

4A INDUSTRIAL DEVELOPMENT BOARD

MEETING AGENDA

AUGUST 25, 2025, 6:00 PM



4A INDUSTRIAL DEVELOPMENT BOARD REGULAR MEETING

DEVELOPMENT SERVICES BUILDING - 201 BOLIVAR STREET, SANGER, TEXAS 76266

CALL THE REGULAR MEETING TO ORDER AND ESTABLISH A QUORUM

INVOCATION AND PLEDGE

CITIZENS COMMENTS

This is an opportunity for citizens to address the Board on any matter. Comments related to public hearings will be heard when the specific hearing begins. Citizens are allowed 3 minutes to speak. Each speaker must complete the Speaker's Form and include the topic(s) to be presented. Citizens who wish to address the Board with regard to matters on the agenda will be received at the time the item is considered. The Board is not allowed to converse, deliberate or take action on any matter presented during citizen input.

DISCUSSION ITEMS

1. Discussion on potential strategic initiatives for economic growth and development.

CONSENT AGENDA

All items on the Consent Agenda will be acted upon by one vote without being discussed separately unless requested by a Board member to remove the item(s) for additional discussion. Any items removed from the Consent Agenda will be taken up for individual consideration.

2. Consideration and possible action on 4A minutes from 07-01-2025.

ACTION ITEMS

3. Consideration and possible action to approve and authorize the execution of a service agreement with Civic Solutions Partnership, LLP for the development of an Economic Development Strategic Plan, subject to City Council approval.
4. Consideration and possible action on electing officers for the Sanger Industrial Development Corporation.

REPORTS

Staff Reports are for discussion only. No action may be taken on items listed under this portion of the agenda.

5. Financial Reports.

FUTURE AGENDA ITEMS

The purpose of this item is to allow the President and Board members to bring forward items they wish to discuss at a future meeting, A Board 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. Items may be placed on a future meeting agenda with a consensus of the Board or at the call of the President.

ADJOURN

NOTE: The Board reserves the right to adjourn into Executive Session as authorized by Texas Government Code, Section 551.001, et seq. (The Texas Open Meetings Act) on any item on its open meeting agenda in accordance with the Texas Open Meetings Act, including, without limitation Sections 551.071-551.087 of the Texas Open Meetings Act.

CERTIFICATION

I certify that a copy of this meeting notice was posted on the bulletin board at City Hall that is readily accessible to the general public at all times and was posted on the City of Sanger website on August 21, 2025, at 3:00 PM.

Shelley Warner, Secretary

The Historical Church is wheelchair accessible. Request for additional accommodations or sign interpretation or other special assistance for disabled attendees must be requested 48 hours prior to the meeting by contacting the City Secretary's Office at 940.458.7930.



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 25, 2025

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Discussion on potential strategic initiatives for economic growth and development.

SUMMARY:

- Land opportunities for industrial use

FISCAL INFORMATION:

Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:

NA

ATTACHMENTS:



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 25, 2025

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on 4A minutes from 07-01-2025.

SUMMARY:
Consideration and possible action on 4A minutes from 07-01-2025.

FISCAL INFORMATION:
Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:
Staff recommends approval.

ATTACHMENTS:
4A minutes from 07-01-2027.

4A INDUSTRIAL DEVELOPMENT BOARD

MEETING MINUTES

JULY 1, 2025, 6:00 PM



4A INDUSTRIAL DEVELOPMENT SPECIAL MEETING

DEVELOPMENT SERVICES BUILDING - 201 BOLIVAR STREET, SANGER, TEXAS 76266

CALL THE MEETING TO ORDER AND ESTABLISH A QUORUM

As there was a quorum Board Member Allison called the meeting to order at 6:05 P.M.

BOARD MEMBERS PRESENT

Board member, Place 1	Jofree Fincher
Board Member, Place 3	Shannon Gann
Board Member, Place 4	Nancy McAlister
Board Member, Place 5	Drew Hall

BOARD MEMBERS ABSENT

Board Member, Place 2	Sue Allison
-----------------------	-------------

STAFF MEMBERS PRESENT

Director of Economic Development Shani Bradshaw and Secretary Shelley Warner

INVOCATION AND PLEDGE

Led by Board Member McAlister.

CITIZENS COMMENTS

No citizens came forward to speak.

DISCUSSION ITEMS

1. Discussion on potential strategic initiative for economic growth and development.

Board Member McAlister read the item. Director Bradshaw presented the item along with handouts.

Comments were made and questions were asked by Board Member Fincher, Board Member Hall, and Board Member McAlister. Director Bradshaw responded and addressed questions.

CONSENT AGENDA

2. Consideration and possible action on 4A minutes from 05-06-2025.

Motion to approve the 4A minutes from 05-06-2025 was made by Board Member Hall, Seconded by Board Member Gann.

Voting Yea: Board Member McAlister and Board Member Fincher. The motion passed unanimously.

ACTION ITEMS

3. Consideration and possible action on the 4A Fiscal Year 2025-2026 Budget.

Director Bradshaw presented the item and distributed handouts.

Comments were made and questions were asked by Board Member Gann, Board Member Hall and Board Member Fincher. Director Bradshaw responded.

Motion to approve the 4A Fiscal Year 2025-2026 Budget to include a 25% increase for marketing was made by Board Member Fincher. Seconded by Board Member Gann.

Voting Yea: Board Member McAlister and Board Member Hall. The motion passed unanimously.

REPORTS

4. Financial Reports.

Director Bradshaw goes over the financial report.

5. Director Report.

Director Bradshaw provides an update.

FUTURE AGENDA ITEMS

No items were discussed.

ADJOURN

As there were no further items on the agenda Board Member McAlister adjourned the meeting at 6:59 p.m.



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 25, 2025

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action to approve and authorize the execution of a service agreement with Civic Solutions Partnership, LLP for the development of an Economic Development Strategic Plan, subject to City Council approval.

SUMMARY:

- The Economic Development Strategic Plan will serve as a guiding framework to support sustainable and targeted economic growth in the City of Sanger. It will provide clear direction for city staff, board members, elected officials, and community stakeholders to pursue a unified and proactive approach to development.

FISCAL INFORMATION:

- Budgeted: YES Amount: \$50,000 GL Account: 46-5420

RECOMMENDED MOTION OR ACTION:

- Motion on behalf of the Sanger Industrial Development Corporation to approve a service agreement with Civic Solutions Partnership, LLP for the development of an Economic Development Strategic Plan, subject to City Council Approval.

ATTACHMENTS:

- Service Agreement
- Scope of Services

AGREEMENT TO PROVIDE PROFESSIONAL SERVICES

THIS AGREEMENT ("Agreement") is entered into this 16th day of September, 2025, by and between Civic Solutions Partnership, LLC ("PROFESSIONAL") and between the Sanger Industrial Development Corporation (SIDC), a Texas non-profit corporation, and the Sanger Texas Development Corporation (STDC), a Texas non-profit corporation, each acting by and through their respective authorized officers and representatives.

WITNESSETH

WHEREAS, SIDC, and STDC desire to engage PROFESSIONAL to provide professional services as more fully described on Exhibit "A" attached hereto and incorporated herein by reference; and

WHEREAS, SIDC and STDC recognize the importance of a strategic plan to guide long-term economic development efforts, support sustainable growth, and enhance the economic competitiveness of the region; and

WHEREAS, PROFESSIONAL agrees to provide such work and services for SIDC, and STDC in accordance with the terms of this Agreement;

NOW, THEREFORE, for the mutual promises set forth herein, and for other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto mutually agree as follows:

1. **Employment of PROFESSIONAL.**

(a) SIDC and STDC agree to engage PROFESSIONAL and PROFESSIONAL hereby agrees to perform the services described in Exhibit "A" attached hereto and incorporated herein by reference.

(b) Notwithstanding anything to the contrary contained in this Agreement, SIDC, and STDC and PROFESSIONAL agree and acknowledge that SIDC, STDC is entering into this Agreement in reliance on PROFESSIONAL's special and unique abilities. PROFESSIONAL accepts the relationship of trust and confidence established between it and SIDC, and STDC by this Agreement. PROFESSIONAL acknowledges that PROFESSIONAL shall be solely responsible for determining the methods for performing the services described in Exhibit "A" attached hereto. PROFESSIONAL covenants with SIDC, and STDC to use its best efforts, skill, judgment, and abilities to perform the work required by this Agreement and to further the interests of SIDC and STDC in accordance with SIDC's and STDC's requirements, in compliance with applicable national, federal, state, municipal, laws, regulations, codes, ordinances, orders and with those of any other body having jurisdiction. PROFESSIONAL warrants, represents, covenants, and agrees that all of the work to be performed by PROFESSIONAL under or pursuant to this Agreement shall be done (i) with the professional skill and care ordinarily provided by competent engineers or architects, as

the case may be, practicing under the same or similar circumstances and applicable professional license; and (ii) as expeditiously as is prudent considering the ordinary professional skill and care of a competent engineer or architect, as the case may be.

