



CITY OF ALPINE
BUDGET WORKSHOP & REGULAR CITY COUNCIL
MEETING
August 18, 2026 – 4:00 PM

City Council Chambers, 803 W. Holland Avenue, Alpine, Texas 79830

1. **WORKSHOP MEETING 4:00 P.M.**

- A. Discuss Tax Rates (dependent on receipt of certified tax roll) Budget Workshop (H. Arredondo, City Manager)

2. **CALL TO ORDER - REGULAR MEETING - 5:30 P.M. -**

- A. Pledge of Allegiance to the United States Flag.
- B. Pledge of Allegiance to the Texas Flag.
- C. Determination of a Quorum and Proof of Notice of the Meeting.

3. **PUBLIC COMMENTS.** - *Each person in attendance who desires to speak to the City Council on an item on the agenda shall speak during this section. A Public Comment Card must be filled out and turned in to the City Secretary at least 5 minutes prior to the start time of the meeting. The Public Comment Card may be filled out at www.cityofalpine.com/councilcomments. Public comments may be made regarding agenda items only. Attendees must be physically present in order to address the City Council. Comments by proxy are not allowed. Public Comments are limited to 3 minutes per person. Unused time may not be yielded to other attendees. Please note that the City Council may only take action on items posted on the agenda. The Texas Open Meetings Act prohibits the Council from deliberating or taking action on an item not listed on the agenda. City Staff may ask commenters clarifying questions, respond with facts, and explain policy.*

4. **PUBLIC HEARINGS.** - *At this time, the Mayor will invite members of the public to address each item listed in this section. Comments made during this section are limited to the topic of each public hearing. Attendees must be physically present in order to address the City Council. Comments by proxy are not allowed. Public Comments are limited to 3 minutes per person. Unused time may not be yielded to other attendees. If more than one public hearing is being held, each person will be allowed to speak during each topic.*

- A. Public Hearing to obtain citizen views and comments regarding the first and final reading of Ordinance 2026-08-01, an Ordinance Amending the Fiscal Year 2025-2026 Municipal Budget to include Additional Appropriations for Extended Pool Operations, the Interlocal Agreement with Alpine ISD for Renovation of the Manuel Payne Softball Field, and Airport Fuel Costs; Providing for Severability; and Providing an effective date.

5. **PUBLIC PRESENTATIONS.** -

- A. Presentations & Recognitions
- B. Proclamations
 - i) Proclamation National Aviation Day for Wednesday, August 19, 2026.

C. Community Interest Items

- i) Mayor Announcements
- ii) City Manager Announcements
- iii) Council Member Announcements

6. **CHANGES TO POSTED AGENDA.** - ***NOTICE:*** *The City Council reserves the right to change the order of business at any time during the meeting. To change the order of business a motion, a second, and a majority vote is required.*

- A. **Items to be continued or withdrawn.** Items may be continued to the next City Council meeting or withdrawn from consideration during this agenda. Items to be continued or withdrawn require a motion, a second, and a majority vote.
- B. **Items to be removed from the Consent Agenda for separate discussion.** Items may be withdrawn from the consent agenda by a simple request by the Mayor or any City Council member. Items removed from the consent agenda will be considered in the *Items Removed from the Consent Agenda* portion of the meeting directly after approval of the items not requiring separate discussion.
- C. **Action items to be added to the consent agenda.** Adding action items to the consent agenda must be requested by the Mayor or any City Council member and requires a motion, a second, and a majority vote.
- D. **Time-Sensitive Items.** The Mayor, any City Council Member, or a member of City Staff may, by simple request, ask that time-sensitive items be considered during that section.

7. **TIME SENSITIVE ITEMS.** -

8. **CONSENT AGENDA.** -

- A. Approval of the August 4, 2026 Regular Meeting Minutes. (C. Espinoza, Interim City Secretary)
- B. Approval of the July 2026 invoice for Bojorquez Law Firm Services. (C. Espinoza, Interim City Secretary)
- C. Approval of the excused absence of Councilor Richard Portillo from the August 4, 2026 Regular City Council Meeting. (C. Espinoza, Interim City Secretary)

9. **ITEMS REMOVED FROM THE CONSENT AGENDA.** -

10. **REPORTS & PRESENTATIONS.** - *Presentations are limited to 6 minutes each. A bell will ring when the 6-minute timeframe has been reached. If further time is needed the presentation may be extended an additional 4 minutes at the discretion of the presiding officer. After the initial period and extension have passed, the presentation may be extended further by a motion, a second, and a majority vote of the City Council.*

- A. Tourism Update by Director of Tourism. Chris Ruggia. (H. Arredondo, City Manager)
- B. Alpine Public Library Update. (H. Arredondo, City Manager)

- C. Update from Property Tax Attorneys on Delinquent Tax Collection Report (H. Arredondo, City Manager)
- D. Environmental Services Projects and Updates by Environmental Services Supervisor Adelina Beall. (H. Arredondo, City Manager)

