



Life Connected.

AGENDA  
ECONOMIC DEVELOPMENT CORPORATION  
REGULAR MEETING  
CELINA COUNCIL CHAMBERS  
112 N. COLORADO ST.  
TUESDAY, FEBRUARY 3, 2026  
12:00 PM

I. **CALL TO ORDER AND ANNOUNCE A QUORUM PRESENT:**

II. **OPEN FORUM**

Open Forum is for information only. If you wish to speak, please inform the Presiding Officer. Speakers are limited to three (3) minutes. The Corporation can take no action. No charges and/or complaints will be heard against any appointed or elected official or employee of the city that are prohibited by law.

**\*Please note\*** Anyone wishing to furnish the Corporation with copies/handouts regarding their item of interest must provide 9 copies and present them to an employee for distribution to the Corporation.

III. **EXECUTIVE SESSION:**

*As authorized by Section 551.071 of the Texas Government Code, the Regular Meeting may be convened into Closed Executive Session for the purpose of seeking confidential legal advice from the CEDC Attorney on any agenda item listed herein. (Closed to Public as provided in the Texas Government Code.)*

**Section 551.087** of the Texas Government Code to discuss or deliberate regarding commercial or financial information that the CEDC has received from a business prospect, and or to deliberate the offer of a financial or other incentive with a business prospect.

1. Discussion regarding Project Kingsmen
2. Discussion regarding a partnership agreement between the CEDC and Hillwood Communities

**Reconvene into Open Session** The Celina EDC will now reconvene into Regular Session pursuant to the provisions of Chapter 551 of the Texas Government Code to take any action necessary regarding the items discussed in executive session.

IV. **PRESENTATION:**

- A. Staff Updates

V. **ACTION ITEM:**

- A. Consider and act to authorize the Executive Director of the Celina Economic Development Corporation to execute a Standard Contract for Services with RKG Associates, Inc. for a Strategic Positioning, Land Use Alignment, and Target Industry Development Study, for an amount totaling \$98,690. (Satarino)

VI. **ADJOURNMENT:**

“I, the undersigned authority, do hereby certify that the Notice of Meeting was posted on the bulletin board at Economic Development Corporation of the City of Celina, Texas, a place convenient and readily accessible to the general public at all times and said Notice was posted on the following date and time: \_\_\_\_\_ at \_\_\_\_: \_\_\_\_\_ and remained so posted continuously for at least three (3) business days prior to the scheduled time of said meeting.”

\_\_\_\_\_  
Staff Liaison

City Council Chambers is wheelchair accessible. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for persons who are deaf, or hearing impaired, or readers of large print, are requested to contact the City Secretary's Office at 972-382-2682, or fax 972-382-3736 at least two (2) working days prior to the meeting so that appropriate arrangements can be made.



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**Economic Development**  
City of Celina, Texas

## Memorandum

**To:** Celina Economic Development Corporation Board of Directors  
**From:**  
**CC:** Anthony Satarino, Executive Director of Economic Development  
**Initiated by:** Economic Development Corporation  
**Date:** February 3, 2026  
**Re:** Consider and act to authorize the Executive Director of the Celina Economic Development Corporation to execute a Standard Contract for Services with RKG Associates, Inc. for a Strategic Positioning, Land Use Alignment, and Target Industry Development Study, for an amount totaling \$98,690. (Satarino)

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### **Action Requested:**

Consider and act to authorize the Executive Director of the Celina Economic Development Corporation to execute a Standard Contract for Services with RKG Associates, Inc. for a Strategic Positioning, Land Use Alignment, and Target Industry Development Study, for an amount totaling \$98,690. (Satarino)

### **Background Information:**

The Celina Economic Development Corporation (CEDC), in coordination with the City of Celina, is undertaking a Strategic Positioning, Land Use Alignment, and Target Industry Development Study to ensure the community's economic development strategy remains aligned with current market conditions, infrastructure capacity, and long-term growth objectives. As Celina continues to experience rapid growth, particularly along the Dallas North Tollway corridor, this study will provide a data-driven framework to guide land use decisions, target industry recruitment, and public investment priorities in a manner that supports the City's long-term vision while maximizing economic impact.

The primary goals of the study are to refine and validate Celina's target industries, assess the readiness and suitability of key development sites, evaluate how existing land use and zoning policies support desired development outcomes, and quantify the potential economic and fiscal impacts of different development scenarios. The study will also identify strategic opportunities for infrastructure investment, policy alignment, and potential public-private partnerships.

Upon completion, the study will deliver actionable recommendations, site-specific analyses, and economic modeling tools that will enable the CEDC and City leadership to make informed decisions related to business attraction, retention, land use policy, and capital investment. The outcomes of this effort are intended to strengthen Celina's competitive position, improve development readiness, and ensure future growth delivers measurable community benefits, including job creation, tax base expansion, and efficient use of public resources.

**Legal Review:**

The CEDC Attorney has reviewed the attached contract.

**Supporting Documents:**

1. RFP #2026-007 Agreement With Exhibits - unsigned
2. CEDC - Action - RFP Contract - RKG

**Financial Consideration:**

CEDC payments are tied to the successful completion of each project phase outlined in Exhibit B, totaling \$98,690.

**Staff Recommendation:**

Staff recommends approval.

**Client of Celina Economic Development Corporation (CEDC), Texas  
Standard Contract for Services**

This Agreement is made by and between the **CEDC**, a Texas non-profit corporation (Client), and **RKG Associates, Inc.** (Provider) for **Strategic Positioning, Land Use Alignment, and Target Industry Development Study** (Project). In consideration of the premises, covenants, and mutual promises contained in this Agreement, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Client and the Provider hereby agree as follows:

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1. **EMPLOYMENT OF THE PROVIDER.** The Client agrees to retain the Provider for **Strategic Positioning, Land Use Alignment, and Target Industry Development Study**. The Provider agrees to provide services relative to the following Project: **Strategic Positioning, Land Use Alignment, and Target Industry Development Study** (hereinafter also referred to as “Services”) in accordance with the terms and conditions as set forth in this Agreement and **Exhibit A**, attached hereto and incorporated herein by reference.
2. **SCOPE OF SERVICES.** The Services to be performed are specified in **Exhibit A**. Deviations from the agreed-upon scope of work of such Services may be authorized from time to time by the Client in writing.
3. **SCHEDULE OF WORK.** The Provider agrees to begin work upon receipt of written authorization from the Client. Time is of the essence for this Agreement, and work will commence immediately.
4. **CONTRACT PERIOD.** The term of this contract will be for the duration of the study as outlined in the proposed timeline and resulting contract, and will conclude when all deliverables have been completed by the consultant and received by the CEDC. This must be completed by July 31<sup>st</sup>, 2026.
5. **COMPENSATION.** The Provider’s total compensation for services to be performed and expenses to be incurred is specified in **Exhibit B**, attached hereto, and incorporated herein by reference. If there are conflicting terms within the exhibit, the terms most advantageous to the Client will be used.
6. **PAYMENTS.** Payment shall be made upon the successful completion of each project phase as defined in **Exhibit B**. Each phase must be completed in accordance with the specifications and deliverables outlined. Payments will be processed on a monthly basis, with payment available within thirty (30) days after the Client’s receipt of invoice for the previous month’s Services. If there are conflicting terms within the exhibit, the terms most advantageous to the Client will be used.
7. **INVOICING.** Invoices should be mailed to Celina Economic Development Corporation, ATTN: Josh McCarroll, 302 W Walnut St, Celina, TX 75009.
8. **INFORMATION PROVIDED BY THE CLIENT.** Although every effort has been or will be made to furnish accurate information, the Client does not guarantee the accuracy of the information it furnishes to the Provider.
9. **INSURANCE.** The Provider shall provide proof that it has obtained and will continue to maintain the insurance requirements set forth in **Exhibit C** throughout the duration of this Agreement. Failure to maintain the required insurance may result in immediate termination of this Agreement.
11. **INDEMNIFICATION.** THE PROVIDER AGREES, TO THE FULLEST EXTENT PERMITTED BY LAW, TO INDEMNIFY AND HOLD HARMLESS THE CLIENT, ITS OFFICERS, AGENTS, SERVANTS AND EMPLOYEES (HEREINAFTER COLLECTIVELY REFERRED TO AS “INDEMNITEES”) FROM AND AGAINST SUITS, ACTIONS, CLAIMS, LOSSES, ANY DAMAGE, LIABILITY, AND FROM AND AGAINST ANY COSTS AND EXPENSES, INCLUDING, IN PART, ATTORNEY’S FEES INCIDENTAL TO THE DEFENSE OF SUCH SUITS, ACTIONS CLAIMS, LOSSES, DAMAGES OR LIABILITY ON ACCOUNT OF INJURY, DISEASE, SICKNESS,

INCLUDING DEATH, TO ANY PERSON OR DAMAGE TO PROPERTY INCLUDING, IN PART, THE LOSS OF USE RESULTING THEREFROM, ARISING FROM ANY NEGLIGENT ACT, ERROR OR OMISSION OF THE PROVIDER, ITS OFFICERS, EMPLOYEES, SERVANTS, AGENTS OR SUBCONTRACTORS, OR ANYONE ELSE UNDER THE PROVIDER'S DIRECTION AND CONTROL, AND ARISING OUT OF, RESULTING FROM, OR CAUSED BY THE PERFORMANCE OR FAILURE OF PERFORMANCE OF ANY WORK OR SERVICES UNDER THIS AGREEMENT, OR FROM CONDITIONS CREATED BY THE PERFORMANCE OR NON-PERFORMANCE OF SAID WORK OR SERVICES. IN THE EVENT ONE OR MORE OF THE INDEMNITEES IS DETERMINED BY A COURT OF LAW TO BE JOINTLY OR DERIVATIVELY NEGLIGENT OR LIABLE FOR SUCH DAMAGE OR INJURY, THE PROVIDER SHALL BE OBLIGATED TO INDEMNIFY INDEMNITEES AS PROVIDED HEREIN ON A PROPORTIONATE BASIS IN ACCORDANCE WITH THE FINAL JUDGMENT, AFTER ALL APPEALS ARE EXHAUSTED, DETERMINING SUCH JOINT OR DERIVATIVE NEGLIGENCE OR LIABILITY. THIS INDEMNIFICATION IS SUBJECT TO THE LIMITATIONS IN TEXAS LOCAL GOVERNMENT CODE, § 271.904(A) AND TEXAS CIVIL PRACTICE AND REMEDIES CODE, § 130.002(B), AS SAME MAY BE APPLICABLE TO PROVIDER AS A MATTER OF LAW.

12. **TRANSFER OF INTEREST.** Neither the Client nor the Provider may assign or transfer their interests in this Agreement without the prior written consent of the other Party. Such consent shall not be unreasonably withheld. This Agreement is binding on the Client, the Provider, and their successors and assigns. Nothing herein is to be construed as creating a personal liability on the part of any Client officer, employee or agent.
13. **AUDITS AND RECORDS.** At any time during normal business hours and as often as the Client may deem necessary, the Provider shall make available to the Client for examination all of its records with respect to all matters covered by this Agreement, and will permit the Client to audit, examine and make copies, excerpts, or transcripts from such records. The Client may also audit all contracts, invoices, payroll records of personnel, conditions of employment and other data relating to this Agreement.
14. **EQUAL EMPLOYMENT OPPORTUNITY.** The Provider shall not discriminate against any employee or applicant for employment because of age, race, color, religion, sex, national origin, disability or any other protected characteristic. The Provider shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their age, race, color, religion, sex, national origin, disability or any other protected characteristic. Such actions shall include, but not be limited to the following: employment, promotions, demotion, transfers, recruitment or recruitment advertising, layoffs, terminations, selection for training (including apprenticeships), and participation in recreational activities.

The Provider agrees to post in conspicuous places, accessible to employees and applicants for employment, notices setting forth the provisions of the nondiscrimination clause. The Provider will, in all solicitations or advertisements for employees placed by or on behalf of the Provider, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex or national origin.

The Provider will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each sub-Provider, except that the foregoing provisions shall not apply to contracts or subcontracts for customary office supplies.

The Provider shall keep records and submit reports concerning the racial and ethnic origin(s) of applicant employment and employees as the law may require.

15. **TERMINATION OF CONTRACT.** The Client may terminate this Agreement upon thirty (30) days written notice to the Provider, except in the event (i) the Provider is in breach of this Agreement, or (ii) the Provider fails to comply with the terms of Exhibit A. If either of the foregoing conditions exists, the Client shall notify the Provider and the Provider shall be given seven (7) days to cure such breach or failure to comply. Should the Provider fail to cure to the

satisfaction of the Client, the Client may terminate this Agreement upon written notice as provided herein.

In the event of any termination hereunder, the Provider consents to the Client's selection of another Provider to assist the Client in any way in completing the Services. The Provider further agrees to cooperate and provide any information requested by the Client in connection with the completion of the Services.

The Provider shall be compensated for Services performed and expenses incurred for satisfactory work up to the termination date in that the Provider shall receive a portion of fees and expenses permitted under this Agreement in direct proportion to percentage of work actually completed up to the termination date. This provision shall not deprive the Client of any remedies against the Provider that may be available under applicable law.

16. **PROVIDER'S REPRESENTATIONS.** The Provider hereby represents to the Client that the Provider is financially solvent and possesses sufficient experience, licenses, authority, personnel, and working capital to complete the Services required under this Agreement.
17. **CLIENT APPROVAL FOR ADDITIONAL WORK.** No payment, of any nature whatsoever, will be made to the Provider for additional work without the Client's written approval before such work begins.
18. **PERFORMANCE BY PROVIDER.** All Services provided by the Provider hereunder shall be performed in accordance with the highest professional standards and in accordance with Exhibit A, and the Provider shall be responsible for all Services provided hereunder whether such services are provided directly by the Provider or by any sub-Providers hired by the Provider. The Provider shall perform all duties and Services and make all decisions called for hereunder promptly and without unreasonable delay. The Provider shall not utilize sub-Providers to perform Services without the Client's prior written consent.
19. **DAMAGE.** In all instances where Client property and/or equipment is damaged by the Provider's employees, a full report of the facts, extent of the damage and estimated impact on the Provider's schedule shall be submitted to the Client by 8:00 a.m. of the following Client business day after the incident. If damage may result in further damages to the Client or loss of Client property, the Provider must notify Police Dispatch immediately. The Provider shall be fully liable for all damage to Client property or equipment caused by the Provider's officers, employees, agents or sub-Providers.
20. **CLIENT OBJECTION TO PERSONNEL.** If at any time after entering into this Agreement, the Client has any reasonable objection to any of the Provider's personnel, or any personnel retained by the Provider, then the Provider shall promptly propose substitutes to whom the Client has no reasonable objection, and the Provider's compensation shall be equitably adjusted to reflect any difference in the Provider's costs occasioned by such substitution.
21. **COMPLIANCE WITH LAWS.** The Provider warrants and covenants to the Client that all Services will be performed in compliance with all applicable federal, state, county and Client laws, rules, and regulations including, but not limited to, the Texas Industrial Safety and Health Act and the Workers Right-to-Know Law. All necessary precautions shall be taken to assure that safety regulations prescribed by OSHA and the Client are followed.
22. **NON-BINDING MEDIATION.** In the event of any disagreement or conflict concerning the interpretation of this Agreement, and such disagreement cannot be resolved informally by the Client and the Provider, the Client and the Provider agree to submit such disagreement to non-binding mediation before pursuing any other legal remedy.
23. **ENTIRE CONTRACT.** This Agreement, together with Exhibit A, B, and C, attached hereto and any other exhibit attached hereto, contains the entire contract between the Client and the Provider concerning the Services for the Project. There will be no understandings or contracts other than those incorporated herein. This Agreement may not be modified except by an

instrument in writing signed by the Parties hereto. In the event of a conflict between an attachment to this Agreement and this Agreement, this Agreement shall control.

24. **MAILING ADDRESSES.** All notices and communications concerning this Agreement are to be mailed or delivered to the addresses shown below unless and until the other Party is otherwise notified in writing of a different address:

**CEDC**  
Attn: Contracts  
302 W Walnut St  
Celina, TX 75009  
[Info@celinaedc.com](mailto:Info@celinaedc.com)

**Provider Mailing Address**  
RKG Associates, Inc.  
13155 Noel Rd, Ste 900  
Dallas, TX 75240  
[kst@rkgassociates.com](mailto:kst@rkgassociates.com)

Any notices and communications required to be given in writing by one Party or the other shall be considered as having been given to the addressee on the date in the notice or communication is placed in the United States Mail or hand-delivered.

25. **LEGAL CONSTRUCTION.** If any one or more of the provisions contained in this Agreement for any reason is held invalid, illegal or unenforceable in any respect by a court of competent jurisdiction, such invalidity, illegality or unenforceability shall not affect any other provision hereof and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been included.
26. **GOVERNING LAW.** The validity of this Agreement and any of its terms or provisions as well as the rights and duties of the Parties hereunder, shall be governed by and construed in accordance with Texas law. Exclusive venue for any legal action concerning this Agreement shall be located in Collin County, Texas.
27. **COUNTERPARTS.** This Agreement may be signed in multiple counterparts, each of which shall be deemed to be an original.
28. **EFFECTIVE DATE.** This Agreement shall be effective once it is signed by the Client and the Provider, as indicated below.