(c) PROFESSIONAL will be responsible for supplying all tools and equipment necessary for PROFESSIONAL to provide the services set forth in Exhibit "A" attached hereto.

2. **Compensation.** SIDC and STDC agree to pay PROFESSIONAL the fees set forth in Exhibit "A" attached hereto. Within fifteen (15) days of the end of the month within which services were rendered, PROFESSIONAL shall provide SIDC and STDC an invoice specifying the services provided during the previous month and the total amount owed by SIDC and STDC. Payment will be made by SIDC and STDC within thirty (30) days of receipt of an invoice from PROFESSIONAL.
3. **Changes.** SIDC and STDC may, from time to time require changes in the scope of services of PROFESSIONAL to be performed hereunder. Such changes, which are mutually agreed upon by and between SIDC and STDC and PROFESSIONAL, shall be incorporated in written amendment to this Agreement.
4. **Services and Materials to be Furnished by SIDC and STDC.** SIDC and STDC shall furnish PROFESSIONAL with all available information and data PROFESSIONAL requests pertinent to the execution of this Agreement. SIDC and STDC shall cooperate with PROFESSIONAL in carrying out the work herein and shall provide adequate staff for liaison with PROFESSIONAL.
5. **Ownership of Documents.** All reports, plans, specifications, computer files and other documents prepared by PROFESSIONAL for which SIDC and STDC have been compensated pursuant to this Agreement shall be the property of SIDC and STDC. PROFESSIONAL will deliver to SIDC and STDC copies of the prepared documents and materials. PROFESSIONAL shall make all documents and related data and material utilized in developing the documents available to for inspection whenever requested. PROFESSIONAL may make copies of any and all such documents and items and retain same for its files. PROFESSIONAL shall have no liability for changes made to or use of the drawings, specifications, and other documents by anyone other than PROFESSIONAL subsequent to delivery of the prepared documents and materials. However, any such change or other use shall be sealed by the individual making the change or use and shall be appropriately marked to reflect what was changed or modified.
6. **Term and Termination of Agreement.** This Agreement will be for a period of beginning on 9/16/2025 and expiring on 3/30/2026. Either party may terminate this agreement at any time by providing thirty (30) days written notice to the other party.
7. **Notices.** All notices, consents, demands, requests and other communications which may or are required to be given hereunder shall be in writing and shall be deemed duly given if personally delivered or sent by United States mail, registered or certified, return receipt

requested, postage prepaid, to the addresses set forth hereunder or to such other address as the other party hereto may designate in written notice transmitted in accordance with this provision.

If intended to the SIDC

Sanger Industrial Development Corporation
Nancy McAlister, Board President
302 Bolivar Street
Sanger, TX 76266

If intended to the STDC

Sanger Texas Development Corporation
John Payne, Board President
302 Bolivar Street
Sanger, TX 76266

With a copy to

Shani Bradshaw, Director of Economic Development
302 Bolivar Street
Sanger, TX 76266

With a courtesy copy to

John Noblitt, City Manager
502 Elm Street
Sanger, TX 76266

8. **Completeness of Contract.** This Agreement and the documents incorporated herein by specific reference contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this contract or any part thereof shall have any validity or bind any of the parties hereto. If there is any conflict between the terms of this Agreement and the documents attached hereto, the terms of this Agreement shall control, then Exhibit A SIDC's and STDC's Request for Qualifications, then Exhibit B PROFESSIONAL'S Response to the Request for Qualifications. This Agreement may not be subsequently modified except by a writing signed by both parties.
9. **SIDC and STDC Not Obligated to Third Parties.** SIDC and STDC shall not be obligated or liable hereunder to any party other than PROFESSIONAL.
10. **Final Decisions.** Serving as a PROFESSIONAL to SIDC and STDC, PROFESSIONAL shall advise all parties that final decisions shall be made by the City Council of the City of Sanger.

- 11. Indemnification.** PROFESSIONAL DOES HEREBY COVENANT AND CONTRACT TO WAIVE ANY AND ALL CLAIMS, RELEASE, INDEMNIFY, AND HOLD HARMLESS CITY, ITS CITY COUNCIL, OFFICERS, EMPLOYEES, AND AGENTS, FROM AND AGAINST ALL LIABILITY, CAUSES OF ACTION, CLAIMS, COSTS, DAMAGES, DEMANDS, EXPENSES, FINES, JUDGMENTS, LOSSES, PENALTIES OR SUITS, WHICH MAY ARISE BY REASON OF DEATH OR INJURY TO PERSONS OR PROPERTY, CAUSED BY OR RESULTING FROM THE NEGLIGENCE, INTENTIONAL TORT, INTELLECTUAL PROPERTY INFRINGEMENT, OR FAILURE TO PAY A SUBPROFESSIONAL OR SUPPLIER COMMITTED BY PROFESSIONAL, ITS AGENTS, OR CONSULTANTS UNDER CONTRACT, OR ANY OTHER ENTITY OVER WHICH PROFESSIONAL EXERCISES CONTROL, SUBJECT TO THE LIMITATIONS IN TEXAS LOCAL GOVERNMENT CODE § 271.904 AND TEXAS CIVIL PRACTICE AND REMEDIES CODE, § 130.002 (b) AND PROFESSIONAL WILL, AT ITS OWN COST AND EXPENSE, DEFEND AND PROTECT CITY AGAINST ANY AND ALL SUCH CLAIMS AND DEMANDS.

THE INDEMNIFICATION UNDER THIS SECTION SHALL INCLUDE REASONABLE ATTORNEYS' FEES AND COSTS, COURT COSTS, AND SETTLEMENT COSTS IN PROPORTION TO PROFESSIONAL'S LIABILITY.

PROFESSIONAL'S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR REQUIRED TO BE MAINTAINED BY PROFESSIONAL UNDER THIS AGREEMENT. THIS SECTION (INDEMNIFICATION) SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

- 12. Insurance.** PROFESSIONAL shall, at its own expense, purchase, maintain and keep in force throughout the duration of this Agreement and for a period of four (4) years thereafter the following minimum insurance:
- A.** Commercial general liability insurance, including personal injury liability, blanket contractual liability, and broad form property damage liability in an amount of not less than \$1,000,000.
 - B.** Automobile bodily injury and property damage liability insurance with a limit of not less than \$1,000,000.
 - C.** Statutory workers' compensation and employers' liability insurance as required by state law.
 - D.** Professional liability insurance (Errors and Omissions) with a limit of \$1,000,000 per claim/annual aggregate.

PROFESSIONAL shall provide SIDC and STDC with proof of insurance required hereunder prior to commencing work for SIDC and STDC, and SIDC and STDC shall be named as an additional insured on the policy. PROFESSIONAL shall provide SIDC and STDC with written notice of any coverage limit change on the insurance. Such policies shall name SIDC and STDC, its officers, and employees as an additional insured and shall provide

for a waiver of subrogation against SIDC and STDC. PROFESSIONAL shall insure that all subcontractors comply with the same insurance requirements.