11. **INFORMATION OR DISCUSSION ITEMS.** -

- A. Discussion and possible action to accept the 2026 Certified Estimate of Property Values for the City of Alpine as submitted by the Brewster County Appraisal District. (H. Arredondo, City Manager)
- B. Discussion and possible action to approve the implementation of a new Time and Attendance System from TCP (TimeClock Plus) for payroll processing and workforce management. (H. Arredondo, City Manager)
- C. Discussion and possible action regarding the proposal submitted by TIP Strategies for economic development services for the City of Alpine. (H. Arredondo, City Manager)
- D. Discussion and possible action to consider adjustments to the FY 2026-2027 HOT Grant recommendations by reducing the previously recommended awards by \$26,500 to align with available budgeted funds. (H. Arredondo, City Manager)
- E. Discussion regarding notice of Public Hearing on the proposed Fiscal Year 2027 Budget for the Brewster County Appraisal District (H. Arredondo, City Manager)

12. **ACTION ITEMS.** - *Action items are to be accompanied by a brief statement of facts, including where funds are coming from, if applicable. (Action items limited to 10 per meeting).*

- A. Approve the first and final reading of Ordinance 2026-08-01, an Ordinance Amending the Fiscal Year 2025-2026 Municipal Budget to include Additional Appropriations for Extended Pool Operations, the Interlocal Agreement with Alpine ISD for Renovation of the Manuel Payne Softball Field, and Airport Fuel Costs; Providing for Severability; and Providing an effective date. (H. Arredondo, City Manager)
- B. Approve Resolution 2026-08-07, a resolution approving the 2026-2027 Hotel Occupancy Tax Grant Awards. (H. Arredondo, City Manager)
- C. Approve Resolution 2026-08-08 for Jacob and Martin LLC's New General Service Engineering Services Agreement. (H. Arredondo, City Manager)

13. **EXECUTIVE REPORTS.** - *Executive reports are limited to 6 minutes each. A bell will ring when the six-minute timeframe has been reached. If further time is needed the presentation may be extended an additional four minutes at the discretion of the presiding officer. After the initial period and extension have passed, the presentation may be extended further by a motion, a second, and a majority vote of the city council. Executive reports do not require individual items to be listed for presentation, but no discussion may take place during this section unless the items are listed on the agenda.*

A. **City Mayor Report**

- B. **City Manager Report:** Employee Compensation, Personnel, and Organizational Development; Budget and Financial Administration; Capital Improvement Program and

Infrastructure Projects; Streets and Transportation; Utilities Operations (Water, Wastewater, and Utility Systems); Smart Meter Implementation; Utility Billing Software Transition; Information Technology and Cybersecurity; Grants and Funding Opportunities; Requests for Proposals and Procurement Activities; Public Safety and Emergency Services Coordination; Economic Development and Tourism; Elections, Charter Amendments, and Governance Matters; Intergovernmental Relations and Regional Partnerships; Boards, Commissions, and Committees; Pending and Ongoing Projects.

14. **CITY COUNCIL MEMBER COMMENTS.** -

15. **EXECUTIVE SESSION.** - ***NOTICE:*** *The City Council reserves the right to reconvene, recess, realign, change the order of business, or adjourn into Executive Session at any time during the course of the meeting prior to adjournment, to discuss any item listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices), and 551.087 (development).*

A. Consultation with Attorney § 551.071, Texas Government Code:

- i. Discussion regarding updates on Cause No. 25485, Russell S. Allen v. Brewster County, Et.Al. (H Arredondo, City Manager)
- ii. Consultation regarding the Dis-annexation Petition for the properties known respectively as 2701 US 90, 2801 A US 90, and 2801 B US 90, Alpine, TX. (H. Arredondo, City Manager)
- iii. Consultation regarding legal matters and potential liability associated with the City's finances and financial obligations. (H. Arredondo, City Manager)
- iv. Consultation regarding legal matters and potential liability associated with the City's Municipal Water System. (H. Arredondo, City Manager)

16. **ACTION AFTER EXECUTIVE SESSION.** -

- A. Action, if any, concerning any of the items listed in executive session. (H. Arredondo, City Manager)

17. **ADJOURN.** -

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact the Office of the City Secretary at (432) 837-3301, option 1, three working days prior to the meeting for appropriate arrangements.

CERTIFICATION

I, Clarinda Espinoza, do hereby certify that this notice was posted at City Hall, in a convenient and readily accessible place to the general public, and on the City website at www.cityofalpine.com pursuant to Section 551.043, Texas Government Code. The said notice was posted by 2 P.M. on August 12, 2026, and remained so posted for at least 3 business days preceding the scheduled time of the said meeting.

WITNESS MY HAND AND SEAL
this 12th day of August, 2026.