**EXECUTED in single or multiple originals.**

**CLIENT**

**PROVIDER**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Type/Print Name and Title

\_\_\_\_\_  
Type/Print Name and Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



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**CITY OF CELINA**

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**REQUEST FOR PROPOSAL**

**STRATEGIC POSITIONING, LAND USE ALIGNMENT, AND TARGET  
INDUSTRY DEVELOPMENT STUDY  
RFP #2026-007**

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**ELECTRONIC SUBMITTAL IS PREFERRED.**

**[WWW.CELINA-TX.GOV/BIDS](http://WWW.CELINA-TX.GOV/BIDS)**

**The City strongly requests that vendors submit responses electronically. Electronic submission eliminates errors, unnecessary work, and is friendlier to the environment.**

**For additional information concerning this RFP, please contact  
Ben Sutton, Buyer at 469-589-5701 or  
[purchasing@celina-tx.gov](mailto:purchasing@celina-tx.gov).**

**Late responses will not be accepted.  
Email or facsimile submitted bids will not be accepted.**

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**Respondents are prohibited from contacting any City employee outside of the Purchasing Department. All questions must be submitted through Ionwave, and answers will be posted to Ionwave.**

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	4. CONFLICT OF INTEREST
	5. STATEMENT OF QUALIFICATIONS

## SECTION 1: INSTRUCTIONS

- 1.1. **Proposer Responsibility** It is the responsibility of each Proposer before submitting a proposal:
  - 1.1.1. To thoroughly examine the specification documents and other related data identified in the proposal documents, visit the site to become familiar with and satisfy the Proposer as to the general, local, and site conditions that may affect cost, progress, performance, etc.
  - 1.1.2. Federal, state, and local laws and regulations must be considered, as these may affect costs, progress, performance, or furnishing of the work.
  - 1.1.3. To study and carefully correlate the Proposer's knowledge and observations with the contract documents and other related data.
  - 1.1.4. To promptly notify the City's Purchasing Director of all conflicts, errors, ambiguities, or discrepancies which Proposer has discovered in or between the contract documents and such other related documents.
- 1.2. **Submission**
- 1.3. For a submission to be considered responsive, respondents must complete all requested documentation/forms. Failure to provide the requested information in the requested format may cause your submission to be deemed non-responsive.
  - 1.3.1. The City's preference is electronic submission. Refer to Section 4 for detailed submission instructions.
  - 1.3.2. All required forms and other documentation must be submitted (complete and signed, if required). Documentation submitted that is incomplete or unsigned will not be accepted.
- 1.3.3. **For the response to be considered, all response documents must be completed in full and uploaded to the Response Attachments Tab in Ionwave.**
  - 1.3.3.1. **W9** – Download and complete the form. The form must be the most current version from the IRS, completed in full and signed. Signatures may not be older than 30 days.
  - 1.3.3.2. **Conflict of Interest Form** – Download and Complete the form. If there is no conflict to disclose, enter your company name in box 1, write none in box 3, write none in box 44, and check NO, sign and date the form.
  - 1.3.3.3. **Non-Resident Bidder** – Download and Complete the form.
  - 1.3.3.4. **Statement of Qualifications Form** – Download and Complete the form. This form is used to evaluate the submission. Please do NOT skip sections, delete a section, or attach items separately. Additional documents will not be considered during the evaluation.
  - 1.3.3.5. **1295** – Follow the instructions for completion of the online form. Attached the signed completed form to the response tab.
- 1.4. **Information/Questions**
  - 1.4.1. All questions must be submitted through the City's electronic bidding service by the stated deadline. The questions and answers will be posted online. Proposers are responsible for ensuring all answers are reviewed prior to the submittal date.
  - 1.4.2. Answers provided to posted questions address minor irregularities and are for clarification purposes only. They do not revise or modify the specifications.
  - 1.4.3. Answers to questions that result in revisions to the specification will be addressed by Addendum. No oral statement of any person shall modify or otherwise change or affect the specification.

**1.5. Ex-Parte Communication**

- 1.5.1. To ensure the fair evaluation of a solicitation, the City prohibits communication initiated by the vendor/respondent to City personnel outside the Procurement Department during the solicitation and evaluation period.
- 1.5.2 Ex-Parte communication may be grounds for disqualifying the offending Respondent from consideration for the award.

**1.6. Proposals:**

- 1.6.1. Proposals are valid for 90 days from the closing date.

**1.7. No Offer/No Bid**

- 1.7.1. The City appreciates the time and effort you must expend to submit an offer. If you choose not to respond, please indicate any requirement that may have influenced your decision.

**1.8. Inclement Weather:**

- 1.8.1. If inclement weather occurs and City offices are officially closed on the due date, responses will be received until 3:00 PM of the following business day.

**1.9. Acceptance:**

- 1.9.1. It is understood that the City of Celina reserves the right to accept or reject any and/or all proposals as it deems to be in the best interest of the City.
- 1.9.2. Receipt of any proposal shall under no circumstances obligate the City to accept the lowest Proposal.
- 1.9.3. The Contract shall be awarded to the responsible Proposer whose Proposal is determined to be the lowest and best-evaluated offer resulting from evaluation and negotiation, taking into consideration the relative importance of price and other evaluation factors set forth in the request for Proposal.

**1.10. Submittal Of Confidential Material:**

- 1.10.1. The Owner considers all Proposal information, documentation, and supporting materials submitted in response to this Request for Proposal to be non-confidential and/or non-proprietary and, therefore, shall be subject to public disclosure under the Texas Public Information Act (*Texas Government Code*, Sec. 552.001, et seq.) after the award of the Contract except for trade secrets and confidential information which the Offeror identifies as proprietary.
- 1.10.2. Any material that is to be considered as CONFIDENTIAL/PROPRIETARY must be clearly marked on each applicable page by the Proposer. Marking your entire Proposal CONFIDENTIAL/Proprietary is not in conformance with the Texas Public Information Act (*Texas Government Code*, Sec. 552.001, et seq.).

**1.11. Insurance**

- 1.11.1. ALL RESPONDENTS must submit and agree to maintain insurance during the term of the Contract in accordance with the City's Insurance Requirements, Exhibit 2.
- 1.11.2. Prior to executing this Contract, the successful Firm will supply the Purchasing Office with an original certificate of insurance evidencing the stated requirements. This insurance shall be effective for the contract duration, and renewal certificates shall also be supplied upon expiration.
- 1.11.3. The City utilizes MyCOI to verify and monitor insurance requirements. The successful firm shall notify their agent of this requirement and authorize updates and renewal certificates as requested.

## **SECTION 2: SPECIFICATIONS**

### **2.1 Introduction and Background**

2.1.1 The Celina Economic Development Corporation (CEDC), in partnership with the City of Celina, is seeking proposals from qualified consultants to assist in developing targeted strategies to position the City and CEDC as a premier location for investment and business growth within Council-identified target industries.

The selected consultant will provide strategic recommendations, policy alignment guidance, and economic modeling that support the City's long-term economic objectives, particularly along the Dallas North Tollway (DNT) corridor.

2.1.2 The City of Celina has identified several key target industries as part of its long-term economic development strategy. To effectively attract and retain these industries, the City seeks to ensure that land-use, zoning, and infrastructure planning align with market demand and future opportunities.

The DNT corridor is a key regional asset and serves as the central spine for future commercial, corporate, mixed-use, and office development. To maximize its potential, the City seeks a comprehensive analysis of existing land use policies and the development of actionable strategies to enhance readiness for targeted economic growth.

### **2.2 Term**

2.2.1 The term of this contract will be for the duration of the study as outlined in the proposed timeline and resulting contract, and will conclude when all deliverables have been completed by the consultant and received by the CEDC.

### **2.3 Minimum Requirements**

2.3.1 Vendor must have been in business for a minimum of five years

2.3.2 The project manager must have a minimum of 10 years of related experience.

### **2.4 Scope of Services**

#### ***Strategic Positioning and Target Industry Engagement***

2.4.1 Review and refine the City's list of target industries based on regional trends, workforce assets, infrastructure, and competitive advantages.

2.4.2 Develop positioning strategies to attract and retain target industries, including marketing and engagement approaches for site selectors, corporate decision-makers, and developers.

2.4.3 Identify partnership opportunities with private sector stakeholders, higher education institutions, and regional organizations.

#### ***Land Use and Zoning Alignment***

2.4.4 Conduct a comprehensive review of existing zoning, land use, and development policies along the DNT corridor and other strategic areas.

2.4.5 Evaluate alignment between current policies and the City's long term economic development goals.

2.4.6 Recommend zoning and land use policy adjustments to better support desired development outcomes, including mixed-use, corporate relocation, commercial, retail and office opportunities.

### ***Site Identification and Readiness Analysis***

- 2.4.7 Identify and map key sites suitable for near and long-term development within the City, prioritizing those with existing infrastructure and market readiness.
- 2.4.8 Categorize sites by potential use (ex. Mixed-use, corporate campus, office, retail, industrial).
- 2.4.9 Conduct a readiness assessment for each site, including constraints, opportunities, and development timelines.

### ***Economic Impact and Scenario Modeling***

- 2.4.10 For each identified key site, compare current economic impacts and zoning-driven development potential with projected impacts under proposed alternative zoning or land use scenarios.
- 2.4.11 For each identified key site, compare current economic impacts and zoning-driven development potential with projected impacts under proposed alternative zoning or land use scenarios.
- 2.4.12 Develop economic models that quantify potential job creation, tax revenue, and other community benefits associated with various development scenarios.
- 2.4.13 Provide visualizations, maps, and data to support decision-making and communication with City Council and stakeholders.
- 2.4.14 Conduct specific modeling of multifamily product demand as part of overall mixed-use development scenarios.
- 2.4.15 Analyze current and projected multifamily absorption trends, rental rate performance, lease-up velocity, and vacancy rates within the regional and submarket context.
- 2.4.16 Estimate demand by unit type, price point, and density to inform future land use and development mix decisions.

### ***Deliverables***

- 2.4.17 A comprehensive report analyzing the City's preferred and potential target industries, including a market analysis, anticipated timelines for attraction, and the minimum requirements necessary to secure investment from those users. The report will also include:
  - a. Identification of the most competitive target industries based on Celina's workforce, infrastructure, land availability, proximity to Dallas North Tollway (DNT), and regional positioning.
  - b. Market trends, demand forecasts, and investment timelines for each target industry.
  - c. Quantification of space needs (acreage, building sizes, infrastructure requirements) and development readiness benchmarks for targeted users.
  - d. Comparative analysis of peer and aspirational cities within the DFW Metroplex and similar markets nationwide
  - e. Assessment of Celina's strengths, weaknesses, opportunities, and threats (SWOT) in relation to each target industry.

- 2.4.18 A detailed analysis of current zoning and land use patterns along the DNT corridor and other priority areas, with specific recommendations for zoning adjustments to support targeted industry and mixed-use development. The report will also include:
- a. Review and mapping of current zoning districts, land use designations, entitlements, and development standards along the DNT corridor.
  - b. Evaluation of how existing policies either enable or constrain desired economic outcomes.
  - c. Clear, parcel-level recommendations for zoning modifications or overlays needed to align with target industries and development priorities.
  - d. Projection of the economic and fiscal return on investment for recommended zoning changes, including impacts on job creation, tax revenue, and infrastructure efficiency.
  - e. Visual charts and tables comparing “current state” vs. “proposed zoning scenario” outcomes.
- 2.4.19 An inventory and prioritization of key parcels within Celina suitable for short, mid, and long-term development aligned with the City’s target industries and corridor strategy. This will consist of:
- a. GIS-based identification and mapping of major developable parcels, including parcel size, ownership, utilities access, and current zoning.
  - b. Tiered categorization of parcels (e.g., “immediately developable,” “infrastructure required,” “strategic acquisition opportunity”).
  - c. Evaluation of development constraints and opportunities for each site (topography, floodplain, access, environmental issues, etc.).
  - d. Recommendations for potential development clusters (e.g., corporate campus corridor, professional services hub, mixed-use innovation zone).
  - e. Analysis of the synergies between target industries and land use patterns that could support these clusters.
- 2.4.20 A recommended list of strategic parcels or land purchases that could be acquired or assembled by the City or CEDC to facilitate development and support target industry recruitment. This will consist of:
- a. Identification of priority sites for public acquisition or partnership based on their location, infrastructure readiness, and alignment with targeted industry clusters.
  - b. Explanation of how each recommended acquisition would advance economic development objectives, fill market gaps, or unlock underutilized land.
  - c. Suggested timing, funding considerations, and partnership options (public- private, developer-led, etc.).

- 2.4.21 An analysis identifying Celina’s existing and potential industry clusters, highlighting competitive strengths, vulnerabilities, and growth opportunities. This will consist of:
- a. Mapping of existing industry concentrations and supporting ecosystem (suppliers, service providers, workforce).
  - b. Analysis of Celina’s competitive position in each cluster relative to regional peers.
  - c. Evaluation of economic resilience, diversification, and potential for innovation-driven growth.
  - d. For each key cluster: overview of local assets, major employers, required infrastructure, labor pool characteristics, and real estate needs.
  - e. Recommendations for retention and expansion programs tailored to each cluster.
- 2.4.22 A focused set of actionable recommendations to ensure that land use, zoning, and infrastructure planning are fully aligned with the City’s long-term economic vision. Including:
- a. Specific recommendations for amendments to zoning codes, land use designations, and development incentives.
  - b. Identification of supporting infrastructure (roadways, water, sewer, broadband) necessary to achieve desired development outcomes.
- 2.4.23 A set of economic and fiscal impact models that compare the current state of development along the DNT corridor with alternative land use or zoning scenarios, accompanied by a comprehensive summary report. Including:
- a. Scenario-based modeling showing projected job creation, tax revenues, household income impacts, and capital investment levels for different development outcomes.
  - b. Side-by-side evaluation of “baseline” vs. “recommended scenario” impacts.
  - c. Assessment of infrastructure costs and benefits associated with each scenario.
  - d. A clear, executive-level report summarizing findings, assumptions, and economic return projections, supported by charts, visuals, and narrative context.
- 2.4.24 A professional presentation summarizing the study’s findings, recommendations, and implementation strategy. This must include:
- a. Participation in an introductory brainstorming session with City Council and CEDC Board on February 9, 2026.
  - b. PowerPoint or visual presentation summarizing key results, maps, models, and recommendations.
  - c. Accompanying executive summary handout for Council and Board members.
  - d. One final presentation to the City Council and CEDC Board.
  - e. CEDC Staff and City Staff coordination meetings as needed.
  - f. One preparatory briefing session with City and CEDC staff prior to final presentation.
  - g. Emphasis on clear, compelling visuals (maps, infographics, and data dashboards) that communicate complex findings in an accessible format.
- 2.4.25 The deadline for all project deliverables not already bound to an expected due date are due by July 1, 2026

## **2.5 Estimated Budget: \$99,000**

### 3. EVALUATION

- 3.1. **Evaluation:** All proposals will be evaluated by a Proposal Evaluation Committee, which will recommend the selected Proposer to City Council for award. Evaluation of proposals will consist of a review of the written proposals by the Committee. Based on the results of the evaluation of the written proposals, interviews may be conducted with the top-ranked proposers. On an as-needed basis, the Committee may conduct site visits, reference checks, independent verification of credit ratings, corporate reputation, etc., and any other procedures or due diligence considered necessary for determining the best overall Proposal to provide the requested services.
- 3.2. **Statement of Qualifications form:** Respondents may NOT modify this document. The document must be completed in the same format as the original document.
- 3.2.1. Complete the form in its entirety.
- 3.2.2. Do not delete questions or move them. The uniformity of the forms allows for ease of evaluation.
- 3.2.3. Changing the form or deleting questions will deem the submission as Non-Responsive.
- 3.3. The City is not obligated to award a contract from this RFP. The City reserves the right to reject all proposals.
- 3.4. **Initial Evaluation:** An initial evaluation will be conducted by Purchasing staff to determine if the Respondent has complied with the requirements of the RFP, including but not limited to the completion of required documentation.
- 3.5. **Evaluation by Committee:** A committee will evaluate submissions received in accordance with the general criteria defined herein. Failure of respondents to provide any information requested in this RFP in their submission may result in disqualification of the submission. The objective of the review committee will be to select the Firm that is the most highly qualified to service the City's needs. The decision made by the City of Celina will be final.

Evaluations will be based on the following evaluation criteria:

- 35 Points Relevant Experience and Qualifications
- 30 Points Methodology and Project Approach
- 20 Points Understanding of Project Objectives
- 15 Points Cost Proposal
- 100 Total Possible Points**

#### 3.6. Award:

- 3.6.1. **No Interviews** - If interviews are not conducted, the award will be based on the vendor with the highest point total.
- 3.6.2. **Interviews** - Should the City conduct interviews, the interviewed firms will be ranked by the evaluation firm as follows:
- 1 – First Choice
  - 2 – Second Choice
  - 3 - Third Choice

Ranking will be tabulated, and the firm with the lowest score will be selected.

3.7. **Meetings:**

In fairness to all firms, requests for interviews or private meetings prior to the closing time and date will not be permitted. The city may request interviews with selected firms after the closing date. Selection may be made strictly from the information provided in the RFP. However, the City reserves the right to conduct interviews with and request presentations from any respondents. If interviews are needed, the expected times will be listed in the Activities tab of the eProcurement System.

3.8. **Selection and Award:**

If the City is unable to reach an agreement with the first-ranked Proposer, the City shall terminate further discussions with the first-ranked Proposer and commence negotiations with the next-ranked Proposer in the order of the selection ranking until an agreement is reached, or all Proposals are rejected.

Time is of the essence, and the award of the Contract to the successful Proposer is expressly conditioned upon the Proposer's execution and delivery of the Contract and delivery of all required bonds and insurance within ten (10) calendar days after the successful Proposer is notified.

3.9. **Contract Obligation:** There will be no contractual obligation on the part of the Owner to any Offeror, nor will any Offeror have any property interest or other right in the Contract or Work being proposed unless and until the agreement is unconditionally executed and delivered by all parties, all submittals required by the Proposal Documents and Agreement and all conditions to be fulfilled by the Offeror have either been so fulfilled by the Offeror or waived in writing by the Offeror or Owner, as applicable.