13. **Client Objection to Personnel.** If at any time after entering into this Agreement, SIDC and STDC have any reasonable objection to any of PROFESSIONAL's personnel, or any personnel, professionals and/or consultants retained by PROFESSIONAL, PROFESSIONAL shall promptly propose substitutes to whom SIDC and STDC have no reasonable objection, and PROFESSIONAL's compensation shall be equitably adjusted to reflect any difference in PROFESSIONAL's costs occasioned by such substitution.
14. **Timeliness of Performance.** PROFESSIONAL shall perform its professional services with due and reasonable diligence consistent with sound professional practices.
15. **Personnel.** All of the services required hereunder will be performed by PROFESSIONAL or under PROFESSIONAL's supervision, and all personnel engaged in the work shall be qualified to perform such services.
16. **Independent Contractor.** In performing the services under this Agreement, PROFESSIONAL is acting as an independent contractor. No term or provision hereof be construed as making PROFESSIONAL the agent, servant, or employee of SIDC and STDC or as creating a partnership or joint venture relationship between PROFESSIONAL and SIDC and STDC.
17. **Assignability.** The parties hereby agree that PROFESSIONAL may not assign, convey or transfer its interest, rights and duties in this Agreement without the prior written consent of SIDC and STDC.
18. **Successors and Assigns.** Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.
19. **Governing Law/Venue.** This Agreement shall be governed by and construed in accordance with the laws of the State of Texas. Venue for any action brought to interpret or enforce the terms of this Agreement shall lie in Denton County, Texas.
20. **No Third-Party Beneficiary.** For purposes of this Agreement, including its intended operation and effect, the parties specifically agree and contract that: (1) this Agreement only affects matters/disputes between the parties to this Agreement, and is in no way intended by the parties to benefit or otherwise affect any third person or entity, notwithstanding the fact that such third person or entities may be in a contractual relationship with SIDC and STDC, and PROFESSIONAL, or both; and (2) the terms of this Agreement are not intended to release, either by contract or operation of law, any third person or entity from obligations they owe to either SIDC and STDC or PROFESSIONAL.
21. **Exhibits.** The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

22. **Conflicts of Interest.** By signature of this Agreement, PROFESSIONAL warrants to SIDC and STDC that it has made full disclosure in writing of any existing conflicts of interest or potential conflicts of interest, including business or personal financial interests, direct or indirect, in property abutting the proposed project and business relations with abutting property owners, or with elected officials or employees of SIDC and STDC. PROFESSIONAL further warrants that it will make disclosure in writing of any conflicts of interest that develop subsequent to the signing of this Agreement and prior to final payment under the Agreement. PROFESSIONAL warrants that it has submitted to SIDC and STDC a completed Conflicts of Interest Questionnaire as required by Chapter 176 of the Texas Local Government Code.
23. **Authority to Sign.** The parties hereby warrant and represent that the undersigned have full authority to execute this Agreement on behalf of their respective parties.
24. **Counterparts.** This Agreement may be executed by the parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the parties hereto.

IN WITNESS WHEREOF, SIDC, STDC and the PROFESSIONAL have executed this Agreement as of the date first written above.

SIDC: Sanger Industrial Development Corporation

Executed this _____ day of _____, ____.

By: _____

Nancy McAlister, SIDC

President

STDC: Sanger Texas Development Corporation

Executed this _____ day of _____, ____.

By: _____

John Payne, STDC

President

Civic Solutions Partnership, LLC

By: Laura J Huffman

Print Name: Laura J Huffman

Title: CEO

Approved as to Form

Jeff Moore

SIDC and STDC Attorney

EXHIBIT “A”
BID RESPONSE/SCOPE OF SERVICES

SCOPE OF SERVICES AND BUDGET: ECONOMIC DEVELOPMENT STRATEGIC PLAN

FOR THE SANGER ECONOMIC DEVELOPMENT CORPORATION



Image: Sanger Economic Development Corporation

Civic Solutions Partnership, LLC

Steven Pedigo
steven@civicsol.com
+1 (617) 785-0807

CIVICSOL

TABLE OF CONTENTS

01. COVER LETTER	Page 03
02. COMPANY PROFILE	Page 05
03. PROJECT APPROACH AND METHODOLOGY	Page 07
04. PROJECT TEAM	Page 13
05. RELEVANT EXPERIENCE AND REFERENCES	Page 16
06. WORK EXAMPLES	Page 17
07. PROJECT SCHEDULE	Page 21
08. BUDGET	Page 22

01. COVER LETTER

Ms. Shani Bradshaw
Director of Economic Development
City of Sanger

Dear Ms. Bradshaw:

We are excited to submit our proposal to support the Sanger Economic Development Corporation in creating its first Economic Development Strategic Plan. At CivicSol, we believe that economic development doesn't happen to a community—it happens with one. That's why our approach is rooted in collaboration, data, and policy execution. We design strategies that not only inspire but also translate into measurable outcomes, capacity-building, and long-term success.

SANGER: A STRATEGIC GATEWAY IN NORTH TEXAS

Sanger has already demonstrated remarkable assets: strategic positioning along Interstate 35 that provides unparalleled access to the North Texas economy, a balanced mix of residential, commercial, and industrial land uses, and a vibrant downtown district that reflects the city's small-town charm. With nearly 12 square miles and a growing population of 10,200, Sanger has the scale to compete meaningfully in the Denton County market while maintaining the character that makes it distinctive.

This moment requires more than incremental growth—it demands a strategic transformation from reactive development to proactive economic leadership. The communities that will thrive in North Texas over the next decade will be those that can articulate their unique value proposition, align their workforce with emerging opportunities, and create the conditions where businesses choose to locate, expand, and stay.

WHY CIVICSOL: BUILT FOR IMPLEMENTATION, PROVEN IN PRACTICE

CivicSol is not just a strategy firm—we are practitioners, problem-solvers, and former city leaders who have stood where you stand. Our team includes former city managers, economic development directors, workforce leaders, and policy professionals who have led both strategy and implementation inside local government. We understand the difference between a plan that sits on a shelf and one that drives real change.

Over the past five years, we've designed economic development strategies for more than 100 communities—from fast-growing suburbs like Sanger to major metropolitan areas, rural innovation hubs, and complex regional collaboratives. Our work spans every stage of the economic development lifecycle: from comprehensive sector analysis and workforce planning to business attraction protocols, startup ecosystem development, and downtown revitalization initiatives. What sets us apart is our integration of strategy with systems—we don't just recommend what should happen, we design how it will happen, who will do it, and how success will be measured.

OUR TEXAS EXPERIENCE: UNDERSTANDING YOUR CONTEXT

Our deep experience in Texas communities gives us unique insight into the opportunities and challenges facing places like Sanger. We've worked extensively with Type A and Type B economic development corporations, understand Texas economic development law and incentive structures, and have helped numerous communities navigate the balance between growth and character preservation. From Terrell's

strategic positioning east of Dallas to Buda's rapid growth in Central Texas, we understand how communities like Sanger can leverage proximity to major markets while building their own distinctive economic identity.

We also understand the significance of developing first-ever economic development strategic plans. Like Sanger, many of the communities we've worked with have been creating their inaugural comprehensive economic development strategies—from fast-growing suburbs like Gilbert, Arizona establishing their first formal economic development framework to regional collaboratives in the Quad Cities developing their first unified approach. We bring specialized expertise in helping communities navigate this foundational planning process, ensuring that first-time strategies are both ambitious and achievable, comprehensive yet focused, and designed for successful implementation from day one.

OUR COMMITMENT: TOOLS FOR REAL-WORLD IMPLEMENTATION

Our deliverables won't just be recommendations—they'll be tools for execution designed specifically for SEDC staff and board capacity. From an implementation matrix that assigns clear responsibilities across both corporations to a Year 1 work plan with immediate action steps and budget implications, we provide the frameworks needed to track progress, adapt strategies, and maintain momentum across election cycles and staff transitions. We know this matters because we've been inside city governments ourselves—we understand budget realities, staff capacity constraints, and the critical importance of designing strategies that can actually be implemented.

We also understand that economic development strategy isn't just about what the SEDC does directly—it's about how the SEDC enables, coordinates, and amplifies the work of others. Our approach will help you maximize leverage with existing partners while identifying new collaboration opportunities that can accelerate progress. Whether that's strengthening relationships with regional partners, building new connections with workforce development providers, or creating innovative public-private partnerships, we'll help you design systems that multiply your impact.

We are ready to help Sanger write its next chapter as a leading economic development success story in North Texas. We see a city with tremendous assets, clear leadership, and the vision to build something distinctive and sustainable. Please don't hesitate to contact us at steven@civicsol.com or laura@civicsol.com if you have any questions.

Sincerely,



Steven Pedigo
Co-Founder, CivicSol



Laura Huffman
President & Co-Founder, CivicSol

02. COMPANY PROFILE

CIVICSOL: STRATEGY THAT GETS DONE

CivicSol is a nationally engaged economic development and public strategy firm, headquartered in Austin, Texas, with deep experience in fast-growing suburban and regional communities across the United States. Founded by two seasoned practitioners with decades of experience inside local government, we help public agencies, cities, and coalitions translate big ideas into operating plans—workforce initiatives, innovation districts, governance frameworks, investment strategies, business retention systems, and everything in between.

