary expenses, shall not exceed the amount set forth in paragraph 2.01 of this Contract (\$\_\_\_\_\_).

The Consultant must submit *monthly* invoices to the City, accompanied by an explanation of charges, professional fees, services, and expenses. The City will pay such invoices according to its normal payment procedures.

-OR-

Payment is a fixed fee in the amount listed in Article II of this Contract. This amount shall be payable by the City pursuant to the schedule listed below and upon completion of the services and written acceptance by the City.

The Consultant may submit *monthly* invoices to the City, accompanied by an explanation of charges, professional fees, services, and expenses. The City will pay such invoices according to its normal payment procedures.

Schedule of Payment for each phase:

Reference attached Schedule of Payments as part of Exhibit B Payment Terms.

## Schedule of Payments

The Consultant will submit *monthly* invoices to the City, accompanied by an explanation of charges, professional fees, services, and expenses. The City will pay such invoices according to its normal payment procedures. charges, fees, services, and expenses in compliance with the Texas Prompt Payment Act.

Schedule of Payment for each phase:

Under this Agreement, the City shall pay the Contractor an amount not to exceed One Hundred Forty-Five Thousand and 00/100 Dollars (\$145,000.00).

Contractor will invoice City in nine (9) equal monthly progress billings of \$15,000.00.

1st invoice, May 2025: \$15,000.00

2nd invoice, June 2025: \$15,000.00

3rd invoice, July 2025: \$15,000.00

4th invoice, August 2025: \$15,000.00

5th invoice, September 2025: \$15,000.00

6th invoice, October 2025: \$15,000.00

7th invoice, November 2025: \$15,000.00

8th invoice, December 2025: \$15,000.00

9th and final invoice held until project completion, estimated January 2026: \$15,000.00

Contractor must provide City with final plan materials prior to invoicing City for the final monthly process billing.

Contractor must obtain City approval prior to incurring out-of-pocket expenses. Contractor may be reimbursed for actual out-of-pocket expenses incurred in conjunction with this engagement, to include such items as reasonable travel costs (including flights, meals, and hotel accommodations), data purchases, and reproduction with no mark-up for an amount not to exceed \$10,000.00.

Payments will be:

9 Equal Payments of \$15,000.00	\$135,000.00
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Out of Pocket/Travel Not to Exceed	\$ 10,000.00
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Total Contract	\$145,000.00
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**Exhibit C**  
**Certificates of Insurance**

Contract No. 25300462  
Professional Services -Consultant  
Form 04-20-2023



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

04/11/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>PATRICK WATKINS</b> <b>IAAT INC</b> <b>PO BOX 1188</b> <b>MINEOLA, TX 75773</b>	<b>CONTACT NAME:</b> DAN FERCH <b>PHONE (A/C, No, Ext):</b> 512 750 9546 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> DAN@FERCHINSURANCEGROUP.COM
	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> HANOVER INS CO <b>INSURER B:</b> SENTINEL INSURANCE COMPANY LTD <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>
<b>INSURED</b> TIP STRATEGIES, INC. 8459 LYNDON LANE AUSTIN, TX 78729	

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <b>1000 DEDUCTIBLE</b> GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	65 SBA NZ6001 SC	8/27/24	8/27/25	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 4,000,000 \$
B	<b>AUTOMOBILE LIABILITY</b> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/>			65 SBA NZ6001 SC	8/27/24	8/27/25	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 5000			65 SBA NZ6001 SC	8/27/24	8/27/25	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	<b>PROFESSIONAL LIABILITY</b>	X	X	LHD J487684 01	9/14/24	9/14/25	2,000,000 EAC OCC 2,000,000 AGGREGATE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER IS AN ADDITIONAL INSURED FOR CONTRACT BUSINESS LIABILITY COVERAGE FORM SS0008 ATTACHED TO THIS POLICY. A1 ENDORSEMENT APPLIES TO GENERAL LIABILITY AND AUTO POLICY WAIVER OF SUBROGATION IN FAVOR OF CERTIFICATE HOLDER.  
 30 DAYS NOTICE OF CANCELLATION PROVIDE TO CERTIFICATE HOLDER  
 POLICY IS PRIMARY AND NONCONTRIBUTORY

**CERTIFICATE HOLDER****CANCELLATION**

<b>CITY OF COLLEGE STATION</b> <b>ATTN: RISK MANAGEMENT</b> <b>PO BOX 9960</b> <b>COLLEGE STATION, TX 77842</b>	<b>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</b>
	<b>AUTHORIZED REPRESENTATIVE</b> <b>PATRICK WATKINS</b>

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ACORD 25 (2016/03)

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