#### 4. SUBMITTAL PROCEDURES

- 4.1. **Submission Requirements:** The City uses an electronic procurement system to deliver and accept bids/proposals. Electronic submission is not required. However, the City strongly requests that bidders submit responses electronically. Electronic bidding eliminates errors, unnecessary work, and is friendlier to the environment. Your cooperation is appreciated. Email or Fax submissions will not be accepted.
- 4.2. **Bid Submittals:** Responses shall be submitted on the forms provided to ensure complete uniformity of wording of all solicitations. Responses may be rejected if they show any omissions, alterations in wording, conditional clauses, or irregularities of any kind.
- 4.3. **Acceptance:** Any offer received shall be considered an offer, which may be accepted based on initial submission without discussions or negotiations. By submitting an offer in response to this solicitation, the Proposer agrees that any offer it submits may be accepted by the City at any time within 90 days from the close date.
- a) **Electronic Submission** – Electronic submission is quick and easy. Visit the website at [www.celina-tx.gov/bids](http://www.celina-tx.gov/bids) and complete the following tasks.
- i) Log in
  - ii) Attachments - Download specifications and all required forms.
  - iii) Attributes – Answer any questions listed.
  - iv) Response Attachments - Upload all required forms. Max size 100 MB.
  - v) Line Items – Enter Unit Pricing, if required.
  - vi) Response Submission – Complete the required information, electronically sign it, and submit the response.
- b) **Help/Assistance with electronic submission.**
- i) Contact Purchasing at [purchasing@celina-tx.gov](mailto:purchasing@celina-tx.gov).
  - ii) Click the HELP link after logging in on the top right of your screen.



**2026-007 Addendum 1  
RKG Associates, Inc.  
Supplier Response**

**Event Information**

Number: 2026-007 Addendum 1  
Title: Strategic Positioning, Land Use Alignment, And Target Industry Development Study  
Type: Request for Proposal  
Issue Date: 12/12/2025  
Deadline: 1/13/2026 10:00 AM (CT)  
Notes: The City of Celina Economic Development Corporation (CEDC) is seeking proposals from qualified firms to conduct a strategic positioning, land use alignment, and target industry development study.

Click [here](#) to register for the virtual bid opening

**Budget: \$99,000**

**Contact Information**

Contact: BENJAMIN SUTTON  
Address: Purchasing

City Hall  
142 N. Ohio  
Celina, TX 75009  
Email: BSUTTON@CELINA-TX.GOV

## RKG Associates, Inc. Information

Contact: Kyle Talente  
Address: 2121 Eisenhower Avenue  
Suite 402  
Alexandria, VA 22314  
Phone: (703) 739-0965 x1  
Email: kst@rkgassociates.com  
Web Address: www.rkgassociates.com

By submitting your response, you certify that you are authorized to represent and bind your company.

Kyle Talente

Signature

Submitted at 1/8/2026 11:18:16 AM (CT)

kst@rkgassociates.com

Email

## Requested Attachments

### Statement of Qualifications

Complete the SOQ form located in the Attachments Tab and upload here.

5. Statement of Qualifications\_RKG.pdf

### CIQ - Conflict of Interest

Complete the CIQ form located in the Attachments Tab and upload here. If no conflicts exist you only need to complete boxes 1 and 7.

4. CIQ\_SIGNED.pdf

### W9

Complete the W9 form located in the Attachments Tab and upload here. The form must be completed in full and signed.

3. W9\_SIGNED.pdf

### 00-401 Non Resident Bidder Form

Complete the Non Resident Bidder form located in the Attachments Tab and upload here. The form must be completed in full and signed.

6. Non Resident Bidder\_SIGNED.pdf

### Form 1295

Complete the form 1295 electronically and upload the signed form here. Instructions on how to do so can be found in the attributes. The form must be completed in full and signed.

Form 1295 Certificate\_RKG.pdf

## Response Attachments

### Celina TX EDSP Proposal\_RKG.pdf

Combined proposal

## Bid Attributes

#### 1 Electronic Submission

*The City strongly requests that bidders submit responses electronically. Electronic bidding eliminates errors, unnecessary work, and is friendlier to the environment.*

#### 2 Bid Acceptance

All bids will remain subject to acceptance for a period of 90 days.

### 3 Retracting Your Bid - Making Modifications after submission.

#### Modification to or Withdrawal of Submission

Submissions cannot be altered or amended after the submission deadline passes. Submissions may be modified prior to the deadline by retracting the response. To modify a submission prior to the submission deadline:

1. Log into your account, click the retract link at the top of the page.
  - Select "NO BID" if you are choosing **not** to re-submit; or
  - **Make the required changes and resubmit your response.**
  - See the help section in the top right of the window for further details.

### 4 Local Preference Policy

The purpose of this policy is to comply with Sections 271.905 and 271.9051 of the Texas Local Government Code to allow for consideration of a bidder's principal place of business in the award of a competitively bid contract.

This application for local preference consideration does not mean that the City of Celina is limiting responses to the competitive bid process to only businesses located within the City limits. All bids are welcome and encouraged.

Vendors must submit an application with each solicitation. The decision to approve or deny consideration shall be at the discretion of the City Council.

Applications for local preference may downloaded from the City's Procurement website located [here](#).

### 5 Non-Collusion

I certify as the respondent and submitter for this solicitation that:

1. That I am the person responsible in my firm and named in this bid response for the price(s) and the amount of this bid.
2. The price(s) and amount of this bid have been arrived at independently and without consultation, communication or agreement with any other contractor, bidder or potential bidder.
3. Neither the price(s) nor the amount of this bid, and neither the approximate price(s) nor approximate amount of this bid, have been disclosed to any other firm or person who is a bidder or potential bidder and they will not be discussed before bid opening.
4. No attempt has been made or will be made to induce any firm or person to refrain from bidding on this contract, or to submit a bid higher than this bid, or to submit any intentionally high or noncompetitive bid or other form of complementary bid.
5. The bid of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive bid.
6. My firm, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four years been convicted or found liable for any act prohibited by the State of Texas or Federal Antitrust law in any jurisdiction, involving conspiracy or collusion with respect to bidding on any public contract.

I certify that the statement is accurate and true.

<b>6</b>	<b>Insurance</b> By selecting the box below, I agree that I have read and understand the insurance requirements detailed in the Insurance Requirements document and that I have or will obtain the required insurance and maintain it for the duration of this contract. The City will register the winning bidder's insurance with MyCOI for verification and tracking. When registration is complete, myCOI will request proof of insurance directly from your agent(s).  Work may not begin until contracts are in place, insurance verified and the purchase order and/or a notice to proceed issued.  Note: 1. It is critical that your email address and agents email are accurate. 2. Please add @mycoitracking.com to your safe sender list. <input checked="" type="checkbox"/> I agree and will maintain the required insurance.
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<b>7</b>	<b>Contact Person</b> Name and Title <input type="text" value="Kyle Talente, President and Principal"/>
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<b>8</b>	<b>Contact Person Phone</b> <input type="text" value="(972) 905-4516"/>
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<b>9</b>	<b>Contact Person Email</b> <input type="text" value="kst@rkgassociates.com"/>
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<b>10</b>	<b>Main Office Location</b> <input type="text" value="13155 Noel Rd., Ste. 900, Dallas, TX 75240"/>
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<b>11</b>	<b>Years in Business</b> <input type="text" value="45"/>
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<b>12</b>	<b>Project Manager - Years of Experience</b> Please list the project manager and their years of experience. <input type="text" value="Kyle Talente, Lead Project Manager, 27 years of experience"/>
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<b>13</b>	<b>Office Location</b> Please list your corporate office location and any branch locations in Texas. <input type="text" value="2121 Eisenhower Ave., Ste. 402, Alexandria, VA 22314; 13155 Noel Rd., Ste. 900, Dallas, TX 75240"/>
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<b>14</b>	<b>Business Name</b> Has your business operated under the same name? If no, under what former name has your organization operated? <input type="text" value="RKG Associates, Inc. (same name)"/>
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<b>15</b>	<b>Binding Official</b> The name of the binding official granted the power to execute agreements. <input type="text" value="Kyle Talente"/>
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<b>16</b>	<b>Binding Official Email Address</b> <input type="text" value="kst@rkgassociates.com"/>
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<b>1 7</b>	<b>Licensing</b> List jurisdictions and trade categories in which your organization is legally qualified to do business and indicate registration or license numbers, if applicable. Type N/A if not. <input style="width: 100%; height: 20px;" type="text" value="N/A"/>
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<b>1 8</b>	<b>SB 252</b> By checking the box, you, the authorized representative for the submitting firm, certify that you have not and will not provide supplies or services to a foreign terrorist organization. <input checked="" type="checkbox"/> I certify that the statement is accurate and true.
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<b>1 9</b>	<b>HB 89 ISRAEL</b> By checking the box, you, the authorized representative for the submitting firm, certify that you have not and will not boycott Israel during the term of this contract. <input checked="" type="checkbox"/> I certify that the statement is accurate and true.
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<b>2 0</b>	<b>SB 13 Boycotting Energy Companies</b> In accordance with SB 13, I certify as the respondent and submitter for this solicitation that:  <ol style="list-style-type: none"><li>1. My firm does not boycott energy companies; and</li><li>2. My firm, if awarded this solicitation, will not boycott energy companies during the term of this contract.</li></ol> <input checked="" type="checkbox"/> I certify that the statement is accurate and true.
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<b>2 1</b>	<b>SB 19 Firearm and ammunition industries</b> In accordance with SB 19, I certify as the respondent and submitter for this solicitation that:  <ol style="list-style-type: none"><li>1. I am the person responsible in my firm and named in this bid response.</li><li>2. I do not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and</li><li>3. I will not discriminate during the term of the contract against a firearm entity or firearm trade association.</li></ol> <input checked="" type="checkbox"/> I certify that the statement is accurate and true.
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<b>2 2</b>	<b>Felony Conviction</b> State in the space provided one of the following:  <ol style="list-style-type: none"><li>1. My firm is a publicly held corporation, therefore this reporting requirement is not applicable.</li><li>2. My firm is <b>NOT</b> owned or operated by anyone who has been convicted of a felony.</li><li>3. My firm is owned or operated by the following individual(s) who has/have been convicted of a Felony. Include the individual(s) name and details of the conviction.</li></ol> <input style="width: 100%; height: 20px;" type="text" value="My firm is NOT owned or operated by anyone who has been convicted of a felony."/>
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<b>2 3</b>	<b>Risk 1: Taxes - Local</b> Has your business/company/organization fulfilled all of its obligations relating to the payment of City taxes, fees, or other obligations if applicable? If no, please enclose details.  <input style="width: 100%; height: 20px;" type="text" value="Yes"/>
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<b>2</b> <b>4</b>	<b>Risk 2: Taxes - State/Federal</b> Has your business/company/organization fulfilled all of its obligations relating to the payment of Federal and State taxes, fees, or other obligations? If No, please enclose details. <input type="text" value="Yes"/>
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<b>2</b> <b>5</b>	<b>Risk 3: Audit/Investigation</b> In the last five (5) years, has your business/company/organization, been or currently involved in any action, audit or investigation brought by any federal government agency or authority or by any state or local governmental agency? If yes, please enclose details. <input type="text" value="No"/>
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<b>2</b> <b>6</b>	<b>Risk 4: Debarment</b> In the last five (5) years, has your business/company/organization been debarred or suspended for any reason by any federal, state or local government or has refrained from bidding on a project due to an agreement with such governmental agency? If yes, please attach a full explanation. <input type="text" value="No"/>
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<b>2</b> <b>7</b>	<b>Risk 5: Bonding</b> In the past five (5) years, has your business/company/organization had its surety called upon to complete any contract, whether government or private sector? If yes, please enclose details. <input type="text" value="No"/>
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<b>2</b> <b>8</b>	<b>Risk 6: Licensing</b> In the past five (5) years, has your business/company/organization had a revocation, suspension or disbarment of any business or professional permit and/or license? If yes, please enclose details. <input type="text" value="No"/>
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<b>2</b> <b>9</b>	<b>Risk 7 Contract Default</b> Has your business/company/organization ever defaulted on a contract for the general type of services/product being sought by the City? If yes, please enclose details. <input type="text" value="No"/>
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<b>3</b> <b>0</b>	<b>Risk 8 Contract Termination</b> Has your business/company/organization ever had a contract for the general type of services/product sought by the City terminated for non-compliance or inadequate performance? If yes, please enclose details. <input type="text" value="No"/>
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<b>3</b> <b>1</b>	<b>Risk 9 Claims and Suits</b> Are there any judgments, claims, arbitration proceedings or suits filed or outstanding against your organization or its officers for the last five (5) years? If yes, please detail. <input type="text" value="No"/>
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<b>3</b> <b>2</b>	<b>Risk 10 Claims and Suits</b> Within the last five (5) years, has any officer or principal of your organization ever been an officer or principal of another organization when it failed to complete a contract? If the answer is yes, please attach details. <input type="text" value="No"/>
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<b>3</b> <b>3</b>	<b>Exceptions / Comments</b> List any Exceptions or Comments you have here. If none, enter: NONE. <input type="text" value="NONE"/>
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<b>3</b> <b>4</b>	<b>Invoices</b> All invoices must reference the City of Celina's Purchase Order/Department Purchase Order number, department name, job site location, city employee requesting service, and a <b>complete breakdown of charges</b> . The breakdown on the invoice should be in accordance with the bid pricing. If applicable, invoices should provide clear detail and breakdown for labor (to include hourly rate and cost per hour), and mark-up on parts/materials should be provided on the invoice and extended (detail to show vendors cost, and then extended to show markup). All original invoices must be sent to <a href="mailto:accountspayable@celina-tx.gov">accountspayable@celina-tx.gov</a> .
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<b>3</b> <b>5</b>	<b>Public or Private</b> Is your business publicly traded? <input type="text" value="No"/>
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<b>3</b> <b>6</b>	<b>Ex-Parte Communication</b> To ensure the fair evaluation of a solicitation, the City prohibits communication (e.g., unsolicited) initiated by the Respondent to City personnel outside the Procurement Department during the solicitation and evaluation period. The appropriate City designee will initiate communication between a Respondent and the City to obtain information or clarification needed to develop an accurate evaluation of the solicitation. Ex parte communication may be grounds for disqualifying the offending Respondent from consideration for award.
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<b>3</b> <b>7</b>	<b>Certificate of Interested Parties Electronic Filing Form 1295</b> In 2015, the Texas Legislature adopted house bill 1295, which added section 2252.908 of the Government Code. The law states that the City may not enter into this contract unless the Contractor submits a disclosure of interested parties Form 1295 to the City at the time the Contractor submits the signed contract. The Texas Ethics Commission has adopted rules requiring the business entity to file Form 1295 electronically with the commission. The Contractor shall:  <ol style="list-style-type: none"><li>1. Log onto the State Ethics Commission website at: <a href="https://www.ethics.state.tx.us/filinginfo/1295/">https://www.ethics.state.tx.us/filinginfo/1295/</a></li><li>2. Register utilizing the tutorial provided by the State</li><li>3. Print a copy of the completed Form 1295</li><li>4. Sign the Form 1295 in Box 6</li><li>5. Attach the signed form to the response attachment tab of the solicitation</li><li>6. The City will acknowledge the form of the awarded bidder no later than 30 days after the Council award.</li></ol> <input checked="" type="checkbox"/> Acknowledge
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<b>3</b> <b>8</b>	<b>Background Checks</b> The vendor will perform background checks on all employees who will service this contract at no cost to the City. The background checks must be completed within the past 3 months and include a criminal background check covering the past 5 years. This includes any locations the employee has lived in for the past five years and must include county, state, and federal checks. The background check must be run by one of our preferred vendors: Sterling, First Advantage, Imperative, Intelius, or one approved by the City of Celina upon request. The City of Celina will reserve the right to decline the background check offered and issue a background check through their vendor. The cost of that background check will be charged to your company. <input checked="" type="checkbox"/> I agree
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**39 State of Texas**

My company is authorized to transact business in the State of Texas. If you are a sole proprietor and are not registered with the state please select "Sole Proprietor".  
 Go to the Texas Taxable Entity Search <https://mycpa.cpa.state.tx.us/coa/>  
 Enter the Tax ID or Entity Name or File Number  
 Select the "search" button  
 Select the "details" button next to your company's name  
 Check that the "Right to Transact Business in Texas" is active  
 I Agree  
 Sole Proprietor

**40 Right to Reject & Waive Technicalities**

The City of Celina reserves the right to reject any and/or all responses, to waive technicalities, to re-advertise, or to proceed otherwise when the best interests of the City are realized.

**41 ACH**

All payments will be made via ACH. A form will be sent to the awarded vendor to complete. Payment terms are Net 30 unless otherwise specified by the City in this solicitation.  
 I agree to receive payments via ACH

**42 System Access Disclaimer**

It is the sole responsibility of the vendor to ensure timely access to the eProcurement system. The City is not responsible for any technical issues, system outages, connectivity problems, or other circumstances that may prevent timely submission of a response. Vendors are strongly encouraged to submit their responses well in advance of the deadline. Late submissions will not be accepted, regardless of the cause.  
 I acknowledge and accept the disclaimer

**43 Addendum 1**

Please acknowledge receipt of addendum 1.  
 I acknowledge receipt of Addendum 1

**Bid Lines**

**1 Lump Sum (Scope of Work)**

Quantity:   1   UOM:   EA   Price:  Total:

Item Notes: **This amount is to be all-inclusive of all work for this project, including any fees or expenses, etc.**

**All-inclusive price.**

**Response Total: \$98,690.00**



# **STRATEGIC POSITIONING, LAND USE ALIGNMENT, AND TARGET INDUSTRY DEVELOPMENT STUDY**

Celina Economic Development Corporation, City of Celina, Texas  
Best and Final Offer  
January 15, 2026

January 15, 2026

Anthony Satarino  
Executive Director, Celina Economic Development Corporation  
302 W Walnut Street  
Celina, TX 75009

**RKG**  
ASSOCIATES INC  
RKG Associates, Inc.  
13155 Noel Rd., Ste. 900  
Dallas, TX 75240  
972.905.4516

RE: Strategic Positioning, Land Use Alignment, and Target Industry Development Study

On behalf of RKG Associates, Inc., I am pleased to submit the enclosed proposal in response to the RFP #2026-007 of the City of Celina and Celina Economic Development Corporation (CEDC) to provide Strategic Positioning, Land Use Alignment, and Target Industry Development Study services. I am confident that RKG Associates is extremely qualified for this effort, particularly given our proven success in helping municipalities advance their economic development missions and our extensive experience in providing similar services for communities throughout the United States. Most notably, RKG recently worked with Cibolo on their strategic economic development plan, building a strong understanding of local and regional economic development issues and opportunities.