We work at the intersection of research, policy, and operations. That means we ask big questions—about industry shifts, regional competitiveness, demographic trends, and equity—but always with an eye toward practicality. How will this strategy get funded? Who will run it day-to-day? What systems are needed to sustain it through election cycles? Which partnerships are essential for success? What are the budget implications, and how do they align with existing revenue streams? We bring a strong bias toward action and accountability. That's what distinguishes CivicSol—and what makes us the right partner for Sanger.

Our two founding principals, Laura Huffman and Steven Pedigo, bring both deep expertise in city management and a proven track record in strategic planning for local governments. Combined, we wield over 45 years of experience spanning municipal leadership, chamber of commerce management, economic development practice, and workforce strategy. We've worked in over 100 communities across the U.S.—not just writing bold strategies but standing up the systems, structures, and partnerships that make them real. We understand what it takes to move a plan from concept to execution, from launch to institutionalization, from political vision to administrative reality.

OUR TRACK RECORD: FROM STRATEGY TO RESULTS

What sets CivicSol apart is our integration of strategy with implementation systems. We don't just identify what should happen—we design how it will happen, who will be responsible, what resources are required, and how progress will be measured. Our approach generates early buy-in by giving stakeholders a meaningful seat at the table, ensuring that the final strategy isn't just visionary—it's owned by the community.

Recent examples of our impact include:

Austin Infrastructure Academy: We designed and launched a nationally recognized workforce platform that connects local talent with \$25 billion in infrastructure investment, earning the National Association of Workforce Boards' 2024 "Trailblazer Award" for innovation.

Terrell Economic Development Strategy: We helped this suburban metroplex community develop a comprehensive plan that leverages its proximity to Dallas while maintaining local character, resulting in new business recruitment protocols and workforce development partnerships.

Buda Economic Development Strategic Plan: We supported this fast-growing Central Texas city in creating a five-year implementation roadmap that includes detailed sector analysis, business retention initiatives, and entrepreneurial support systems to create an Innovation Hub in the Texas Hill Country.

Multi-jurisdictional Regional Strategies: We've successfully facilitated economic development planning across multiple communities in Arizona, Iowa, Texas, and beyond, understanding the complex dynamics of coordination, resource sharing, and unified messaging while respecting local autonomy.

DEEP TEXAS EXPERIENCE: UNDERSTANDING YOUR LANDSCAPE

Our Texas roots give us unique insight into the regulatory environment, political dynamics, and market conditions that shape economic development success in communities like Sanger. We understand Texas economic development law, the structure and governance of Type A and Type B corporations, and the opportunities and constraints of ½ cent sales tax funding. We've worked extensively with Texas communities navigating rapid growth, infrastructure challenges, workforce development needs, and the balance between economic opportunity and community character.

We also understand the North Texas market dynamics that create both opportunities and competition for communities like Sanger. Our work in the Dallas-Fort Worth metroplex—in communities like Terrell, Sachse, and Mesquite—has given us insight into regional industry trends, workforce patterns, transportation assets, and the competitive positioning that smaller communities need to succeed in this dynamic market.

Sanger occupies one of the most enviable positions in North Texas—strategically positioned along Interstate 35 with direct access to both Dallas-Fort Worth and Oklahoma markets, bordered by Lake Ray Roberts to the east and positioned as a gateway between Denton's innovation economy and rural Texas. But Sanger's greatest asset isn't just location—it's timing. North Texas is experiencing unprecedented growth, with Denton County leading the region in population and job growth.

The question isn't whether economic development will come to Sanger; it's whether Sanger will be ready to capture and direct that growth in ways that benefit existing residents and businesses while attracting the kinds of high-quality investment that strengthen the community's long-term prosperity.

03. PROJECT APPROACH AND METHODOLOGY

PROJECT UNDERSTANDING

Sanger is entering a defining moment in its economic development journey—one shaped not by untapped land or conventional growth models, but by the city's ability to maximize its strategic location, leverage its existing assets, and compete strategically in an increasingly sophisticated North Texas economy. With its position along Interstate 35, proximity to Dallas-Fort Worth's job centers, and access to Denton's innovation ecosystem, Sanger's future economic success will depend on its ability to act strategically and proactively while maintaining the community character that makes it distinctive.

This moment requires more than just a strategy—it calls for a clear, data-informed roadmap that helps the SEDC maximize existing assets, validate and expand target sectors, strengthen relationships with current businesses, and build the workforce development partnerships essential for long-term competitiveness. The strategy must be both practical and forward-looking, connecting talent development and industry growth to infrastructure investment, quality of place initiatives, and community well-being.

UNDERSTANDING SANGER'S COMPETITIVE POSITIONING

Sanger occupies a unique position in the North Texas economic landscape. Unlike communities competing primarily on available land or low costs, Sanger's advantages lie in its strategic access, quality of life assets, and potential for targeted development that enhances rather than transforms the community's character. The city's location provides businesses with access to Dallas-Fort Worth markets while offering employees a small-town quality of life increasingly rare in the metroplex.

The challenge—and opportunity—lies in translating these assets into a coordinated economic development strategy that attracts the right kinds of businesses, supports existing employers, and builds the infrastructure (both physical and programmatic) needed for sustainable growth. This requires understanding not just what Sanger has to offer, but how those assets align with market trends, business location decisions, and workforce development needs in the broader region.

KEY STRATEGIC CHALLENGES AND OPPORTUNITIES



Market Position and Business Attraction: Sanger's strategic positioning within North Texas creates significant opportunities for targeted business attraction, but success requires sophisticated understanding of industry trends, site selection criteria, and competitive positioning. The community needs strategies that leverage its transportation access and quality of life while differentiating it from other communities along the I-35 corridor.



Business Retention and Expansion (BRE): A more structured, proactive approach to business retention and expansion is essential to maintain economic momentum and support existing employers. This includes understanding current business needs, identifying expansion opportunities, addressing policy or infrastructure barriers, and creating systems for ongoing business relationship management.



Workforce Development Alignment: Sanger's economic strategy must connect with regional workforce development resources while building local capacity to serve both employers and job seekers. This includes understanding labor market dynamics, skills gaps, training

opportunities, and the connections between workforce development and business attraction/retention.



Entrepreneurial Ecosystem Development: Small business development and entrepreneurship support represent significant opportunities for economic dynamism, job creation, and community wealth building. This includes access to capital, technical assistance, mentorship, and creating an environment that supports innovation and local investment.



Infrastructure and Development Capacity: Strategic infrastructure investment and targeted development policies are core to business attraction and retention. The plan must address how infrastructure priorities, development incentives, and land use decisions align with economic development goals.



Regional Collaboration and Positioning: Success requires understanding Sanger's role within the broader North Texas economic ecosystem, including relationships with neighboring communities, regional economic development organizations, workforce development boards, and transportation authorities.



Organizational Effectiveness: The dual structure of Type A and Type B corporations creates both opportunities and coordination challenges. The strategy must address how these entities can work together effectively while maximizing the impact of available resources and ensuring clear, coordinated community messaging.

METHODOLOGY

We propose a four-phase scope of work, running from September 2025 through April 2026, that moves from discovery to economic research and stakeholder engagement, ending with implementation. Each phase includes defined deliverables, bi-weekly check-ins, and milestone moments for feedback and alignment. Our methodology is iterative and participatory, ensuring the final strategic plan is evidence-based and community-owned.

<p>01.</p> <p>LAYING THE GROUNDWORK</p> <p>Project Kickoff and Stakeholder Alignment</p> <p>Sep. 2025</p>	<p>02.</p> <p>MAPPING SANGER'S ECONOMY</p> <p>Economic Research and Data Analysis</p> <p>Oct. – Dec. 2025</p>	<p>03.</p> <p>LISTENING TO SANGER</p> <p>Community and Stakeholder Engagement</p> <p>Jan. – Feb. 2026</p>	<p>04.</p> <p>FROM VISION TO ACTION</p> <p>Strategy Development and Implementation Roadmap</p> <p>Mar. – Apr. 2026</p>
---	---	---	--

PHASE 01. LAYING THE GROUNDWORK

SEPTEMBER 2025

WHY THIS MATTERS

Economic development strategy that lacks foundational alignment is strategy that fails in implementation. Sanger's plan must reflect not just best practices from other communities, but the specific priorities, values, and operational realities of Sanger's leadership and community. Without early investment in relationships, shared understanding, and process design, even the most sophisticated analysis can produce recommendations that don't fit local context or political realities. This phase ensures that everything we build together is designed for Sanger's specific circumstances and genuine implementation success.