The partnership between RKG Associates and Hurt & Proffitt is designed to bridge the gap between economic opportunity and engineering feasibility. RKG and Hurt & Proffitt are industry-leading firms within their respective disciplines, economic foresight and engineering precision, combining deep technical expertise in site design and infrastructure with advanced economic and market analytics to deliver a comprehensive approach to strategic positioning and land use alignment. RKG's economic analysis capabilities, including regional employment trend evaluation, industry cluster forecasting, housing demand forecast, and labor market accessibility analysis, allow us to quantify a site's potential contribution to the regional economy before development occurs. This enables CEDC to make data-driven cases for investment and to demonstrate the anticipated economic return.

RKG Associates has built its reputation as being an honest, objective technical advisor willing to work hand-in-hand with our clients and their stakeholders to ensure their final strategy reflects their true market potential, provides recommendations on how to enhance their current implementation approach, and enumerates the tools that will help them achieve success. RKG ensures that each recommendation for action provides the "why" as well as the "what" and the "how." Building understanding of the intent of an action has proven crucial for our clients' long-term success, particularly for those actions to be undertaken in the future.

We look forward to speaking with you in detail about why RKG Associates is the best fit for Celina's needs. In the meantime, please do not hesitate to contact me if you have any questions about our qualifications. As principal-in-charge, I will be your primary contact and day-to-day project manager.

Sincerely,



Kyle Talente  
President and Principal

# UNDERSTANDING AND WORK PLAN

# SCOPE OF SERVICES

## Project Understanding

RKG Associates understands that the City of Celina seeks to refine and advance its economic development activities, focusing on honing its land use policy, regulatory environment, and financial investment strategies to maximize success in business attraction and expansion in the most effective and efficient manner. While Celina has already experienced success in this area, this process is intended to provide a 'business case' for a continued efficient investment of time and resources in economic development endeavors.

This effort will include a deeper, market-driven evaluation to stress-test and refine the City's target industry mix in light of current trends and competitive dynamics; identify key sub-sectors and nuances within each target industry; and clearly differentiate Celina's economic development positioning relative to peer communities in the region. The analysis will define tailored positioning and implementation strategies and, where warranted, provide realistic alternative recommendations and actionable pathways should certain target industries require repositioning.

This work will be supported by a comprehensive assessment and set of recommendations across marketing and engagement, retention and expansion, strategic partnerships, land use and zoning updates, parcel-level site identification, ranking, and readiness assessment, and scenario-based economic and fiscal impact modeling so that the City and the CEDC can make timely, strategic investments that maximize the potential for desired economic development outcomes.

## Phase 1 Project Initiation

### **Task 1.1 Data Collection and Background Materials Review**

Before beginning any formal work tasks, RKG Associates will review relevant materials, planning documents, databases, maps, and any other information relevant to the project. A thorough review of such information will establish a research context from which to begin the project and will provide RKG with a background perspective on the past and current economic development efforts and successes in Celina and the greater north Dallas marketplace. These materials include prior development plans, previous studies, relevant ordinances, community histories, and related studies that address market potential in Celina.

### **Task 1.2 Introductory Brainstorming Session**

RKG will participate in-person for the introductory brainstorming session with City Council and CEDC Board on February 9, 2026.

### **Task 1.3 Project Kickoff Meeting**

It is recommended that an initial kick-off meeting be held with the City, the CEDC and an established Working Group in order to review and discuss key elements of the project after the introductory brainstorming session with City Council and CEDC Board on February 9, 2026. The kickoff meeting is an important opportunity for RKG Associates to understand the relevant issues surrounding the project better, for the Client and the Consultant to come to common agreement regarding the project's objectives and to understand the City's expectations for the final product. RKG Associates recommends that the Working Group include individuals who are knowledgeable about the project and the economic development needs of the city as a whole. RKG will work with the City and the CEDC to identify potential members that would be most beneficial to the planning process.

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## **Task 1.4 Guided Tour and Initial Site Assessment**

While RKG Associates is familiar with Celina and the North Dallas Tollway corridor, we suggest representatives from the CEDC provide a guided tour of the city and surrounding marketplace As part of the project kickoff process. The purpose of the tour would be to facilitate a more detailed understanding of the issues facing the city in its ongoing economic development efforts. Early discussion of the issues and opportunities will give the Consultant a “jump start” on the project. After the guided tour, the RKG Team will perform a detailed “windshield survey” of the community to better familiarize with the community, gain a stronger perspective of the market climate currently in place, and physically inspect the location, condition, size, amenities, and layout of the local market within context of existing, proposed, and potential opportunities within Celina.

## **Phase 2 Engagement Strategy**

It is hard to imagine an economic development project such as this without a sincere and effective engagement strategy. However, engagement is a two-way street. Communities seldom have time for large public meetings. While such large forums are common, our outreach strategy will be more targeted. In economic development studies in particular, the stakeholders contributing to the city’s economy are much broader than the boundaries of Celina. Visions can be seductive, but ones that are not grounded in economic and physical realities will lead to false expectations and, ultimately, disappointment. Therefore, we don’t fully believe in ‘listening sessions.’ We seek to balance the bold and visionary with the incremental and judicious.

The success of any planning effort is built on the positive engagement of those who live, work, and invest in strengthening the city as an economically productive place. Planning processes are often long, analytical, consensus-building endeavors. They must also generate excitement and enthusiasm. We use a wide variety of tools to ensure the broadest participation: one-on-one meetings, smaller focus groups, larger public meetings, and interactive workshops. Our team works hard to balance the technical with the intuitive, making sure we use concepts that everyone can understand rather than relying on terminology that is only understood by planning or real estate professionals.

## **Task 2.1 Key Stakeholder Interviews**

This task will include a series of in-person interviews and small group sessions led by RKG Associates with key individuals with knowledge of Celina, local economic development efforts and the regional real estate market. Over the years, we have learned that the most effective way to begin to understand a community is through candid one-on-one interviews with business and property owners, community leaders, stakeholders, and citizens. These interviews include discussions with business leaders, real estate professionals, developers, civic organizations, community residents, and other individuals/entities recommended by City staff. RKG Associates proposes holding up to four (4) focus group sessions and twenty (20) individual interviews with stakeholders from the City.

## **Task 2.2 Client Interaction**

RKG Associates proposes that the RKG Team meet with the Client’s Working Group a total of five (5) times during the strategic planning process. This approach has proven very successful for RKG Associates in developing strategic economic development plans, maximizing Client/consultant interactions to ensure understanding and buy-in while minimizing cost to the Client. These sessions are envisioned to last 1.5 to 2.0 hours and cover the



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following topics:

## Client Meeting #1 – Project Kickoff; Strategic Positioning and Target Industry Engagement; Real Estate Market Findings

The goals and focus of this meeting are defined in Task 1.3. In addition, the RKG Team will present the findings of the Strategic Positioning and Target Industry Engagement Analysis. The discussion will focus on developing CEDC/Working Group buy-in and developing an understanding to various approaches for engagement, retaining and recruiting those targets. RKG will also present findings from the real estate market assessment, informing the CEDC, the Working Group, and the city's elected body on the current and projected market realities in which all strategies will be framed.

## Client Meeting #2 – Site Identification and Readiness Analysis

RKG Associates will present the comprehensive site identification and readiness assessment, reviewing existing and potential economic development sites. This effort will include analyses for the full range of land use opportunities, broken down into various categories. The results of this workshop will identify priority sites and refine the findings from the analysis.

## Client Meeting #3 – Land Use and Zoning Alignment; Economic Impact and Scenario Modeling

RKG Associates will present the findings from the land use and zoning assessment, and compare the baseline scenario to various recommended development scenarios in terms of economic and fiscal impacts. The discussion with CEDC/Working Group will garner buy-in and understanding of the various development options and sites, informing the development of implementation strategies that best align with Celina's economic development goals.

## Client Meeting #4 – Implementation Strategy Refinement and Buy-In

Based on the results of previous meetings, the RKG Team will return to present and discuss a refined version of the implementation strategy to ensure it reflects the vision and focus of the community and Working Group. Continued discussion around points of clarification/concerns is intended to result in buy-in and support for the final strategy.

## Client Meeting #5 – Final Presentation

RKG will host up to three (3) separate presentation sessions of the final plan for the Client, the Working Group, and/or general public sessions. The final presentation primarily will be an information session, followed by the submission of the final report.

Engaging with the local elected body RKG Associates is willing to hold separate sessions with the City's elected body and the Working Group. RKG found substantial success in keeping the City Council apprised of progress and analysis results while working with the Working Group in parallel, but separate meeting sessions. Since these meetings would be held consecutively, holding separate sessions will add no cost.

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## Phase 3 Strategic Positioning and Target Industry Engagement

The objective of this task is to review and refine target business sectors representing the highest probability of success for the City of Celina. Target cluster analysis involves examining the economic relationships among commercial and industrial sectors. From the cluster analysis, RKG Associates will be able to refine those market sectors that may be enjoying a competitive advantage within Celina and the greater Dallas marketplace, identifying those locations most appropriate for each opportunity. RKG will conduct an overview of local assets, major employers, required infrastructure, labor pool characteristics, and real estate needs for each key cluster. The underlying assumption of cluster analyses is that companies concentrate in areas where they enjoy some competitive advantage. These advantages, whether related to location, natural resources, vendor relationships, or other factors, allow companies to compete more successfully.

### **Task 3.1 Economic Base Analysis**

RKG Associates will examine the economic growth and demographic characteristics within the City of Celina, as well as the local and regional competitive markets, to identify socioeconomic trends influencing development decisions. Future growth within the residential, retail/service, office and entertainment markets will be driven by changes in population, household, and employment characteristics. For example, a surge in white collar employment within one area will result in increased demand for office development. RKG Associates will examine population and household formation trends and characteristics within primary and secondary markets (to be defined by RKG and the Client). The economic base analysis will establish a local context for evaluating and refining the development potential in Celina.

### **Task 3.2 Workforce and Employment Analysis**

The availability of skilled local labor supply is a major influence in site selection decisions by companies. RKG Associates will assess the strengths and weaknesses of the local and regional workforce, to identify potential opportunities based on local skill sets, and to ensure city residents have access to the proper training programs to benefit from local recruitment and retention efforts.

First, RKG will audit the city and regional market workforce, revealing the current skill levels available to new or expanding businesses and preferred key sectors. To accomplish this, RKG will review trends in education attainment, job growth patterns, and occupational data to identify current/projected gaps in skill sets and capacity to accommodate growth—particularly in context of the city's preferred target industries. RKG Associates will utilize existing studies and their findings to the extent they are relevant to this effort.

Second, RKG will critically review existing workforce programs, inventorying the type of workforce assistance currently being offered in Celina. RKG will document where existing resources are being deployed, inventorying accessible existing workforce training programs for residents and businesses. RKG also will interview local training providers, educators, and large employers to assess the compatibility of existing programs to the needs of local businesses.

The results of both analyses will provide the framework for recommendations on how to better position existing workforce development programs for city residents and workers in context of existing and potential employment needs for both preferred and potential key clusters.

### **Task 3.3 Target Cluster Refinement**

Target cluster analysis provides a method for determining local competitive advantage - which in turn is crucial

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in attracting investment, be it through attraction of firms or expansions of existing firms. The cluster analysis will rely on a statistical cluster identification process designed to incorporate and assimilate local, state, and federal economic data. The fundamental criteria analyzed in the process include:

- Sector Growth - Sectors with positive growth over the past five to ten-year period and those that are most likely to grow both nationally and regionally.
- Sector Size - Component industries of a market sector cluster must have sufficient size in terms of total employment, number of establishments, and total sales in order to justify their inclusion in the cluster. One exception would include growing industries that are clearly supportive of a larger market sector that may be located just outside the region. For example, a small cadre of precision machine tool companies might be integral to the expansion of larger durable goods manufacturing firms located within the region.
- Sector Concentration - RKG will examine current concentrations of each market sector in the region. Low concentrations of employment and establishments suggest that a given industry may not be well suited for a given region. RKG will map existing industry concentrations and supporting ecosystem.
- Local Fit - Local fit includes both computerized analysis and considerable professional judgment, based on community characteristics, sector preferences, specific industry composition, and location-based activity. Local infrastructure is analyzed including the presence of interstate highways, rail service, commercial air service, land availability, proximity to Dallas North Tollway (DNT), utility costs, wastewater cost and capacity, telecommunication service level, the match of the region's labor force profile with sector needs, and labor costs as compared with national averages.
- Other Criteria - Includes state-sponsored economic development targets, regional positioning, skilled and professional workforce requirements by sector, tendency of given industries to concentrate in certain areas, and job training resources, as well as domestic and international regions of competition, such as the city's competitive position in each cluster relative to regional peers.

Additional targeting of companies in these market sector clusters will likely enhance the city's chances for success. However, the targeting analysis will not be restricted to only known and preferred clusters. A broad range of categories will be analyzed from manufacturing, distribution, and transportation to professional businesses and high-end services. This will give the CEDC a full range of options to consider. RKG will also evaluate existing economic resilience and diversification, as well as the potential for innovation-driven growth.

## **Task 3.4 SWOT Analysis**

The purpose of any SWOT (strengths, weaknesses, opportunities, and threats) analysis is to assess the competitive position of the community. What are the competitive assets of Celina and how can these assets be used to improve economic positioning in relation to each target industry? What are the best opportunities for economic growth? How can the city reposition its respective assets to cohesively capitalize on future economic trends and natural competitive advantages? What obstacles or challenges stand in the way of achieving the new economic vision for the city and how can these obstacles be removed? These are the types of questions that will be addressed in this portion of the analysis.

RKG believes that the best strategies are those that capitalize on a community's competitive strengths, while identifying the areas of local need/concern so they can be addressed and improved. RKG will research the competitive strengths and weaknesses of the city in relation to each target industry and compare it to those characteristics of the region, building upon previous research and augmenting the analysis using anecdotal data from interviews with local leaders to corroborate the findings. The SWOT will also include barriers to

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development, infrastructure needs, workforce challenges, small business, and entrepreneurship challenges, some of them identified in the Target Cluster Refinement Analysis.

## **Task 3.5 Engagement and Partnership**

RKG will develop clear positioning strategies to attract and retain priority target industries, including tailored marketing and engagement approaches for site selectors, corporate decision-makers, and developers. In addition, RKG will identify and evaluate partnership opportunities with private-sector stakeholders, higher education institutions, and regional organizations. Based on the data analysis, recommendations for retention and expansion programs tailored to each cluster will also be detailed.

## **Phase 4 Real Estate Market Trend Analysis and Demand Forecast**

Can the real estate market support Celina's preferred and potential target industries? What are being built and at what scale? What is the demand for space and housing units in relation to the city's target industry goals? These are the type of questions that will be explored and answered in this phase.

### **Task 4.1 Real Estate Market Analysis**

This work task will include an analysis of recent real estate market trends within Celina. RKG will examine supply and demand trends for the multifamily and other primary commercial real estate market sectors. The focus of this research will be to identify market opportunities for economic development activity that can be incorporated into the implementation strategy to transition the CEDC from area plan vision to action.

This analysis will consider such factors as: (1) building vacancies, (2) land sale activity and pricing, (3) annual land and building absorption trends, (4) rental rate performance, (5) leasing activities, and (6) regional competitive supply of residential and commercial projects. RKG will analyze development and absorption trends over the past 5-year period. The results of this Task will produce a clear picture of recent land absorption, building development, and leasing trends, as well as real estate pricing indicators. From this historical data and data collected during the stakeholder interviews, RKG will identify projected trends and future opportunities for that can be incorporated in the recommendations. These projections will then be compared with the preferred and potential target industry goals to ensure compatibility.

### **Task 4.2 Multifamily Housing Demand Analysis and Forecast**

RKG will develop a housing demand model that estimates the number and type of multifamily housing units that the market can support. The model will segment multifamily housing needs based on:

- Unit types
- Price point
- Density

This effort will allow the City to quantify how many new multifamily housing units will be needed to meet future demand—and at what price points and of what type. RKG will estimate the housing demand trends by housing typologies and corresponding demographic profiles. This will help inform the recommendation section, particularly related to zoning and land use policies and development mix.

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## **Task 4.3 Retail Gap Analysis**

While retail recruitment is typically not an economic development initiative, understanding the current supply and demand equilibrium is important to address community interest in growing and diversifying retail base. Further, the city's more suburban-scale retail footprint is inefficient in today's market preferences, consuming substantial land resources that could accommodate a greater mix/intensity of development more reflective of evolving market preferences. To this point, the comprehensive economic development strategy will include a detailed retail market gap analysis.

RKG Associates will identify specific market areas based on findings from previous tasks, performing a supply-demand gap analysis to understand current equilibrium as well as projected retail space needs. This effort will inform the CEDC on locations/areas that may have unmet demand or excess capacity, which will inform specific economic development recommendations in the opportunity site analysis.