WHAT WE WILL DELIVER

1.1 PROJECT KICKOFF MEETING AND PLANNING ALIGNMENT	Convene a kickoff session with SEDC Boards, City Council, and staff to confirm project scope, align on desired outcomes, clarify roles, and establish shared communication cadence.
1.2 WORK PLAN AND ENGAGEMENT CALENDAR	Develop a detailed, living work plan and engagement calendar that outlines project phases, key milestones, and stakeholder outreach activities. This tool will identify benchmark communities for comparison and provide transparency for leadership and the public.
1.3 CONTEXTUAL ANALYSIS	Conduct comprehensive review of background documents including the 2020 City of Sanger Comprehensive Plan, economic reports, and other relevant studies to understand existing priorities and frameworks.
1.4 STEERING COMMITTEE LAUNCH, CITY TOUR, AND STAKEHOLDER INTERVIEWS	Establish a Steering Committee composed of SEDC Board members, city leaders, and select community stakeholders to guide the project and ensure strategic alignment throughout the process. Host an in-person launch event with a guided city tour and early stakeholder interviews.

WHAT SANGER GAINS



A dedicated Steering Committee to guide strategy development and ensure alignment with leadership priorities;



A detailed Work Plan and Engagement Calendar to track progress and keep stakeholders informed;



Strategic alignment between CivicSol, SEDC leadership, and Sanger's existing comprehensive plans and municipal initiatives;



Early stakeholder engagement process to build community support and involvement in the planning process.

PHASE 02. MAPPING SANGER'S ECONOMY

OCTOBER – DECEMBER 2025

WHY THIS MATTERS

Sanger's economic future starts with understanding its present. This phase provides a comprehensive, fact-based analysis of the city's economic landscape, industry clusters, and development opportunities. Through peer benchmarking, sector analysis, and market assessments, we'll highlight Sanger's competitive advantages, identify strategic gaps, and surface actionable opportunities for bold, future-focused decisions.

WHAT WE WILL DELIVER

2.1 PEER BENCHMARKING ASSESSMENT	Evaluate demographic, economic, and quality-of-life indicators, benchmarking performance against 8-10 peer communities across North Texas. Compile and analyze current and projected demographic, workforce, housing, and income trends to establish a comprehensive economic baseline and illuminate where Sanger leads, lags, or has competitive opportunities.
2.2 CLUSTER AND SECTOR SCAN	Conduct scan of current and emerging industry clusters in the Dallas-Fort Worth and North Texas regions, incorporating analysis of the Governor's <i>Bigger. Better. Texas.</i> economic development plan to identify sectors aligned with Sanger's assets and opportunities. Review regional employment trends, investment patterns, and workforce alignment to provide targeted recommendations for sector development based on state and regional priorities rather than comprehensive local cluster analysis.
2.3 PEER EDO BEST PRACTICES ANALYSIS	Assess the SEDC's organizational structure, funding mechanisms, staffing, programming, and strategic orientation, comparing it to 5–6 peer EDOs to identify strengths, gaps, and best practices in economic development governance and execution. Incorporate evaluation of current business retention and expansion processes, incentive structures, and policies within the peer comparison framework to provide integrated recommendations for organizational and program improvements.

WHAT SANGER GAINS



A comprehensive "State of Sanger" report illustrating Sanger's economic baseline and competitive positioning;



A clear understanding of competitive position relative to peer communities across North Texas;



Integrated assessment of organizational effectiveness and BRE programs with peer comparison insights;



Targeted sector recommendations based on regional DFW trends and state economic development priorities.

PHASE 03. LISTENING TO SANGER

DECEMBER – JANUARY 2026

WHY THIS MATTERS

Data tells us what's happening, but community voices tell us what's possible. Sanger's strategy must be grounded in the lived experiences, priorities, and aspirations of residents, business owners, and community leaders. This phase creates multiple touchpoints for authentic engagement, ensuring that the final plan reflects not just economic opportunity, but community values and vision. Through business roundtables, community surveys, stakeholder interviews, and public sessions, we'll capture diverse perspectives and build ownership of the process across Sanger.

WHAT WE WILL DELIVER

3.1 BUSINESS RETENTION AND EXPANSION ROUNDTABLES

Facilitate structured conversations with existing Sanger businesses to understand their experiences, challenges, and growth plans. Assess workforce needs, infrastructure requirements, and policy barriers while identifying opportunities for business expansion and retention support.

3.2 WORKFORCE DEVELOPMENT FOCUS GROUPS

Facilitate targeted focus groups with local employers, educational partners, training providers, and job seekers to understand workforce needs, skills gaps, and training opportunities. Assess alignment between available workforce development resources and employer needs while identifying opportunities for enhanced partnerships and program development.

3.3 ONE-ON-ONE STAKEHOLDER INTERVIEWS

Conduct individual interviews with key stakeholders including property owners, elected officials, community organization leaders, and development partners to gather in-depth insights on opportunities, challenges, and strategic priorities.

3.4 SMALL BUSINESS, INNOVATION, AND ENTREPRENEURSHIP ROUNDTABLES

Host focused discussions with local entrepreneurs, small business owners, startup founders, and innovation support organizations to understand the entrepreneurial ecosystem, identify barriers to business creation and growth, and explore opportunities for enhanced entrepreneurship support services.

WHAT SANGER GAINS



Direct input from existing businesses on retention and expansion needs and growth opportunities;



Targeted workforce development insights from employers and training providers across the North Texas region;



In-depth stakeholder perspectives on strategic opportunities and challenges facing the Sanger community;



Understanding of entrepreneurial ecosystem strengths, gaps, and business development opportunities for enhanced support.

PHASE 04. FROM VISION TO ACTION

FEBRUARY – MARCH 2026

WHY THIS MATTERS

We're not just creating a document—we're crafting a living roadmap that will guide economic development decisions for the next five years. The strategic framework connects recent successes with a sustainable future that benefits businesses, residents, and the broader community. This phase transforms aspirations into action—setting clear priorities and committing to concrete steps that will strengthen Sanger's economic resilience.

WHAT WE WILL DELIVER

4.1 STRATEGIC FRAMEWORK DEVELOPMENT	Integrate all findings into a comprehensive Strategic Framework with unified economic vision, measurable goals, and priority strategies tailored to Sanger's strengths and opportunities. Include fiscal strategy and funding prioritization recommendations to prioritize and fund key economic development goals, including potential use of financial incentives, grants, public-private partnerships, and reallocation of internal resources.
4.2 STRATEGIC VISIONING WORKSHOP	Facilitate interactive workshops with SEDC leadership, staff, and key stakeholders to review and refine the strategic framework and vision statement. These sessions will ensure the final plan balances economic development objectives with the community's values and vision for Sanger's future.
4.3 IMPLEMENTATION ROADMAP, YEAR 1 WORK PLAN, AND RESPONSIBILITY MATRIX	Develop detailed implementation matrix assigning each action to specific responsible parties, supporting partners, and realistic timelines with comprehensive Year 1 Work Plan for immediate implementation. Create specific action plans for small business development and entrepreneurship support, as well as workforce development and talent attraction initiatives. Conduct fiscal impact analysis to estimate costs and funding needs for implementing identified actions to ensure the plan is financially feasible and aligned with the SEDC's fiscal capacity.
4.4 FINAL STRATEGIC PLAN AND PRESENTATION	Finalize comprehensive Economic Development Strategic Plan incorporating all research findings, stakeholder input, and feedback from workshops, including target sector strategies, business attraction recommendations, retention initiatives, entrepreneurial support, workforce development, and community development priorities. Present Final Plan to SEDC Boards, City Council, and community stakeholders with performance monitoring framework providing ongoing transparency and accountability.

WHAT SANGER GAINS



Comprehensive Economic Development Strategic Plan with an actionable roadmap, clear priorities, and implementation guidance for sustainable economic development success;



Specific recommendations for current program enhancement or restructuring to maximize organizational effectiveness;



Organizational capacity plan to support expanded strategy implementation and long-term economic development goals;



Comprehensive measurement framework for ongoing evaluation and improvement with performance tracking capabilities.

04. PROJECT TEAM

Our two founding principals, Laura Huffman and Steven Pedigo, bring both deep expertise in city management and a proven track record in strategic planning for government entities. Steven Pedigo, partner at CivicSol, will serve as the dedicated senior principal project manager for this engagement.

STEVEN PEDIGO CO-FOUNDER, CIVICSOL

"I'm passionate about helping communities with strong identities—like Sanger—leverage innovation-driven workforce and economic development to create lasting opportunities."