The result of the retail gap analysis will provide an understanding of the balance between physical space and need for that physical space and the identification of specific retail market opportunities. RKG Associates uses both primary and secondary resources to identify market needs including psychographic data (e.g., ESRI Business Analyst data) as well as location-based sources (e.g., Placer AI).

## **Task 4.4 Space Demand Analysis**

With a clear understanding of labor market dynamics and commercial real estate fundamentals, RKG will provide clear guidance on the supply and demand for space by real estate sector in relation to key target industries throughout the city. This analysis incorporates inputs such as the total square footage of space, lease rates, vacancy estimates, employee commuter flows and projected employment growth. This supply/demand analysis will help inform the city on critical questions regarding which industry sectors are growing and shrinking, and what impact that might have on local economic performance. RKG will also examine and quantify infrastructure requirements and development readiness benchmarks for target industries. We can incorporate different scenario testing hypotheses such as changes in commute patterns, new transportation infrastructure, or improvements to local utilities that could increase the share of regional growth that comes to Celina.

## **Phase 5 Site Identification and Readiness Analysis**

### **Task 5.1 Site Suitability Scoring and Identification Analysis (RKG)**

To address the CEDC's questions regarding the most suitable sites for different types of near- and long-term development, RKG will deploy its parcel scoring/selection model customized to Celina. Using a combination of local data and GIS analytic tools, RKG will score and categorize all parcels across the city to determine which are most well-suited for development/redevelopment consistent with the data analysis and economic development goals. The scoring model allows us to transparently communicate why certain sites score well and why others do not.

RKG's parcel scoring tool is a site-specific scenario-based method that can be run iteratively where the consultant team and CEDC staff can scenario test different development frameworks based on priority/weighting of inputs, inclusion of various market typologies as well as regulatory, environmental and site characteristics. This GIS-based scoring model evaluates sites based on the aforementioned set of criteria and can include other measures deemed important by CEDC. The design of the model is such that we can quickly adjust scoring methods to test different scenarios based on priority/weighting of inputs. The scoring criteria

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and weighting of individual metrics will be tailored to the city's goals. We will prioritize sites with existing infrastructure and market readiness, and will work with you to finalize the criteria/inputs before running the model. RKG will provide a GIS shapefile and map of the results at the end of the process for you to use going forward. Example factors include but are not limited to:

- Proximity to major roads and amenities
- Existing infrastructure (e.g., water, sewer, etc.)
- Existing zoning
- Parcel size and configuration
- Existing structures or contamination
- Slope/elevation/drainage
- Wetlands/conserved areas
- Flood risk
- Real estate trends

## **Task 5.2 Site Readiness Analysis (Hurt & Proffitt)**

Hurt & Proffitt will prepare a Site Characterization Report that includes details on the key parcels identified in the Site Identification task. The report will provide estimated costs and timelines for development of the site and extension of utilities. We will analyze existing conditions using desktop methods to determine the best potential usage of the property in the future.

The City and CEDC will provide any previous reports, studies, and/or designs for the subject properties. Specifically, we will evaluate soil conditions, topography, streams & wetlands, flood zones, public water & sewer availability, private water & sewer availability, utilities (gas, electric, fiber), transportation network (including rail), and observable environmental conditions. Maps will be provided showing findings of the above studied items. A schedule will be provided showing a timeline related to project permitting.

H&P's approach will follow a structured, data-driven process. The first phase will focus on **detailed site analysis and field review**, beginning with detailed evaluations of the potential properties. Each site will be analyzed with respect to:

- Topography assessment using state LiDAR data
- Geotechnical conditions using publicly available soil and geologic data
- Environmental constraints (streams, wetlands, floodplain) using NWI and DEQ data
- Existing utility infrastructure (water, sewer, natural gas, power, telecom) through GIS and coordination with utility providers
- Transportation access (roadway, rail, and future connectivity)

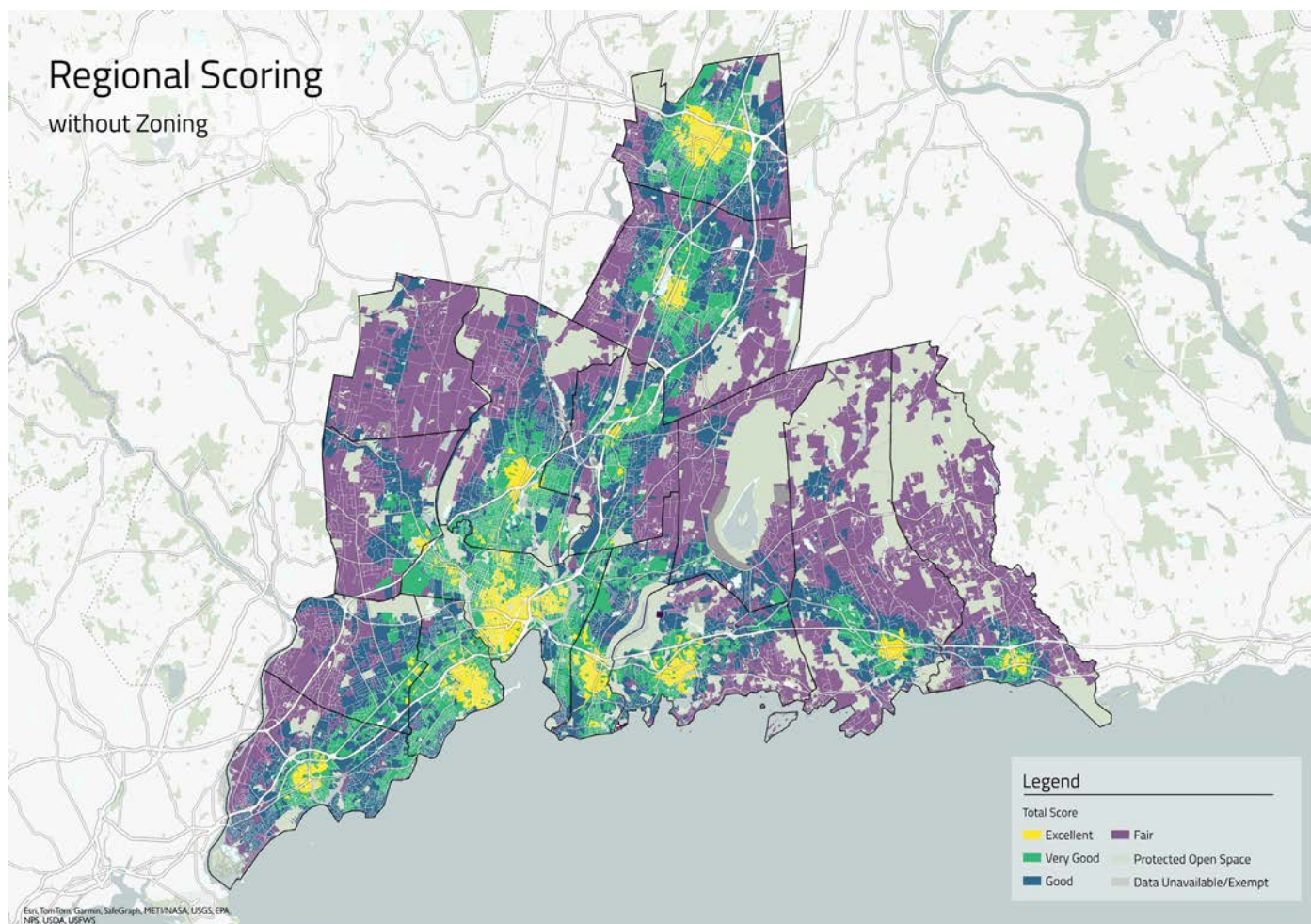
This phase will culminate in identifying potential challenges, deficiencies, and development constraints that may affect a site's potential.

## **Specific Technical Methodologies**

To support these tasks, H&P will employ a suite of technical methodologies throughout the study.

- A **preliminary site review and geotechnical assessment** will be conducted using data from USGS, NRCS soil surveys, historical aerial imagery, and topographic data to identify potential subsurface constraints and inform the need for further investigation.

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RKG recently completed a parcel scoring model for a 15 community region in southern Connecticut to gauge the impacts of zoning changes on development potential.

- **Topographic and hydrologic analyses** will utilize state LiDAR data to delineate developable areas, evaluate terrain and grading requirements, and identify drainage or stormwater management considerations.
- **Utility and infrastructure evaluations** will leverage GIS datasets, utility data and direct coordination with providers to confirm existing capacity, proximity, and opportunities for expansion across water, sewer, natural gas, electricity, and broadband systems. H&P will also assess infrastructure costs for the various development scenarios.
- **Environmental constraints** will be reviewed and streams, wetlands, floodplains, and other environmental features will be identified using GIS overlays from NWI, FEMA, and DEQ sources. H&P will also identify any anticipated permitting needs or potential mitigation considerations.

RKG will then combine the results from Task 5.1 and Task 5.2 to categorize and map the key developable sites by:

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- recommended potential uses/development clusters,
- tiered suitability/readiness/positioning,
- parcel size,
- ownership,
- utility access, and
- existing zoning.

RKG will also assess the synergies between target industries and land use patterns to help the CEDC understand the value, readiness, and development timeline of each key area. This analysis will allow for easier comparisons across each area to understand what is driving value today and what strategic investments or changes could boost value and output for each area to support preferred and potential clusters. Combining this quantitative analysis with qualitative stakeholder and public input throughout the process will help us set the stage for change and tell the story of why change may be needed to ensure continued success. The site identification and readiness assessment will also help inform the recommendations and strategies in terms of anticipated timelines and minimum requirements necessary to secure investment.

## **Task 5.3 Strategic Parcels for Public Acquisition/Partnership (RKG)**

Based on the results of Site Identification and Readiness Analysis and the Land Use and Zoning Review, RKG will also recommend a list of strategic parcels which has a potential for acquisition/assembly by the City/CEDC or partnership to support and facilitate the target industries. RKG will provide reasoning in terms of how each site would support Celina's economic development goals, and suggest timing, funding options, and partnership considerations.

## **Phase 6 Land Use and Zoning Alignment Assessment**

RKG Associates will review existing city incentives, policies, ordinances, and regulations related to zoning, land use, and development, particularly those targeting the DNT corridor and other strategic areas, propose modifications to existing incentives, policies, etc. We will review alternative incentives, policies, ordinances, and regulations that may support the city's desired development outcomes, particularly to support target industries and mixed-use development. RKG will propose parcel-level alternative incentives, policies, ordinances as appropriate. To accomplish this, RKG will:

- Compile existing incentives, policies, ordinances, and regulations;
- Review and map existing zoning, land use, entitlements, and development standards;
- Interview appropriate staff;
- Identify comparable incentives, policies, ordinances, and regulations from communities with similar economic conditions and resources;
- Prepare a framework for analysis and evaluation of incentives, policies, ordinances, and regulations;
- Analyze findings from review of existing policies and incentives;
- Analyze applicable data from other components of the market analysis and evaluation section; and
- Prepare parcel-level recommendations for necessary supporting infrastructure, alternative zoning, land use designations, and development incentives for the CEDC's consideration.

The result of this work will serve as part of the inputs for the economic and fiscal modeling in terms of zoning change scenarios. Visual charts and tables comparing the current state and proposed scenario impacts will be included.

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## Phase 7 Economic Impact and Scenario Modeling

RKG Associates has extensive experience testing, analyzing, and verifying or disproving the financial feasibility of development projects relating to ROI and profitability, as well as economic and fiscal impacts. RKG develops customized, sophisticated models in Microsoft Excel that reflect current local market conditions while allowing for the flexibility of performing scenario tests and sensitivity analyses. For each identified key site, RKG will compare current economic impacts and zoning-driven development potentials with projected impacts under proposed alternative zoning/land use scenarios. We will use data sources such as the City and IMPLAN, and will quantify economic and fiscal impacts, such as potential job creation, income impacts, tax revenue, multifamily unit demand, capital investment levels, and other outcomes associated with the various scenarios, including mixed-use scenarios with multifamily products.

The models will be accompanied by a comprehensive summary report with charts, visuals, and narrative context. We will evaluate and compare the baseline scenario to the recommended scenarios in terms of economic and fiscal impacts. RKG, together with H&P, will also assess the infrastructure costs and benefits associated with each scenario. The result of this effort will provide the City and CEDC with insights into the “order of magnitude” impact of each alternative based on the variables used. The model will include up to five (5) key sites, with up to three (3) scenarios for each site.

## Phase 8 Implementation Strategy

### Task 8.1 Best Practices Analysis

RKG Associates will compile a detailed competitive/collaborative community assessment, dovetailing findings generated throughout this effort with additional independent research. RKG Associates will work closely with the Client and the Working Group to identify those local, national, and international communities deemed to be most competitive/comparable in terms of business attraction and retention. RKG also will research regional and national competitors/collaboration efforts as a foundation for identifying potential best practices that could be incorporated into the implementation strategy. The findings will be presented to the City, CEDC, and Working Group for consideration and comment prior to detailing the implementation strategy.

### Task 8.2 Strategic Plan

RKG will prepare an implementation strategy that is cohesive with the priorities of the city, past plans, and stakeholders. RKG recognizes that the City does not simply want a data driven analysis with no action. Rather, we recognize that the City and CEDC are interested in creating a document that can once again guide different public and private economic development entities in enhancing economic outputs that turn market opportunities into reality. RKG will create a series of strategies and an implementation matrix to guide the City and the CEDC in accomplishing the goals of the plan and enhance efforts to attract viable, sustainable economic development opportunities. A review of existing local policies, regulations, permitting processes, incentives, and economic development organizations will be important to provide the context from which to make recommendations.

In developing the strategies, RKG’s primary focus is to offer viable options that are grounded in the market realities of the city’s strengths and weaknesses. It is crucial that short-term strategies focus on initiatives that the local entities, with input and assistance from key stakeholders, can undertake within the first few years without large commitments of public funds or time. Undertaking incremental steps in the beginning stages of an



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implementation strategy should build momentum within the city and give investors confidence in the potential of the plan. Short-term implementation recommendations can include organizational restructuring, relatively small investment projects, marketing campaigns, and regulatory adjustments.

Successive recommendations should build upon these short-term actions, utilizing the benefits resulting from the implementation of earlier tasks. RKG also will provide a mid-range recommendation section that will likely include increasingly complex actions, cross-departmental/jurisdictional involvement, and larger financial investment. These efforts will lead to longer-term recommendations that will continue the city's progress towards meeting its goals while remaining flexible to adjust to changing economic conditions. The long-term strategies may require larger investments of public funds, or may involve partnership agreements with outside agencies or the private sector.

Each strategy will be placed into an implementation matrix and include an assignment of oversight responsibility, establish timetables for implementation and completion, recommended staffing, and potential funding demands. This will also include measures of success where applicable to ensure the CEDC and City can track the efficacy of strategies over time. The implementation matrix will be presented in a user-friendly format that can be distributed to various implementing organizations and city departments.

## **Task 8.3      Report Submittal**

Upon completion of the analysis, RKG Associates will submit a draft report for review by the Client. The Consultant and the Client will hold a conference call to discuss the results of the Client review. Any points of interest and/or concerns on findings and recommendations will be addressed during the conversation. Once all issues are satisfactorily addressed, RKG will revise the document for final presentation and submittal.

# PROJECT SCHEDULE

**CITY OF CELINA, TEXAS  
STRATEGIC POSITIONING, LAND USE ALIGNMENT & TARGET INDUSTRY DEVELOPMENT STUDY  
PROJECT TIMELINE**



Task Description	2026											
	FEB	MAR	APR	MAY	JUN	JUL						
<b>PHASE 1 - Project Initiation</b>												
Task 1.1 Data Collection and Background Materials Review												
Task 1.2 Introductory Rebooting Session												
Task 1.3 Project Kickoff Meeting												
Task 1.4 Calibrated Tour and Site Assessment												
<b>PHASE 2 - Engagement Strategy</b>												
Task 2.1 Key Stakeholder Interviews												
Task 2.2 Client Interaction												
<b>PHASE 3 - Strategic Positioning and Target Industry Engagement</b>												
Task 3.1 Economic Base Analysis												
Task 3.2 Workforce and Employment Analysis												
Task 3.3 Target Cluster Refinement												
Task 3.4 Target Industry SWOT Analysis												
Task 3.5 Engagement and Partnership												
<b>PHASE 4 - Real Estate Market Trend Analysis and Demand Forecast</b>												
Task 4.1 Real Estate Market Analysis												
Task 4.2 Multifamily Housing Demand Analysis and Forecast												
Task 4.3 Retail Gap Analysis												
Task 4.4 Space Demand Analysis												
<b>PHASE 5 - Site Identification and Readiness Analysis</b>												
Task 5.1 Site Suitability Scoring and Identification Analysis												
Task 5.2 Site Readiness Analysis (Bar & Profit)												
Task 5.3 Strategic Parcels for Public Acquisition/Partnership												
<b>PHASE 6 - Land Use and Zoning Alignment Assessment</b>												
Task 6.1 Land Use and Zoning Alignment Assessment												
<b>PHASE 7 - Economic Impact and Scenario Modeling</b>												
Task 7.1 Economic Impact and Scenario Modeling												
<b>PHASE 8 - Implementation Strategy</b>												
Task 8.1 Best Practices Analysis												
Task 8.2 Strategic Implementation Plan												
Task 8.3 Report Submission												

# PROJECT TEAM

Company Profiles  
Resumes

# About Our Firm

RKG Associates is a full service economic, planning and real estate consulting firm with offices located in Boston, Massachusetts; Alexandria, Virginia; Atlanta, Georgia; and Dallas, Texas.

**Navigating Complexity. Building Trust. Unlocking Potential.**



## Company Overview

Founded in 1981, RKG Associates, Inc. provides private, public and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use and economic development.