Steven Pedigo is a trusted advisor and strategist for city leaders, brands, and placemakers worldwide, helping them build better cities and communities. With over two decades of experience, he brings deep expertise in the challenges of fast-growing suburban communities and rural innovation ecosystems, with plans in Terrell, TX; Olathe, KS; Brookings, SD; Gilbert, AZ; Vancouver, WA, Prince George, British Columbia, Deep East Texas, and more.

EDUCATION

BA, The University of Texas at Austin

MS, Heinz College of Information Systems and Public Policy at Carnegie Mellon University

MA, University of Illinois at Urbana-Champaign

NOTABLE

Assistant Dean for Faculty of Practice and Policy at the LBJ School of Public Affairs

Professor of Practice at the LBJ School of Public Affairs

CERTIFICATES

Human Research

WHAT STEVEN BRINGS TO SANGER

Steven is a nationally recognized expert in workforce strategy, innovation ecosystems, and place-based development. His work helps communities like Sanger position themselves to excel in people-centered economies while driving innovation—leveraging proximity to major metroplexes, regional entrepreneurship programs, and workforce development opportunities.

RELEVANT EXPERIENCE

- Steven led the development of more than 100 economic and workforce development strategies, spanning transformative projects from New York City, Miami, and Jerusalem to the Yukon, San Diego, Tulsa, and Austin, Texas.
- Steven helped design the Austin Infrastructure Academy, a workforce development initiative supporting \$25 billion in regional investment.
- He is an expert in anchor institutions and university engagement, crafting strategies for The University of Texas at Arlington, Drexel University, Thomas Jefferson University, Rutgers Newark, UT-Permian Basin, and others.
- Steven is the primary author of the Texas Metropolitan Blueprint, a five-year policy framework for the state of Texas.
- He is a featured expert, quoted, and published in The New York Times, The Wall Street Journal, The Washington Post, The LA Times, NPR, The Houston Chronicle, Dallas Morning News, San Antonio Express-News, and more.
- He has founded two Urban Policy Labs—one at The University of Texas at Austin's Lyndon B. Johnson School of Public Affairs, and a second at New York University.

LAURA HUFFMAN

CEO & CO-FOUNDER, CIVICSOL

"Real impact happens when visionary strategy meets practical execution—and that's only possible when the voices of local residents, workers, and business leaders are genuinely heard."



Laura Huffman brings more than 25 years of experience in city leadership, economic strategy, and public-private collaboration, including as Assistant City Manager for the City of Austin and Deputy City Manager for the City of San Marcos—two of the fastest-growing cities in the U.S.—as well as CEO of the Greater Austin Chamber of Commerce. Laura is an expert in municipal budgeting, and governance helping cities manage growth while delivering core services.

EDUCATION

BA, Texas A&M University

MA, LBJ School of Public Affairs at The University of Texas at Austin

RECOGNITION

Artificial Intelligence, Cornell University

Shoal Creek Conservancy Bob Strong Award for Lifetime Achievement in Conservation

City of Austin Office of Sustainability Net Zero Hero

WHAT LAURA BRINGS TO SANGER

Laura specializes in turning strategy into action, with a focus on economic development and workforce planning. For Savage, she will help align programmatic excellence with Savage's economic needs, ensuring sustainable, practical solutions that integrate with governance, budgeting, and policy for long-term growth and prosperity.

RELEVANT EXPERIENCE

- As Assistant City Manager for the City of Austin, Laura led downtown redevelopment with a focus on local retail, small business growth, live/work housing, cultural districts, and public infrastructure including the Central Library—making downtown Austin the living room of the community.
- In her role as Deputy City Manager for the City of San Marcos, Laura championed outlet mall development as major retail and sales tax drivers, forging a path to use economic strategies to stabilize the City's dependence on sales tax, a notoriously volatile revenue stream.
- As Texas State Director of The Nature Conservancy, she founded the North American Cities program, positioning TNC to lead the next generation of urban policies and plans that guarantee protection of natural resources.
- As President and CEO of the Austin Chamber of Commerce, Laura successfully implemented the organization's vision, short- and long-range strategic plans, and annual operational plans.

CLARA BELK

ECONOMIC RESEARCH AND STORYTELLING, CIVICSOL

"Research is only useful if it tells a story people can believe in—my job is to connect the data to Sanger's future."



Clara Belk specializes in research and economic storytelling, ensuring Sanger's strategy is data-driven, compelling, and actionable. With experience in economic and workforce development research, ecological conservation, and public affairs, Clara has worked on projects for Terrell, TX, Prescott, AZ, and South Burlington, VT, helping communities craft clear, strategic narratives around their economic and workforce development goals and helping bring them to life.

EDUCATION

BA, Tufts University
MPA, LBJ School of Public Affairs at The University of Texas at Austin

AWARDS

Presidential Volunteer Service Award, Gold Tier

NOTABLE

Team Leader, AmeriCorps National Civilian Community Corps, Southern Region, Vicksburg, MS

Clara also speaks Spanish and Arabic, in Modern Standard (FusHa) and Colloquial Levantine (3miyya)

WHAT CLARA BRINGS TO SANGER

Clara has extensive experience in stakeholder engagement, transforming complex workforce and economic trends into clear, actionable insights that build buy-in from businesses, community leaders, and residents. For Sanger, she will leverage labor market data and analytics to identify workforce pathways that connect people to quality jobs, supporting strategies that drive inclusive economic growth and regional mobility.

RELEVANT EXPERIENCE

- Clara has conducted in-depth economic research on workforce trends, industry clusters, and labor market dynamics to support strategic workforce development plans in cities across the US. She has led occupational and workforce assessments, peer benchmarking, and stakeholder engagement process to align workforce strategies with regional economic needs.
- Clara has worked as a community organizer in Des Moines, IA, Reno, NV, Denver, CO, and Saint Paul, MN, collaborating directly with diverse cultural and community groups, labor representatives, grassroots organizations, educators, and policymakers to boost civic participation and political engagement.
- She previously completed a term of national service, where she worked with rural and ex-urban communities throughout the Southeast—including in Southern Mississippi, the Louisiana Bayou, Virginia's Eastern Shore, and Central Tennessee—to support economic development through infrastructure improvements, ecological conservation projects, and natural disaster recovery efforts.

05. RELEVANT EXPERIENCE AND REFERENCES

AGENCY NAME	CONTACT INFO	WORK PERFORMED
City of Austin, TX	Kirk Watson, Mayor, City of Austin (512) 964-8306 kirkpwatson@gmail.com	Designed and launched the Austin Infrastructure Academy, a first-of-its-kind workforce platform connecting local talent with career pathways in construction and operations, supporting \$25 billion in regional investment
Terrell Economic Development Corporation	Carlton Tidwell, President, Terrell EDC (469) 853-6512 carlton@terrelltexas.com	Led comprehensive economic development strategic planning including community engagement, target sector analysis, and implementation roadmap
City of Prescott, AZ	John Heiney, Director of Community Outreach, City of Prescott (928) 777-1220 john.heiney@prescott-az.gov	Principal strategic planning consultant developing economic development plan, sector targeting, and workforce alignment strategies
City of Mesquite, Office of Economic Development	Kim Buttram, Director of Economic Development, City of Mesquite (972) 216-6340 kbuttram@cityofmesquite.com	Designed comprehensive economic development strategy engaging over 200 stakeholders and prioritizing inclusive growth with complete cluster analysis and implementation roadmap

06. WORK EXAMPLES

THE AUSTIN INFRASTRUCTURE ACADEMY

LEVERAGING HISTORIC INVESTMENT IN INFRASTRUCTURE TO BUILD LOCAL OPPORTUNITIES FOR FAMILY-SUPPORTING CAREER PATHWAYS

COMMUNITY SNAPSHOT: AUSTIN, TX

Austin—now the ninth-largest city in the nation—has experienced 14% population growth in the past five years, driving an increasing demand for infrastructure development. The City, and region, will invest \$25 billion in transformational regional infrastructure through the year 2040. Currently, Austin's Mobility and Infrastructure (M+I) sector employs more than 222,000 workers, making it the region's second-largest industry, surpassing healthcare and advanced manufacturing. However, to keep pace with ongoing and future investments, the city must fill a gap of 10,000 infrastructure jobs annually.

THE OPPORTUNITY

CivicSol's labor forecast revealed a critical need for a skilled workforce to support Austin's rapid infrastructure expansion. Despite the high level of investment, accessible workforce training programs do not align with the needs of both employers and job seekers. The City saw a unique opportunity to address affordability challenges by creating family-supporting jobs and sustainable career pathways in M+I, all while enhancing super-regional mobility. By strategically integrating workforce development with infrastructure projects, Austin can ensure long-term economic growth, equitable job access, and increased mobility solutions for the region.