Our firm has successfully blended the in-house expertise of professionals who have backgrounds in market research, economics, finance, real estate development and planning. We also call upon an extensive network of other professionals to provide complementary technical expertise in such areas as architecture, engineering, land use planning, legal services and environmental science. Whether it is a large-scale project or a smaller undertaking, we make our full range of skills and disciplines available to every client.

Since our founding in 1981, the firm has successfully completed more than two thousand consulting projects regionally, nationally and internationally, providing a comprehensive range of economic, planning, marketing, and management services to governmental, business, and institutional clients. The firm currently employs twelve full-time professionals, having grown to become one of the most respected economic and real estate advisory consulting firms in United States.

Our firm has the staff and technological resources to ensure that the amount of data, and complexity of the challenge is no barrier to clear and creative solutions.

We use a combination of public and proprietary data sources to formulate a clear understanding of historical trends, existing conditions and potential future scenarios. Our data driven approach is integrated with engagement and strategy frameworks to navigate complexities with clear and realistic solutions.

## **RKG ASSOCIATES IS MANAGED AND OWNED BY THREE PRINCIPALS. EVERY PROJECT IS PRINCIPAL LED AND MANAGED.**

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Mr. Kyle Talente  
2121 Eisenhower Ave, Suite 402  
Alexandria, Virginia 22314

Mr. Erik Woyciesjes  
76 Canal Street, Suite 401  
Boston, Massachusetts 02114

**35+**

Number of States where we work

**2**

East Coast Offices

# FIRM OVERVIEW



Hurt & Proffitt (H&P), incorporated in Lynchburg, Virginia in January 1973, is a full-service, employee-owned engineering and surveying firm specializing in civil, geotechnical, environmental, construction, and planning services. For more than 52 years, we have served clients across the industrial, government, commercial, power, and transportation sectors, providing solutions to complex regulatory challenges and site conditions. Our employees operate out of 7 offices across Virginia, using our abundant technical resources and experience, combined with a steadfast commitment to safety, reliability, and emerging industry trends, to help our clients identify the best solutions and deliver practical results for every project.

## OUR LOCATIONS

### LYNCHBURG *(Corporate Office)*

2524 Langhorne Road  
Lynchburg, VA 24501  
DPOR: #0407003927 (Expires 12.31.25)  
PH: 434.847.7796  
TF: 800.242.4906  
FX: 434.847.0047

### BLACKSBURG

1861 Pratt Drive, Suite 1100  
Blacksburg, VA 24060

### GRETNA

112 South Main Street  
Gretna, VA 24557

### ROANOKE

5238 Valleypointe Parkway, Suite 2B  
Roanoke, VA 24019

### WYTHEVILLE

370 South 4th Street  
Wytheville, VA 24382

### HALIFAX

50 Mountain Road  
Halifax, VA 24558

### CHASE CITY

7996 Highway 47  
Chase City, VA 23924

### CONTACT INFORMATION:

Brian Cossman, PE, Vice President  
Cell: 434.546.3325  
Email: bcossman@handp.com

## OUR SERVICES

- Civil Engineering
- Surveying & GIS
- Land Development
- Environmental
- Geotechnical Engineering
- Construction Testing
- Construction Inspections
- Cultural Resources
- Pipeline Infrastructure Management
- Grant Writing & Administration

## FUNDING

H&P regularly partners with local municipalities to identify and secure grants and low-interest loans that support vital capital improvement projects. Our experienced funding team works closely with community leaders to navigate complex application processes and maximize available funding opportunities. Over the past five years alone, we have successfully secured more than \$60 million in grant funding.

## OUR PEOPLE

Our firm maintains a versatile, highly-qualified staff of more than 180 employees, including professional engineers, surveyors, environmental scientists, field technicians and administrative staff. We are licensed in Virginia, DC, Georgia, Kentucky, Maryland, Michigan, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, Texas, West Virginia and Guam.

## ON-SITE LABORATORY

Our in-house Materials Testing Laboratory, located in our Lynchburg, Virginia office, is accredited through the AASHTO Accreditation Program. Testing services include soil, concrete, and masonry.





## KYLE TALENTE

President and Principal

Kyle Talente is President and Principal with RKG Associates. Kyle brings an extensive background in project management and has technical expertise in all facets of market analysis. Kyle has worked on a wide variety of real estate, economic development and planning projects during his tenure at RKG Associates. His specializations include local and regional real estate market analyses, economic development strategies, downtown and urban revitalization, economic impact analyses and target industry studies, and housing market and affordability analyses. Mr. Talente has also worked with many private sector clients on site selection and highest and best use analyses.

Kyle brings his client's real world, market-driven recommendations that are founded in current market realities and projected conditions based in sound economic fundamentals. Kyle's work has led several clients beyond the visioning and assessment phase and into successful implementation. Kyle has learned that this grounded approach leads to a much stronger development process, particularly when implementation requires/seeks a public private partnership.

### EDUCATION

**Georgia Institute of Technology**

Masters of City Planning

**Georgia Institute of Technology**

B.S. Architecture

### PROFESSIONAL AFFILIATIONS

Urban Land Institute

American Planning Association

Virginia Economic Developers Association

International Economic Development Council

Southeast Fairfax Development Corporation

### ECONOMIC & MARKET EXPERIENCE

**Economic Development Strategic Plan**

Cibolo, Texas

**Economic Development Strategic Plan**

Sandy Springs, Georgia

**Strategic Economic Development Plan**

DeKalb County, Georgia

**Economic Development Strategic Plan**

Alpharetta, Georgia

**West End Revitalization Strategy**

Atlanta, Georgia

**Jimmy Carter Boulevard Repositioning Plan**

Gwinnett County, Georgia

**Comprehensive Economic Development Strategy**

Louisville, Kentucky

**Courthouse Relocation Impact Analysis**

Carlsbad, New Mexico

**Economic Development Strategic Plan**

Craven County, North Carolina

**Economic Development Strategic Plan**

Rock Hill, South Carolina

**Strategic Economic Development Plan**

Darlington County, South Carolina

**Comprehensive Economic Development Strategy**

George Washington Regional Commission, Virginia

\*Additional Project Experience Provided Upon Request

**SUMMER PAN**  
Project Manager

Summer Pan, is a Project Manager and Urban Planner with RKG Associates. Summer joined RKG in 2018 and has experience in economic development, land use, real estate development, and housing. Ms. Pan has a specialty of assisting communities to envision and achieve redevelopment potentials with a data-driven approach and a focus on livability and preserving local character. Summer is an advocate for using creative placemaking to capitalize on local communities' assets to spur economic and social vitality.

Summer brings experience working with municipal and community development organizations to help develop place-based strategies that cater to local needs. She has a strong background in data analytics and GIS, and has worked on numerous Economic Development Plans, Feasibility Studies, Site Suitability and Selection Analyses, and Comprehensive Plans across the U.S.

**EDUCATION****Cornell University**

Masters of City &amp; Regional Planning

**Beijing International Studies University**

B.S. in Tourism Management &amp; Planning

**ECONOMIC DEVELOPMENT EXPERIENCE****Economic Development Strategic Plan**

Prince Edward County, Virginia

**MassDOT Silver Line Extension Alternatives Analysis**

Boston, Massachusetts

**Downtown Development Plan**

Westborough, Massachusetts

**Dix Edge Small Area Plan**

Raleigh, North Carolina

**Wake Forest Small Area Plan**

Wake Forest, North Carolina

**Indian River Small Area Plan**

Chesapeake, Virginia

**Real Estate Market Study and Development Analysis of the Frazier Quarry**

Harrisonburg, Virginia

**Evan's Spring Site Development Plan and Market Study**

Roanoke, Virginia

**VDOT Van Buren Road North Extension Economic Development Impact Projection and Market Study**

Prince William County, Virginia

**Comprehensive Plan Update, Economic Development & Market Section**

Dumfries, Virginia

**Affordable Housing Development Site Feasibility Analysis**

Harrisonburg, Virginia

**Howard County Route 1 Corridor Plan**

Howard County, Maryland

**NoMa Parks Value Creation Impact Analysis**

Washington, D.C.

\*Additional Project Experience Provided Upon Request



## **August Benzow**

Senior Market Analyst

August Benzow is a Senior Market Analyst with RKG Associates. He brings over a decade of experience in research, spatial analysis, and economic development, with a focus on supporting equitable and community-driven outcomes. August's areas of expertise include real estate market analysis, economic impact analysis, GIS, and community engagement. He has led initiatives analyzing housing affordability, workforce dynamics, and neighborhood revitalization.

His ability to bridge data and storytelling enables local leaders to make informed, actionable decisions. August is adept at managing cross-sector collaborations and aligning diverse stakeholders around shared development goals. He is committed to delivering grounded, implementable strategies that reflect real-world conditions and community priorities.

### **EDUCATION**

#### **Portland State University**

Masters of Urban & Regional Planning

#### **Portland State University**

B.A. English & German, Minor Sustainable Development

### **ECONOMIC & MARKET STUDY EXPERIENCE**

#### **Market Analysis of Jimmy Carter Boulevard**

Gwinnett County, Georgia

#### **Atlanta Beltline Market Analysis**

Atlanta, Georgia

#### **Comprehensive Economic Development Strategy**

GWRC Region, Virginia

#### **Site Scoring**

George Washington Regional Commission, Virginia

#### **Economic Mobility Analysis**

Economic Development Administration

#### **Demographic Analysis**

DeKalb County, Georgia

#### **Real Estate and Demographic Analysis**

Chicago, Illinois

#### **Corridor Study, Allan Boulevard**

Beaverton, Oregon



# BRIAN COSSMAN, PE, CCM, PMP

Project Manager

## CONTACT

 bcossman@handp.com

 434.546.3325

## QUALIFICATIONS

Years with H&P: 19

Years of Experience: 28

## EDUCATION

B.S., University of Dayton, Engineering Technology Electrical Engineering, 1996

Master of Engineering, Project Management, University of Maryland, 2009

## REGISTRATIONS

Professional Engineer:

VA #0402039637 (2004)

NC #043344 (2016)

WV #21323 (2015)

MD #05-54762 (2019)

GA #PE045103 (2019)

PA #PE089284 (2018)

TX #135925 (2019)

SC #39095 (2021)

Master Electrician:

VA #2710041042 (2003)

LEED Accredited Professional (2008)

Certified Construction Manager (2016)

Confined Space Entry Training for Construction (2019)

## PROFILE

Brian is a licensed professional engineer with experience in electrical, civil, and mechanical engineering. His expertise lies in system funding, construction/contract administration, and total project management. He has experience in the design of utility (gas, water, sewer) systems, including layout, modeling, sizing of utilities, pump station design, water tank design, and engineering studies.

## PROJECT EXPERIENCE

### Amherst County Economic Development Authority - Dillard Site Development

Project Manager responsible for providing engineering services to bring the Dillard site, specifically Lots B & D, from Tier 2 to Tier 4 in the VEDP VBRSP. For Tier 3 due diligence, we evaluated the entire 500+ acre parcel preparing updated wetland delineations and endangered & threatened species studies while preparing new boundary/topographic/ALTA surveys, geotechnical investigation reports, traffic impact analysis, and preliminary engineering report. The PER prepared multiple development options for the initial 2 lots to be developed on the parcel.

### Amherst County Economic Development Authority - VBRSP Route 210 Connector

Project Manager responsible for bringing Parcel ID 161 (100+ acres) from a Tier 1 to a Tier 3 in the VBRSP program. Tasks included topographic survey, ALTA/NSPS Land Title Survey, Geotechnical Engineering, laboratory analyses, jurisdictional stream assessment and wetland delineation, Phase I Environmental Site Assessment, Cultural Resources Review, Threatened & Endangered Species Review, civil engineering including county rezoning, traffic impact analysis, PER, and civil conceptual documents.

### Bedford County Economic Development Authority - VBRSP New London Tier Update


Project Manager responsible for engineering services to update the VEDP Tier status of the remaining vacant Phase I lots for a 300+ acre parcel. Services include survey, geotechnical engineering, environmental investigations and civil engineering including conceptual lot layouts.



# MIKE VELLINES, PE, CBO

Director of Land Development

## CONTACT

 mvellines@handp.com

 540.552.5592

## QUALIFICATIONS

Years with H&P: 1

Years of Experience: 13

## EDUCATION

M.S., Virginia Polytechnic Institute & State University, Civil Engineering, 2022

B.S., Virginia Polytechnic Institute & State University, Civil Engineering, 2011

## REGISTRATIONS

Professional Engineer:  
VA #0402055081 (2016)

VA DEQ Dual Combined Administrator

VA DHCD Certified Building Official

## PROFILE

Mike has performed extensive stormwater technical designs and regulatory compliance reviews. He has spent more than a decade thinking outside the box to design unique stormwater management solutions that address the owner's goals and aims to keep the project as cost-effective as possible. His time in the VT Facilities Department has given him a unique understanding of the challenges and opportunities in construction on a college campus as well as an owner's perspective when looking at projects. He brings a deep understanding of site-specific stormwater design and watershed planning to each project and understands the work involved in all stages of a project life cycle from preliminary design to record reports.

## PROJECT EXPERIENCE

### **1st and Main Development, Danville, VA – Hyatt Studios**

Project Manager for a new Hyatt Studios hotel on an existing brownfield site right along the Dan River. The site was approximately 5 acres and was completely within the 100-year floodplain but provided a great location along the river. The project was fast-tracked with time to construction once design started at less than 4 months.

### **Montgomery County, Shawsville, VA – Montgomery County Shawsville EMS Station**

Project Manager and Engineer responsible for the overall design of a new EMS facility in Shawsville. The design included overall site, grading, and drainage plans as well as stormwater calculations and erosion and sediment control design. The design also required a Maintenance of Traffic plan as part of the construction sequencing. The project included a new facility for EMS staff and indoor parking bays for EMS vehicles and equipment.

### **Halifax IDA, South Boston, VA – Residential Development PER and Concept Plan**

Project Manager involved with the Halifax IDA on an economic development project outside of South Boston. This project involved developing several conceptual layouts for selection by the IDA staff. Once the concept plan was selected, the project then transitioned into putting together a preliminary engineering report for the area and next steps for the IDA.

### **Virginia Tech, Blacksburg, VA – Multi-Modal Transit Facility**

Project Manager responsible for the overall design and construction of a new transit facility as well as two large bus loops with shelters. The site area was approximately 14 acres and was designed to meet ADA requirements and Universal Design concepts throughout the entire area. The facility is the main transit hub for all the Blacksburg Transit buses that serve the campus and the surrounding area.





# GRETCHEN B. CLARK, PE

Chief Operations Officer

## CONTACT

 gclark@handp.com

 434.485.2478

## QUALIFICATIONS

Years with H&P: 20

Years of Experience: 27

## EDUCATION

B.S., Virginia Polytechnic Institute & State University, Civil Engineering, 1997

B.S., Virginia Polytechnic Institute & State University, Biological Systems Engineering, 1997

## REGISTRATIONS

Professional Engineer:

VA #0402036397 (2002)

NC #030273 (2002)

## BOARDS

Virginia Tobacco Commission Board

## PROFILE

Gretchen has provided oversight of projects ranging from sight development plans to water and sewer projects. She has designed and managed various types of projects including master plans, preliminary engineering studies, water, sanitary sewer, storm sewer, stormwater management, and roadway projects.

## PROJECT EXPERIENCE

### **Campbell Co. Schools, Rustburg, VA - Rustburg Middle School**

Project Manager for the environmental permitting portion of the project. This included preparing permit applications for necessary wetland and stream impacts. These applications were coordinated with other consultants, the civil design team, Army Corps of Engineers and Department of Environmental Quality.

### **Delta Star, Lynchburg, VA - 80,000 SF Manufacturing Space Expansion**

Project Manager responsible for site engineering for an 80,000 SF manufacturing space expansion, additional parking, and a 10,000 SF office building.

### **First Piedmont Corporation, Danville, VA - Phase I Environmental Site Assessment**

Project Engineer for a field assessment of the property to evaluate for recognized environmental conditions. Performed database searches to collect historical information on how the property was used and the potential for environmental contamination. Conducted interviews with past owners and employees at the facility to determine awareness of spills or buried waste on the property.

### **Coleman Site, Danville, VA - Development of Industrial Parcel**

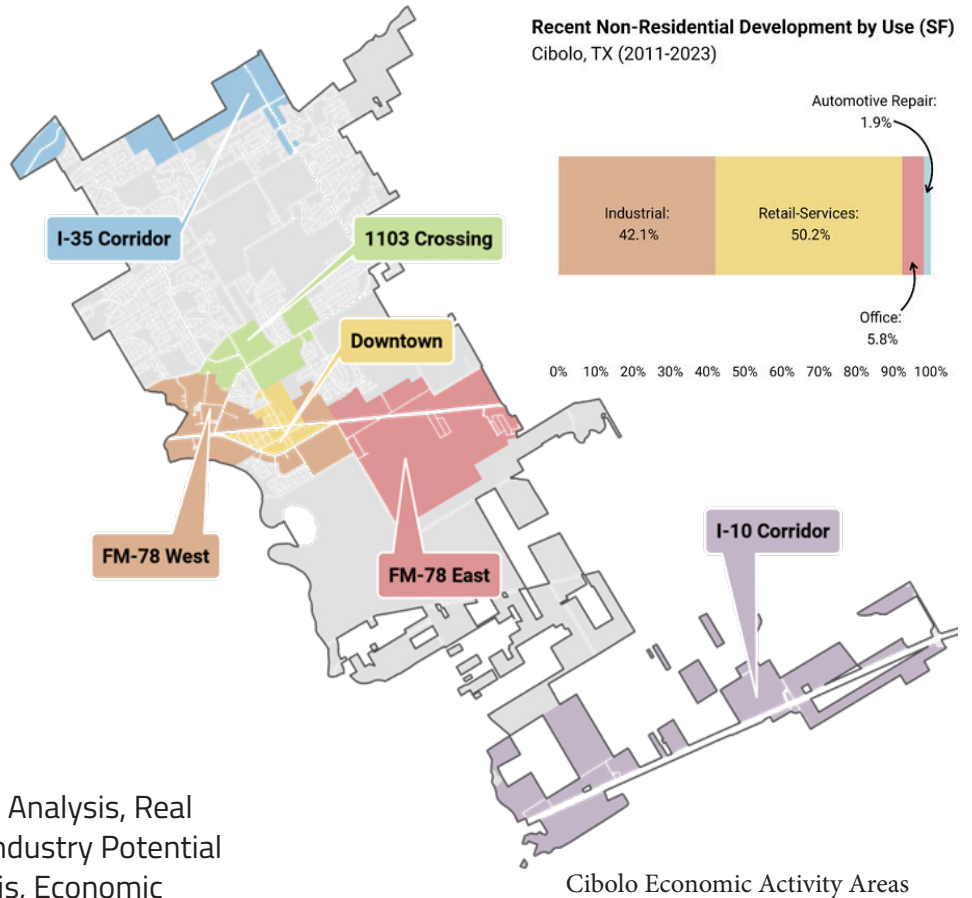
Project Engineer responsible for a Preliminary Engineering Report, floodplain study, Phase I intensive cultural resources review and relocation, and Water of the US delineation and permitting with the Army Corps of Engineers and Department of Environmental Quality. The project also included a search of endangered species and coordination with State and Federal agencies.



# RELEVANT EXPERIENCE

# Strategic Economic Development Plan

## City of Cibolo, Texas



### RKG SERVICES

Demographic and Economic Base Analysis, Real Estate Market Research, Target Industry Potential Analysis, Opportunity Site Analysis, Economic Development Strategies and Implementation Framework

### SITUATION

Cibolo has transformed from a small community steeped in agriculture to a populated regional suburb. However, past developments have been mostly dedicated to single-family detached homes, limiting the City’s economic development potentials. The City is interested in identifying market-driven opportunities and strategies to ensure long-term economic sustainability.

### RKG APPROACH/SOLUTION

RKG identified four potential target industries based on quantitative and qualitative analysis: 1) Transportation Parts & Components Manufacturing, 2) Intermediate Components Manufacturing, 3) Acute and Specialty Health Care, and 4)

Entrepreneurial Development. RKG also worked with city staff and the Economic Development Corporation (EDC) board of directors to understand specific economic development opportunity sites within Cibolo. A total of six economic activity centers were identified for further analysis, which have the greatest current, or short-term (less than five years) opportunity for economic development investment and coordination with the city’s comprehensive plan. RKG crafted strategies and recommendations based on feedback from local and regional implementation partners, empirical research, and input from the City of Cibolo EDC, elected officials, and staff, detailing the defined principles, goals and “priority action” recommendations and implementation steps.

### RESULTS

The study was completed in May 2024.

# Economic Development Strategy

## Alpharetta, Georgia

### RKG SERVICES

Demographic and Economic Base Analysis, Real Estate Market Analysis, Target Industry Analysis, Opportunity Site Analysis, Implementation Strategy

### SITUATION

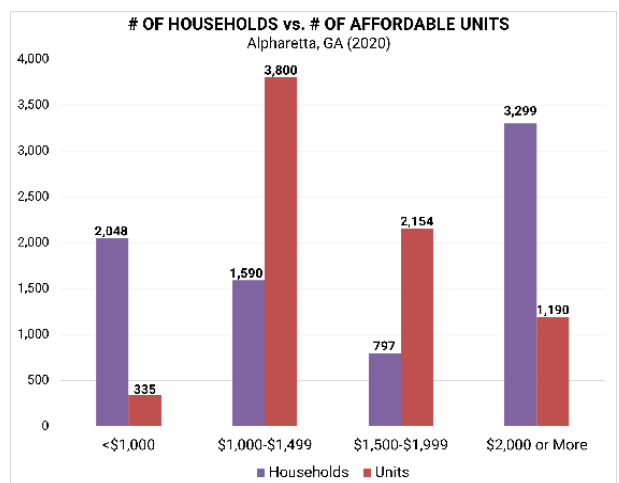
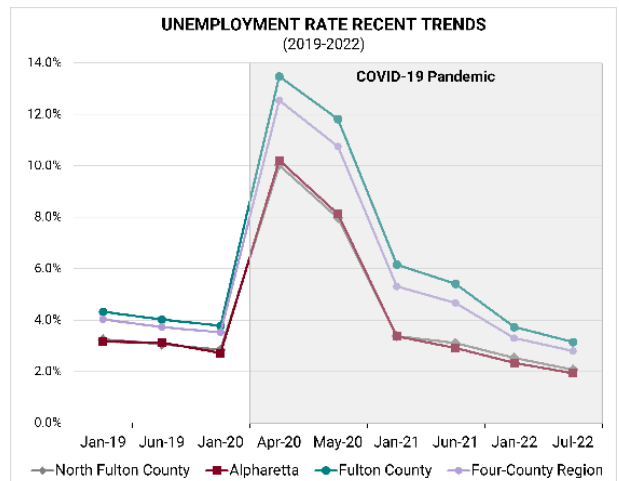
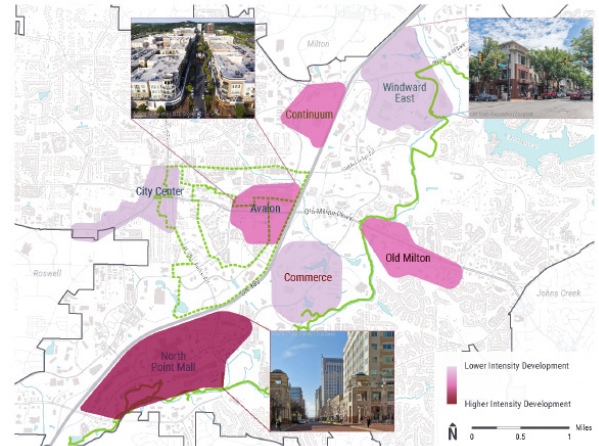
The City of Alpharetta was one of the most successful economic development stories of the 1980s, 1990s, and 2000s. Prior to the COVID-19 pandemic, the city had a daytime population approximately double its permanent resident count. Located at the heart of Atlanta’s “Technology Corridor”, the City of Alpharetta is the financial technology center of the region, and known throughout the U.S. However, Alpharetta ‘grew up’ in the suburban office park model, hosting several large office park campuses with separated retail nodes and a high concentration of traditional suburban neighborhoods. A community that once touted being a location where offices workers can afford live and work in single family subdivisions is suddenly facing changing market dynamics, increased remote working, and a growing preference for highly amenitized live-work-play environments from companies and workers.

### RKG APPROACH/SOLUTION

RKG performed a detailed analysis and outreach effort to community leaders, community businesses, and implementation partners to refine the city’s economic development priorities, inventory current market conditions, identify emerging opportunities/challenges, and provide the city a more strategic approach to meeting the needs of the emerging markets influencing north Fulton County. RKG engaged with city leadership and a broad representation of business and community leaders to identify market, regulatory, and land use opportunities to embrace Alpharetta’s ‘new normal’.

### RESULTS

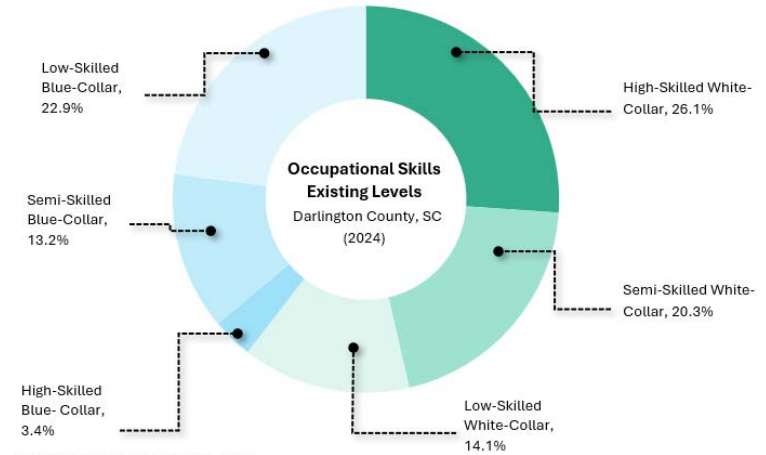
The final plan was completed in 2023.



# Strategic Economic Development Plan

## Darlington County, South Carolina

Figure 6-2: Distribution of Occupation Skillsets



Source: Lightcast, RKG Associates Inc., 2024



### RKG SERVICES

Demographic and Economic Base Analysis, Real Estate Market Research, Target Industry Potential Analysis, Workforce Capacity Assessment, Quality of Life Analysis, Community Survey, SWOT Analysis

### SITUATION

Darlington County is a part of the Florence Metropolitan Statistical Area and possesses a range of strengths and opportunities that position it for economic development and long-term growth. At the same time, Darlington County faces key challenges that impact its economic potential. These include a declining population, a shortage of skilled workers, limited local educational completions in high-demand fields, and the out-migration of young professionals. The 2025 Strategic Economic Development Plan (SEDP) is designed to serve as a roadmap for attracting sustainable investment, creating jobs, and building a more resilient local economy.

### RKG APPROACH/SOLUTION

The SEDP provides three foundation steps

necessary to build towards success, including defining the vision, assessing market opportunities, and assessing market opportunities. Based on data analyses of socioeconomic trends, housing market affordability, real estate market conditions and trends, target industry analysis, and community survey results, as well as feedback from the Working Group, RKG identified the following priority actions: Expand Business Recruitment, Retention, and Expansion; Continue Building Workforce Development; Outreach, Marketing, and Communication. RKG also identified 11 overall goals and developed an Implementation Matrix with 172 action items.

### RESULTS

The draft report for the 2025 Strategic Economic Development Plan is completed and is currently under the County's review.

# Economic Development Strategy

## Sandy Springs, Georgia

### RKG SERVICES

Demographic Analysis, Real Estate Market Analysis, Target Industry Cluster Analysis, Site Opportunity Analysis, Organizational Analysis, and Implementation Strategy Preparation.

### SITUATION

The City of Sandy Springs was incorporated in 2005 as a response to the local residents' dissatisfaction with the services provided by Fulton County. The City adopted a public-private partnership strategy, engaging the private sector to administer municipal functions. The City created its first economic development plan in 2012. Over time, the City realized that not all functions are best implemented through outsourcing. In 2019, the City hired its first full-time economic development director. As part of this process, the City realized it needed to update its strategic economic development plan to recalibrate to current market conditions and refine the specific goals and outcome expectations.

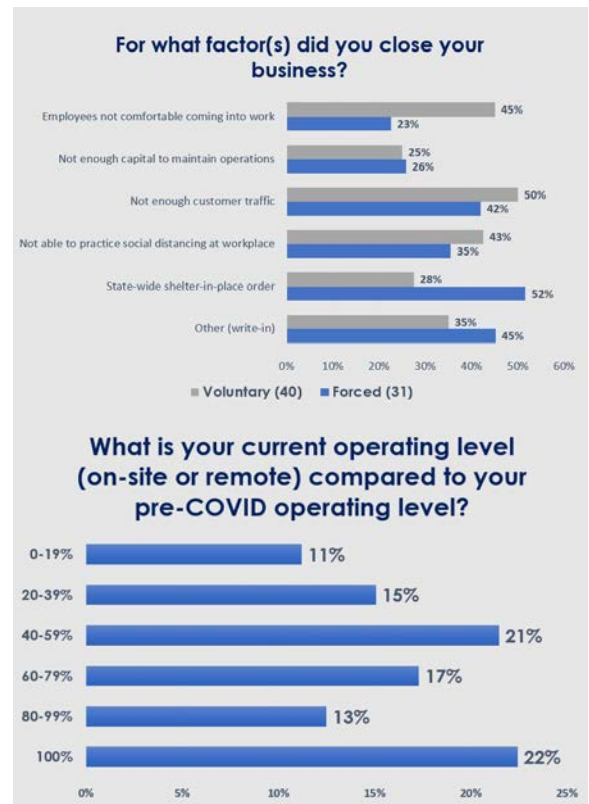
### RKG APPROACH/SOLUTION

RKG Associates was engaged to prepare the economic development plan update. RKG engaged with elected leaders, city staff and a working group comprised of implementation partners and business leaders from the City. The 10-month process overlapped with the start of the COVID-19 pandemic, forcing the City and RKG to modify the empirical analysis to account for potential short-term and long-term market impacts.

RKG also analyzed the demographic, economic, real estate, and business retention/recruitment climate of the highly successful North Fulton County marketplace within context of the greater metropolitan Atlanta region as well as its competitiveness within the greater Southeastern United States.

### RESULTS

The City's implementation plan has focused the City on three main approaches. [1] Continue to build



regional relationships to leverage local resources in business recruitment. Sandy Springs' market draw is regional, requiring input and participation from outside entities (i.e. the State of Georgia) for Sandy Springs to continue to be successful in corporate headquarters recruitment and retention. [2] Refocus local efforts on small business development retention. The process revealed there are numerous opportunities for the City's economic development staff to support existing businesses to expand and create strategic partnerships with other companies in the City. Additional staffing and financial resources were needed to maximize the benefit of this opportunity. [3] Clearly define the roles and responsibilities for implementation. The City's economic development staff was insufficient to execute the full vision of the City Council. In the absence of that capacity and clear direction from the elected leaders, other organizations were addressing the unmet needs outside the engagement and support of the City. The implementation plan provided the City a clear organizational strategy, partner role definition, and requisite staffing needs to avoid future duplication of services.

# Economic Diversification Strategy

## Ingleside, Texas

### RKG SERVICES

Economic Base Analysis, Real Estate Market Analysis, Regional Workforce Analysis, and Site Master Planning Services.

### SITUATION

Located near Corpus Christi, Texas, the City of Ingleside had developed a large military presence over the past few decades. This, in large part, was due to the presence of Naval Station Ingleside (NSI). However, the 2005 Base Realignment and Closure (BRAC) Act identified NSI to be closed by 2010. Once complete, this decision will substantially alter the City and the region's economic vitality as approximately 7,000 direct and indirect jobs are projected to be lost.

The Ingleside Local Redevelopment Authority (LRA) was created to mitigate the local and regional impacts resulting from the Base closing. Through the use of a U.S. Office of Economic Adjustment (a Department of Defense agency) Advance Planning Grant (APG), the LRA led an effort to identify opportunities to diversify the regional economic base. In addition to the economic diversification strategy, the LRA was also charged with studying the redevelopment options for the 155-acre Electromagnetic Reduction (EMR) facility site that the Navy will be vacating.

### RKG APPROACH/SOLUTION

RKG Associate was retained by the LRA to conduct a three-part study that would address the economic shifts due to the Base closure. First, an economic diversification study was prepared to analyze the region's current employment base, identify workforce characteristics and develop a target industry implementation plan that complements local strengths while diversifying the economic base. In addition, a redevelopment plan for the surplus Naval



property and a U.S. Department of Housing and Urban Development (HUD) homeless submission report were also prepared.

### RESULTS

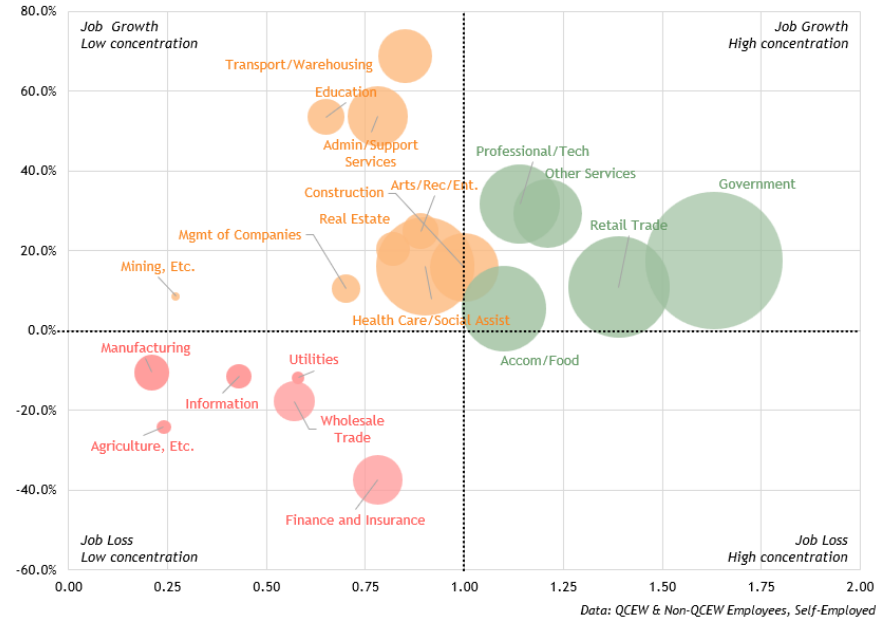
RKG was rehired by the LRA to assist with transitioning the agency into an implementation phase. The new role included a Conveyance application and land transfer process.

# Comprehensive Economic Development Strategy (CEDS)

## George Washington Regional Commission, Virginia



Industry Clusters (2014-2024)  
GWRC Region



### RKG SERVICES

Demographic Analysis, Workforce Analysis, Entrepreneurial Analysis, Competitive Indicator Analysis, Target Industry Analysis, SWOT Analysis, Action Plan and Evaluation Framework Development, Stakeholder Interview, Public Survey

### SITUATION

The George Washington Region is undergoing an economic transformation that will require careful planning and coordination to balance the emerging economic opportunities with the long-standing goals and vision of local residents for their community. Situated between Washington D.C. and Richmond, the Region has been steadily “feeling” the rising growth and development pressure of these expanding markets. This Comprehensive Economic Development Strategy (CEDS) study represents the first comprehensive economic development strategy of its kind for the George Washington Region.