Image: LBJ School of Public Affairs

THE CIVIC SOLUTION

To address these challenges, CivicSol conducted a comprehensive labor forecast to project the gap in labor supply and demand, assessed existing training offerings and outcomes, facilitated rigorous stakeholder engagement with training providers, employers, job seekers, project sponsors, economic development entities, and community organizations, and conducted a dynamic, iterative service delivery model design process. From this research, we developed the Austin Infrastructure Academy—a first-of-its-kind public-private network designed to connect local talent with career pathways in construction and operations. The Academy integrates recruitment, a centralized training hub, and childcare support to remove barriers to workforce participation. Our work with the Austin Infrastructure Academy received the National Association of Workforce Board's 2024 [Trailblazer Award](#), naming it the most innovative workforce program in the country.

Link: [Full Report](#)

February 2023–February 2025

Kirk Watson, Mayor, City of Austin, kirkpwatson@gmail.com

BUDA, TEXAS

A COMPREHENSIVE AND COMMUNITY-DRIVEN APPROACH TO ECONOMIC DEVELOPMENT

COMMUNITY SNAPSHOT: BUDA, TX

A highly desirable Central Texas destination, Buda attracts skilled professionals and investment alike. Despite its modest size—home to approximately 17,000 residents—the city packs a punch with its access to metropolitan amenities and assets: world-class educational institutions, an international airport, and a highly-skilled workforce. What truly sets Buda apart, however, is its small-town charm. Its downtown area is adorned with independent shops, its state-recognized schools emphasize a sense of belonging and training for a 21st-century economy, and its arts community reflects the creativity that makes the City unique.

THE OPPORTUNITY

With its proximity to Austin and world-class educational institutions like Texas State University, and The University of Texas at Austin, and access to a talented workforce, Buda had an opportunity to position itself as a hub for innovation, small business growth, and workforce development. By leveraging partnerships with regional educational institutions and investing in entrepreneurial support systems, the City could chart new pathways for economic opportunity— attracting targeted knowledge-based industries, retaining highly-skilled talent, and ensuring long-term prosperity while maintaining the community's unique character.



Image: Texas Monthly

THE CIVIC SOLUTION

In partnership with the Buda EDC, CivicSol developed a comprehensive 5-year Economic Development Strategic Plan to guide the city's future growth. This process included a comprehensive benchmarking analysis of Buda and its peer communities, an evaluation of best practices from other economic development corporations, and an assessment of the economic impact of a destination hospitality center. Additionally, the process involved a series of stakeholder roundtable discussions, one-on-one interviews, and workshops with BEDC Board members and City Council members. The resulting strategy emphasized workforce development, the creation of an innovation hub—fostering entrepreneurship and supporting the small businesses that are central to Buda's identity—and marketing Buda as a unique Central Texas experience for residents and visitors alike.

Link: [Full Report](#)

January 2024–August 2024

Jennifer Storm, Buda Economic Development Corporation, jennifer.storm@budaedc.com

MESQUITE, TEXAS

CHARTING NEW PATHS AND EMBRACING FRESH IDEAS TO BUILD BETTER LIVES AND GROW PROSPERITY FOR ALL

COMMUNITY SNAPSHOT: MESQUITE, TX

Situated in the Dallas-Fort Worth (DFW) metroplex, Mesquite is a city that enjoys close proximity to the urban core while maintaining a small-town charm with its outdoor activities and spectacular attractions. Mesquite has seen a recent uptick in development and business expansions thanks to forward-thinking investments in infrastructure, comprehensive strategic planning, and a strong marketing and branding approach that celebrates the community's diversity and family-friendly amenities.

THE OPPORTUNITY

The City of Mesquite is home to a robust and diverse workforce, reflecting the skills and demographics of a multicultural population that brings invaluable experience to the industries they serve. While the City plays host to a robust and growing industrial economy, retail is Mesquite's largest employment sector—at nearly nine times the workforce concentration of the U.S. overall. Retaining the budding population of young, career-trained professionals has proven difficult because the City lacks the diverse housing options needed to holistically compete for high-skilled talent. The City is poised for a state-of-the-art economic development strategy to stake its claim on growth in the DFW region, while ensuring that all residents and enterprises have an equitable opportunity to thrive.



Image: Downtown Mesquite TX

THE CIVIC SOLUTION

CivicSo's team led a comprehensive economic development planning process, evaluating Mesquite's competitive advantages and growth potential. The plan is data-driven, sector- focused, and leveraged by deep input and inclusive engagement from a diverse, multi- cultural group of stakeholders. This effort included competitive benchmarking and target cluster analyses, and engagement with more than 200 individuals through roundtable discussions, interviews, and workshops to ensure a community-driven approach. The result was a five-year economic development strategy and implementation plan that has helped position Mesquite as one of the top five cities in the DFW metroplex for investment. This plan has also laid the groundwork to attract and retain quality jobs that foster shared prosperity, grow a diverse entrepreneurial community, upskill for the jobs of tomorrow, and transform Mesquite into a destination for young professionals and families.

Link: [Full Report](#)

May–October 2022

Kim Buttram, City of Mesquite Department of Economic Development, kbuttram@cityofmesquite.com

PRESCOTT, ARIZONA

LEAVING THE ORDINARY BEHIND TO BUILD THE VERY BEST OF OPPORTUNITY IN ARIZONA

Community Snapshot: Prescott, AZ

Nestled in the mountains of central Arizona, Prescott combines historic charm with natural beauty, creating a unique quality of place that has long attracted visitors and retirees. With its historic downtown centered around Courthouse Square, outdoor recreation opportunities, and Western heritage, Prescott enjoys unrivaled quality of place assets as a growing destination. The city has recently made strategic investments in infrastructure and amenities to further economic development, including airport expansion, greenspace initiatives, and land acquisitions that position it well for future growth.

The Opportunity

While the city has experienced impressive population growth in recent years, this expansion has primarily been driven by retirees. This demographic trend has created a significant imbalance, with a workforce participation rate well below national averages and a striking shortage of younger professionals needed to sustain long-term economic vitality. Despite these challenges, the regional airport, bolstered by significant infrastructure investments, creates a foundation for developing specialized industry clusters, while the presence of Embry-Riddle Aeronautical University offers potential for innovation in aviation, aerospace, and cybersecurity.



Image: Islands

The Civic Solution

Civic Solutions Partnership led a comprehensive strategic planning process, assessing Prescott's assets and challenges while convening diverse stakeholders to guide the city's economic future. The team conducted a competitive assessment, benchmarking Prescott against eight peer communities, and facilitated in-depth interviews with key business leaders, educational partners, City Council members, and the Mayor. The resulting five-year economic development strategy presents a new paradigm for Prescott's growth—one that balances development with preservation of the city's distinctive character. The plan focuses on workforce development, strategic investment in high-growth sectors, support for entrepreneurship, enhancement of Prescott's quality of place, and building strong partnerships for sustained growth. By targeting key sectors like aviation, cybersecurity, healthcare, and sustainable advanced manufacturing, the strategy positions Prescott to attract innovation while addressing workforce and housing needs.