### RKG APPROACH/SOLUTION

RKG combined rigorous economic data and target industry identification analyses with site visits, interviews, a public survey, and collaboration with the CEDS Strategy Committee throughout the 15-month process. The process of planning and engagement during this study brought together stakeholders from across the region, illuminating both shared opportunities and the distinct assets that make up the George Washington Regional Commission (GWRC) area. The study also includes data- and market-driven SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, economic resilience planning and implementation study, as well as implementation strategy development.

### RESULTS

The study is currently ongoing.



# FALLING BRANCH CORPORATE PARK

## MONTGOMERY COUNTY, VA



### CLIENT

Montgomery County EDA  
755 Roanoke Street, Suite 2H  
Christiansburg, VA 24073

### CONTACT

Mr. Brian Hamilton, CEcD  
Director  
540.382.5732

### SERVICES

Surveying/Mapping  
Planning  
Grading Management Design  
Stormwater Management Design  
Utility Roadway Design  
Conceptual Planning  
Inspection  
Contract Administration

### COST

Various

### COMPLETED

Ongoing

H&P has been providing site/civil and professional design services for this project since 2000. H&P used GIS to evaluate the suitability of 360 sq. miles of Montgomery County for industrial development, narrowed the scope to 33 areas ranging from 50-1,000 acres each, provided preliminary layouts and cost estimates on development for ten sites, and recommended three sites for further study. After the prime site at Falling Branch was selected, Hurt & Proffitt, Inc. performed an Environmental Site Assessment and prepared a Preliminary Engineering Report of the 200 acre site following standards of the Rural Economic Development Grant Program. Expansion of the site to 700 acres has been evaluated including coordination with area road and utility planning. Funding applications were prepared and filed with Rural Development for developing the first phase. Detailed design included an overall grading plan, storm water management, erosion control provisions, and access road in coordination with VDOT plans for a new Interstate-81 interchange. Utilities were furnished by the Town of Christiansburg. H&P continues to provide site civil engineering services for projects that are constructed in the park, and recently assisted with Preliminary Engineering Services for Phase II.

H&P has provided site civil engineering services for the following projects that have been constructed in the park:

- |                         |                                    |
|-------------------------|------------------------------------|
| Prestar Packaging       | Parkway Drive Roadway Plans        |
| Lyon-Conklin Co. of VA  | Lots 7 & 8 Roadway Plans           |
| Echostar (Dish Network) | Technology Drive Roadway Plans     |
| Inorganic Ventures      | Stormwater Mgmt. Facility Upgrades |
| Polymer Solutions       |                                    |





# FLOYD REGIONAL COMMERCE CENTER

FLOYD, VA



## CLIENT

Floyd County  
120 West Oxford Street  
Floyd, VA 24091

## CONTACT

Dr. Linda Millsaps  
County Administrator  
540.745.9300

## SERVICES

Master Planning  
Environmental  
Site Design

## COST

Various

## COMPLETED

Ongoing

H&P has been involved with the Floyd Regional Commerce Center since its inception providing services ranging from site investigations, conceptual layouts, Phase I ESA, historic resources permitting, etc. We have also designed a regional stormwater management facility and completed site designs for several individual parcels.

Currently we are working with on three different projects within the park:

1. Industrial access road for Phase II of the park. This involves design for an approximately 1100-foot access road with adjacent multi-use trail, drainage, and utilities. This project is currently in the bidding process.
2. Development of Lot 4 which was recently completed and involved design of access, utilities and parking lot for a shell building to be marketed by the EDA. We also assisted with construction phase services. The site design also has provisions for potential expansion of the facility.
3. Hollingsworth & Vose Expansion - H&P provided site design services for an expansion of the existing H&V plant facility including grading, utilities, parking, and stormwater management. This project is currently under construction.



# DILLARD SITE DEVELOPMENT, DIXON TRACT

## AMHERST COUNTY, VA



### CLIENT

Amherst County Economic Development Authority  
328 Richmond Highway  
Amherst, VA 24521

### CONTACT

Ms. Victoria Hanson  
Executive Director  
434.946.5200

### SERVICES

Survey  
Civil Engineering & Preliminary Engineering Report  
Traffic Impact Analysis  
Wetland Delineation  
Cultural Resources Review  
Geotechnical Engineering  
Environmental Investigations  
Railway Engineering

### COST

\$377,000

### COMPLETED

Ongoing

H&P is currently providing engineering services to the Economic Development Authority of Amherst County (EDA) to bring the Dillard site, specifically Lots B & D, from Tier 2 to Tier 4 in the VEDP Virginia Business Ready Site Program (VBRSP). For Tier 3 due diligence, we evaluated the entire 500+ acre parcel preparing updated wetland delineations and endangered & threatened species studies while preparing new boundary/topographic/ALTA surveys, geotechnical investigation reports, traffic impact analysis, and preliminary engineering report. The PER prepared multiple development options for the initial 2 lots to be developed on the parcel.

Lots B & D proceeded to obtain Tier 4 in the VBRSP system. Lot B is a 51.7-acre lot where 2 site designs were created, depending on the needs of the prospect. Option 1 minimized the wetland and stream impacts to prevent any mitigation while Option 2 created the largest possible pad on the lot. Option 1 creates a pad that will accommodate a 250,000 sf building with required parking and site features. Option 2 would create a pad that would accommodate a 400,000+ sf building with required parking and site improvements. Option 1 has been submitted to regulatory agencies for approval, with Option 2 ready to submit if a prospect requires the additional space.

Lot D is a 108.8-acre lot where a 80 acre pad was created to accommodate a 1,000,000 sf building, parking, infrastructure, and roads. Included in the design of Lot D was a rail spur to provide rail service to a prospect. Included in the design of this pad was an access road and a stub for future roadway extensions. The site plan has been submitted to regulatory agencies for approval.

For both lots, design services included civil site work, grading, erosion & sediment control, stormwater management, roadway/entrance design, and water/sewer utilities.





# MEGA SITE

## SMYTH COUNTY, VA



### CLIENT

Smyth County  
121 Bagley Circle, Suite 100  
Marion, VA 24354

### CONTACT

Mr. Scott Simpson  
County Engineer  
276.783.3298

### SERVICES

Site Design  
Stormwater Management  
Survey

### COST

\$5,000,000

### COMPLETED

2013

Smyth County and the Industrial Development Authority determined a need for locating a mega-site for industrial development. After receiving a Special Projects Mega-Site Grant through the Virginia Tobacco Commission, the County retained H&P to evaluate 8 sites. Following our detailed study, a 70 acre site was selected and H&P continued with design services.

A portion our design work included development of a demolition plan to clear the chosen site and prepare it for new construction. This involved coordination of utilities such as gas, electric, communication, and water, and the coordination of salvaged items.

Additional work included site layout, building pads, parking lots and sidewalks, site grading, a master drainage and storm water management plan, and the design of both on-site and off-site utilities.





# VBRSP ROUTE 210 CONNECTOR

## AMHERST COUNTY, VA



### CLIENT

Amherst County Economic Development Authority  
328 Richmond Highway  
Amherst, VA 24521

### CONTACT

Ms. Victoria Hanson  
Executive Director  
434.946.5200

### SERVICES

- Survey
- PER & Civil Engineering
- Traffic Impact Analysis
- Environmental Investigations
- Wetland Delineation
- Geotechnical Engineering

### COST

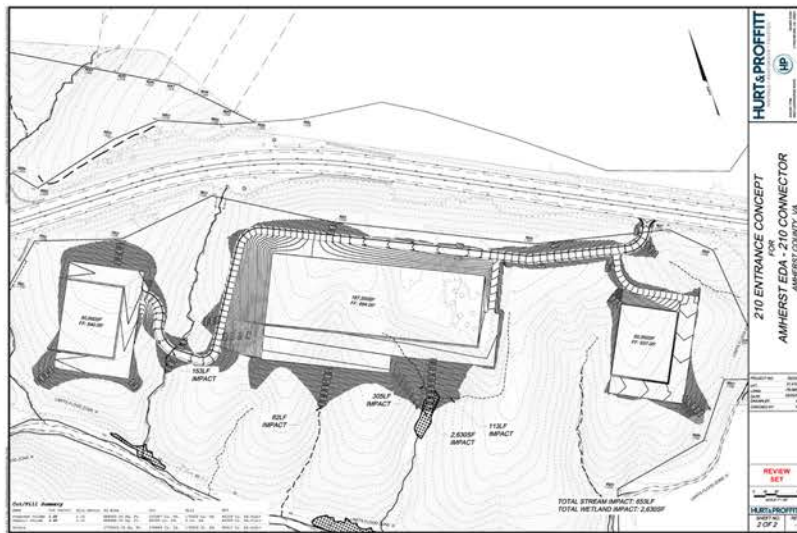
\$168,400

### COMPLETED

Ongoing

H&P was responsible for bringing a 100+ County owned parcel from a Tier 1 to a Tier 3 in the VEDP Virginia Business Ready Site Program. Due diligence activities were conducted on the entire site including master planning and conceptual civil designs.

Tasks included topographic survey, ALTA/NSPS land title survey, geotechnical engineering, laboratory analyses, jurisdictional stream assessment and wetland delineation, Phase I Environmental Site Assessment, Cultural Resources Review, Threatened & Endangered Species Review, civil engineering including traffic impact analysis, PER, and civil conceptual documents.





# MONTGOMERY COUNTY EDA TORC ROBOTICS BLACKSBURG, VA



## CLIENT

Montgomery County EDA  
112 Huffard Drive  
Bluefield, VA 24605

## CONTACT

Mr. Brian Hamilton, CEcD  
Economic Development Director  
540.382.5732

## SERVICES

Site Design  
Survey  
Geotechnical  
Stormwater

## COST

Various

## COMPLETED

2020

H&P provided survey and civil design services for an initial site design of an office building located in Phase V of the Blacksburg Industrial Park. The site design included grading, erosion and sediment control, stormwater BMP design, parking lots, sidewalks, truck access and docks, landscaping, and utilities. After the initial plans were completed, Montgomery County EDA secured a tenant for the site (TORC Robotics). H&P revised the site plan to meet TORC's requirements, which included, among many revisions, changing the building size to approximately 20,000 sf, expandable to 40,000 sf. Once the site plans were approved by the Town of Blacksburg, H&P continued to assist with as-needed construction phase services, included progress meeting attendance, shop drawing and RFI review, site visits as necessary, and inspection of the construction of the site stormwater BMPs. The site stormwater BMPs consist of two pipe detention systems, one water quality bio-retention cell, and a Filterra water quality unit. H&P prepared as-built drawings for the BMPs and provided a certification to the Town of Blacksburg.

H&P has worked with the current facility owner on two additional projects. The first was an expansion to the parking for the site. The second project (currently finalizing construction) was a 15,000 sf building expansion and an additional parking lot expansion. Both projects required surveying, site engineering, and design of expansion of the site stormwater BMPs. H&P also provided geotechnical engineering services for the design of the expansions.

# BUDGET & FEES

# PROPOSED BUDGET

**CITY OF CELINA, TEXAS**  
**STRATEGIC POSITIONING, LAND USE ALIGNMENT & TARGET INDUSTRY DEVELOPMENT STUDY**  
**COST PROPOSAL**



TASK DESCRIPTION		BUDGET
<b>PHASE 1</b>	<b>PROJECT INITIATION</b>	
Task 1.1	Data Collection and Background Materials Review	\$850
Task 1.2	Project Kickoff Meeting	\$3,600
Task 1.3	Guided Tour and Site Assessment	\$900
<b>PHASE 2</b>	<b>ENGAGEMENT STRATEGY</b>	
Task 2.1	Key Stakeholder Interviews	\$4,200
Task 2.2	Client Interaction	\$18,840
<b>PHASE 3</b>	<b>Strategic Positioning and Target Industry Engagement</b>	
Task 3.1	Economic Base Analysis	\$1,850
Task 3.2	Workforce and Employment Analysis	\$1,850
Task 3.3	Target Cluster Refinement	\$3,750
Task 3.4	Target Industry SWOT Analysis	\$1,400
Task 3.5	Engagement and Partnership	\$2,500
<b>PHASE 4</b>	<b>Real Estate Market Trend Analysis and Demand Forecast</b>	
Task 4.1	Real Estate Market Analysis	\$3,700
Task 4.2	Multifamily Housing Demand Analysis and Forecast	\$4,450
Task 4.3	Retail Gap Analysis	\$3,750
Task 4.4	Space Demand Analysis	\$3,500
<b>PHASE 5</b>	<b>Site Identification and Readiness Analysis</b>	
Task 5.1	Site Suitability Scoring and Identification Analysis	\$5,350
Task 5.2	Site Readiness Analysis (Hurt & Proffitt)	\$14,600
Task 5.3	Strategic Parcels for Public Acquisition/Partnership	\$1,950
<b>PHASE 6</b>	<b>Land Use and Zoning Alignment Assessment</b>	
Task 6.1	Land Use and Zoning Alignment Assessment	\$2,500
<b>PHASE 7</b>	<b>Economic Impact and Scenario Modeling</b>	
Task 7.1	Economic Impact and Scenario Modeling	\$7,300
<b>PHASE 8</b>	<b>IMPLEMENTATION STRATEGY</b>	
Task 8.1	Best Practices Analysis	\$1,400
Task 8.2	Strategic Implementation Plan	\$4,500
Task 8.3	Report Submittal	\$2,950
Subtotal - Core Scope of Services		\$95,690
Reimbursable Expenses		\$3,000
<b>Total - Professional Fee for Core Services</b>		<b>\$98,690</b>



RKG Associates Inc.  
13155 Noel Rd., Ste. 900  
Dallas, TX 75240  
Phone: 972.905.4516  
[www.rkgassociates.com](http://www.rkgassociates.com)

## INSURANCE REQUIREMENTS GENERAL CONTRACTS FOR SERVICES

- A. Before commencing work, the vendor shall, at its own expense, procure, pay for, and maintain the following insurance written by companies approved by the state of Texas and acceptable to the City of Celina. The vendor shall furnish to the City of Celina certificates of insurance executed by the insurer or its authorized agent stating coverages, limits, expiration dates, and compliance with all applicable required provisions. Certificates shall reference the project/contract number and be addressed as follows:

City of Celina  
c/o Purchasing  
142 N. Ohio Street  
Celina, TX 75009

1. Commercial General Liability insurance, including, but not limited to, Premises/Operations, Personal & Advertising Injury, Products/Completed Operations, Independent Contractors, and Contractual Liability, with minimum limits of \$1,000,000 per occurrence and \$2,000,000 general aggregate. Coverage must be written on an occurrence form. The General Aggregate shall apply on a per-project basis.
  2. Workers' Compensation insurance with Texas statutory limits; and Employer's Liability coverage with minimum limits for bodily injury: a) by accident, \$500,000 each accident, b) by disease, \$500,000 per employee with a per policy aggregate of \$500,000.
  3. Business Automobile Liability insurance covering owned, hired, and non-owned vehicles, with a minimum combined single limit of \$1,000,000.
- B. With reference to the foregoing required insurance, the vendor agrees to the following:
1. A waiver of subrogation in favor of the City of Celina, its officials, employees, and officers shall be contained in the Workers' Compensation insurance policy.
  2. The City of Celina, its officials, employees, and officers shall be covered as additional insureds on the Commercial General Liability and Business Automobile Liability policies.
  3. Policies of insurance shall not be canceled, non-renewed, terminated, or materially changed unless and until thirty (30) days' notice has been given to the City of Celina.
- C. Insurance limits can be met with a combination of primary and excess/umbrella coverage.
- D. All insurance shall be purchased from insurance companies that meet a financial rating of A-VI or better as assigned by AM Best Company or equivalent.
- E. The vendor shall require any contractors, sub-contractors, and other persons doing business with or for the vendor related to the work to maintain at least the insurance as required, or their liability shall be covered by the vendor.



**CELINA**  
ECONOMIC  
DEVELOPMENT

The Texas you were promised.

# Strategic Positioning, Land Use Alignment, and Target Industry Development Study





# Purpose of the Study

- Celina is experiencing rapid growth that requires proactive, data-driven economic development planning
- Existing strategies and assumptions need to be validated against current market conditions
- The study will help align land use, infrastructure, and target industries with the City's long-term vision
- Includes analysis of regional growth trends, competitive markets, workforce, and development demand as it relates specifically to Celina's growth trajectory.
- Provides a clear framework to guide future development and investment decisions along the Dallas North Tollway and urban nodes.

- RFP received 3 submissions
- Following Staff review, RKG Associates, Inc. was selected to conduct the study
- RKG Associates is a full service economic, planning and real estate consulting firm with offices located in Boston, Massachusetts; Alexandria, Virginia; Atlanta, Georgia; and Dallas, Texas.
- Extensive experience working growing communities and EDCs
- Relevant studies:
  - City of Cibolo, Texas – Strategic Economic Development Plan
  - Ingleside, Texas – Economic Diversification Strategy
  - Alpharetta, Georgia – Economic Development Strategy
  - Darlington County, South Carolina – Strategic Economic Development Plan



# Timeline and Deliverables

- Study will commence following the execution of the contract
- Estimated completion date of July 31, 2026
- Deliverables:
  - Market and economic assessment
  - Strategic positioning and target industry recommendations
  - Site and corridor-level analysis
  - Implementation-focused guidance for the EDC and City



# Expected Outcomes

- Clear, actionable direction for future economic development efforts
- Validates and refines target industries based on market conditions, infrastructure capacity, and Celina's long-term vision.
- Improved alignment between policy, infrastructure, and development goals
- Stronger foundation for business attraction and retention
- Better tools to evaluate opportunities and prioritize public investment
- *The intent of this study is not to prescribe development, but to give the Board and City Council better information to make confident, defensible decisions as growth continues.*



Questions?