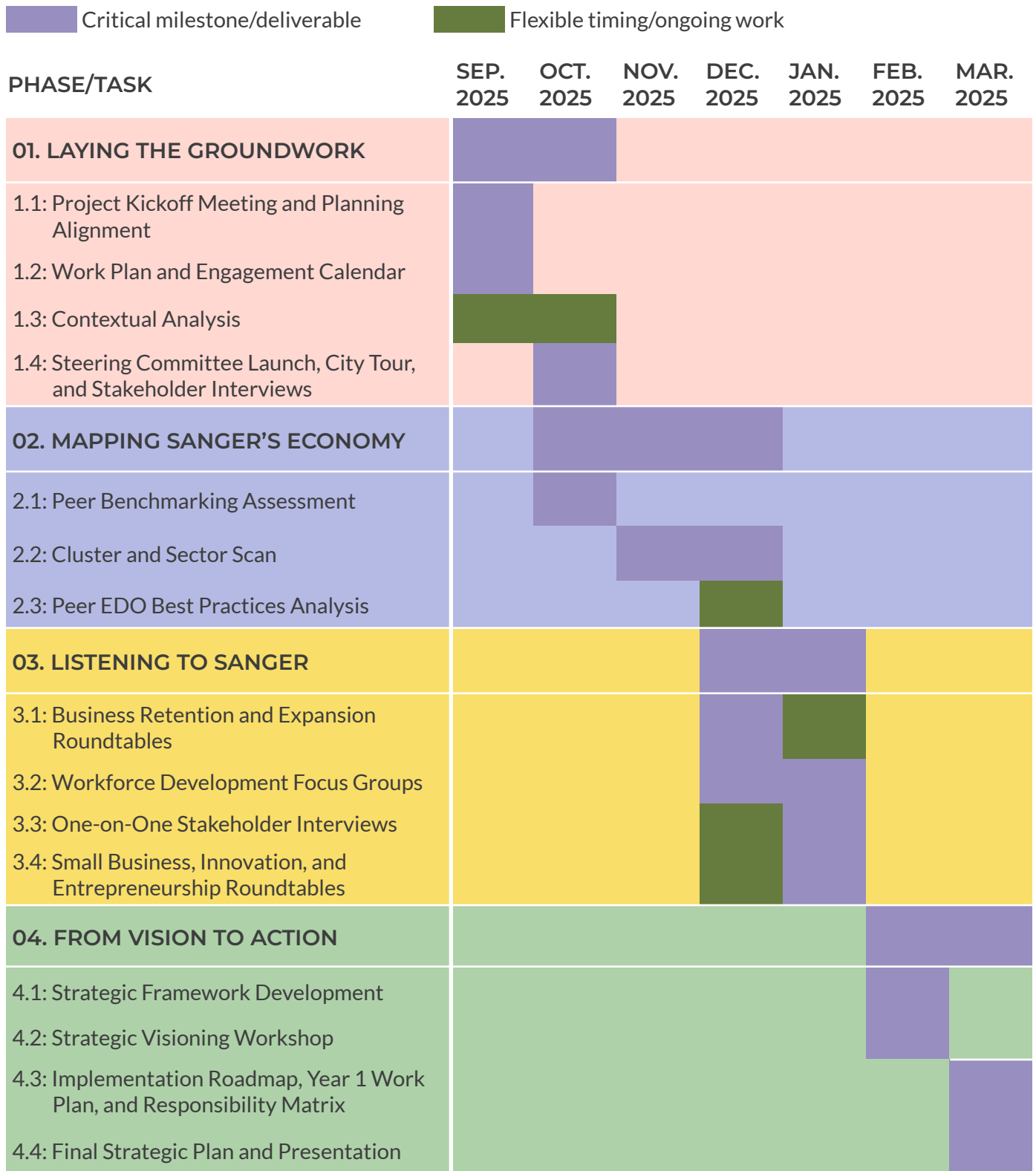
Link: [Full Report](#)

February 2024–Ongoing

John Heiney, City of Prescott, john.heiney@prescott-az.gov

07. PROJECT SCHEDULE

TIMELINE OVERVIEW: SEPTEMBER 2025 - MARCH 2026 (7 MONTHS)



08. BUDGET

PHASE	ITEM	SUB-TOTAL
01. LAYING THE GROUNDWORK	1.1: Project Kickoff Meeting and Planning Alignment	
	1.2: Work Plan and Engagement Calendar	
	1.3: Contextual Analysis	
	1.4: Steering Committee Launch, City Tour, and Stakeholder Interviews	
	PHASE 01 TOTAL	\$12,000
02. MAPPING SANGER'S ECONOMY	2.1: Peer Benchmarking Assessment	
	2.2: Cluster and Sector Scan	
	2.3: Peer EDO and Best Practices Analysis	
	PHASE 02 TOTAL	\$29,400
03. LISTENING TO SANGER	3.1: Business Retention and Expansion Roundtables	
	3.2: Workforce Development Focus Groups	
	3.3: One-on-One Stakeholder Interviews	
	3.4: Small Business, Innovation, and Entrepreneurship Roundtables	
	PHASE 03 TOTAL	\$17,100
04. FROM VISION TO ACTION	4.1: Strategic Framework Development	
	4.2: Strategic Visioning Workshop	
	4.3: Implementation Roadmap, Year 1 Work Plan, and Responsibility Matrix	
	4.4: Final Strategic Plan and Presentation	
	PHASE 04 TOTAL	\$31,500
TOTAL NOT-TO-EXCEED COST (inclusive of all travel, data, and design)		\$90,000



4A INDUSTRIAL DEVELOPMENT CORPORATION COMMUNICATION

DATE: August 25, 2025

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on electing officers for the Sanger Industrial Development Corporation.

SUMMARY:

- President and Vice President of the Corporation are elected by the board
- Terms are one (1) year
- No limitations on the number of consecutive years a person may serve in the same office

FISCAL INFORMATION:

Budgeted: NO

Amount: \$0.00

GL Account: XXX.XX.XXXX

RECOMMENDED MOTION OR ACTION:

Appoint a President and Vice President.

ATTACHMENTS:

NA



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 25, 2025

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Financial Reports.

SUMMARY:

- Financial Report for the period ending July 31, 2025.
- Sales Tax collections for July 31, 2025.

FISCAL INFORMATION:

Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:

NA

ATTACHMENTS:

- Monthly Financial Report – July 31, 2025
- Sales Tax Report – July 31, 2025

Sanger Texas Industrial Development Corporation
Fund Type A
July 31, 2025

	Budget	Actual	Percent of Budget
Revenue			
Sales Tax	\$ 962,500.00	\$ 721,466.83	75%
Interest Income	\$ 95,000.00	\$ 117,828.43	124%
Grants			
Total Revenue	<u>\$ 1,057,500.00</u>	<u>\$ 839,295.26</u>	<u>79%</u>
Expenditures			
Salaries & Benefits	\$ 119,642.00	\$ 62,603.63	52%
Supplies & Materials	\$ 62,205.00	\$ 46,334.34	74%
Maintenance & Operations	\$ 900.00	\$ 681.43	76%
Contract Services	\$ 129,000.00	\$ 1,500.00	1%
Capital Outlay	\$ -	\$ -	#DIV/0!
Grant Expenses	\$ 250,000.00	\$ 234,075.00	94%
Transfers	\$ 15,000.00	\$ 15,000.00	100%
Total Expenditures	<u>\$ 576,747.00</u>	<u>\$ 360,194.40</u>	<u>62%</u>
Revenues Over Expenditures	<u>\$ 480,753.00</u>	<u>\$ 479,100.86</u>	
Cash in Bank - First United		\$ 3,676,651.17	
Cash in Bank - Prosperity		\$ 333,441.78	
Money Market - Prosperity		\$ 2,117,278.31	
Certificate of Deposit		<u>\$ 102,222.37</u>	
Total Cash		\$ 6,229,593.63	

Sales Tax Report - July 2025

Month	2020-2021	Total	2021-2022	Total	2022-2023	Total	2023-2024	Total	2024-2025	Total
October	52,602	52,602	50,303	55,222	65,621	65,621	84,045	84,045	67,307	67,307
November	50,054	102,656	55,222	105,525	61,751	127,372	72,499	156,544	76,909	144,216
December	52,405	155,061	48,145	153,670	72,220	199,591	62,317	218,861	71,117	215,333
January	44,941	200,002	56,155	209,825	61,974	261,565	78,147	297,009	76,821	292,154
February	62,144	262,146	76,753	286,579	71,749	333,314	69,257	366,266	96,830	388,984
March	49,700	311,846	57,471	344,049	52,565	385,879	61,032	427,298	60,873	449,857
April	48,180	360,026	44,446	388,495	54,627	440,506	45,186	472,483	59,146	509,003
May	63,691	423,717	64,395	452,890	67,275	507,780	67,969	540,452	69,680	578,683
June	47,099	470,816	65,968	518,858	60,186	567,966	73,838	614,290	71,869	650,552
July	50,290	521,106	56,987	575,845	61,729	629,695	68,028	682,319	70,915	721,467
August	62,523	583,629	68,209	644,054	62,807	692,502	72,940	755,259		
September	52,474	636,104	51,911	695,965	63,730	756,232	70,492	825,750		
TOTAL	636,104	636,104	695,965	695,965	756,232	756,232	825,750	825,750	721,467	
BUDGET	462,500	173,604	600,000	95,965	800,000	(43,768)	875,000	(49,250)	962,500	(962,500)

Sales Tax Collection	July			Year To Date		
	Actual	Actual	%	Actual	Actual	%
	2025	2024	Change	2025	2024	Change
	\$ 70,915	\$ 68,025	4%	\$ 721,467	\$ 682,319	6%