Clarinda Espinoza

Clarinda Espinoza

Interim City Secretary



CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 4A

Department: Administration

Sponsor: Clarinda Espinoza, Interim City Secretary

Memo Prepared By: Alexandra Tackett, Deputy City Secretary

Staff Recommendation: None



AGENDA ITEM

Public Hearing to obtain citizen views and comments regarding the first and final reading of Ordinance 2026-08-01, an Ordinance Amending the Fiscal Year 2025-2026 Municipal Budget to include Additional Appropriations for Extended Pool Operations, the Interlocal Agreement with Alpine ISD for Renovation of the Manuel Payne Softball Field, and Airport Fuel Costs; Providing for Severability; and Providing an effective date.

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

None

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 5Bi

Department: City Council

Sponsor: Clarinda Espinoza, Interim City Secretary

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Proclamation National Aviation Day for Wednesday, August 19, 2026.

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

1. 8-18-2026 National Aviation Day

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

Proclamation

By Catherine Eaves, City of Alpine Mayor

WHEREAS, in honor of Orville Wright's contributions to the growth and advancement of the aviation industry, President Franklin D. Roosevelt proclaimed August 19th to be National Aviation Day; and

WHEREAS, the aviation industry has continued to grow and advance and is critical to our economy and our way of life; and

WHEREAS, individuals, families, businesses, and government agencies rely on air transportation to get from place to place, move cargo between businesses, to keep our borders secure, to control wildfires, to support agriculture, and more; and

WHEREAS, the City of Alpine and the Alpine Casparis Municipal Airport employees encourage and support the aviation community.

NOW, THEREFORE I, Catherine Eaves, Mayor of the City of Alpine Texas, on behalf of the community, do hereby announce and proclaim to all citizens and set seal hereto, that August 19, 2026, as

NATIONAL AVIATION DAY

And encourage all citizens of the City of Alpine to learn more about aviation in our city and to recognize the contributions of the hardworking professionals who support all sectors of this vital industry.

IN WITNESS WHEREOF, I have hereunto set my hand this 18th day of August in the Year 2026.

Catherine Eaves, Mayor

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 8A

Department: Administration

Sponsor: Clarinda Espinoza, Interim City Secretary

Memo Prepared By: Alexandra Tackett, Deputy City Secretary

Staff Recommendation: Approve



AGENDA ITEM

Approval of the August 4, 2026 Regular Meeting Minutes. (C. Espinoza, Interim City Secretary)

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

1. 8-4-26 Workshop & Regular City Council Meeting Minutes

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

City Of Alpine
WORKSHOP & REGULAR CITY COUNCIL MEETING
Tuesday, August 4, 2026 – 4:00 PM
Minutes

1. **WORKSHOP MEETING 4:00 P.M.**

- A. Budget Workshop to review revenues, expenses, and determine council priorities. (H Arredondo, City Manager)

Mayor Catherine Eaves called the meeting to order at 4:00 P.M. The meeting was held at City Council Chambers located at 803 West Holland Avenue and via Zoom Videoconference in the City of Alpine, Texas.

City Council Members Present:

Councilor Lucy Escovedo
Councilor Rick Stephens
Mayor Catherine Eaves
Councilor Eva Martinez
Councilor Robert Rückes

City Staff and Stakeholders Present:

Henry Arredondo, City Manager
Clarinda Espinoza, Interim City Secretary
Kirk Caughman, Chief of Police
Abel Hinojos, Airport Supervisor
Jessica Isley, Building Official
Kim Morrow, Recreational Recreator
Mike Maciaz, Utilities Director
Chris Ruggia, Director of Tourism
Heather Yadon, Visitor Center Coordinator
Jennifer Stewart, Animal Serv. Supervisor
Adelina Beall, Env. Serv. Coordinator
Randy Guzman, Director Gas Dept.

Not Present: Councilor Richard Portillo

Others Present: 0 other attendees

2. **CALL TO ORDER - REGULAR MEETING - 5:30 P.M. -**

- A. Pledge of Allegiance to the United States Flag.
B. Pledge of Allegiance to the Texas Flag.
C. Determination of a Quorum and Proof of Notice of the Meeting.

Mayor Catherine Eaves called the meeting to order at 5:30 P.M. The meeting was held at City Council Chambers located at 803 West Holland Avenue and via Zoom Videoconference in the City of Alpine, Texas. Mayor Eaves led the pledge of allegiance to the flags.

City Council Members Present:

Councilor Lucy Escovedo
Councilor Rick Stephens
Mayor Catherine Eaves
Councilor Eva Martinez
Councilor Robert Rückes

City Staff and Stakeholders Present:

Henry Arredondo, City Manager
Clarinda Espinoza, Interim City Secretary
Cynthia Trevino, City Attorney
Kirk Caughman, Chief of Police
Abel Hinojos, Airport Supervisor
Jennifer Stewart, Animal Services Supervisor
Daniel Pattinson, Animal Service Officer
Morgan Gottlieb, Animal Shelter

Nicole Anderson, Animal Service Officer
Aysiah Wiser, Animal Service Officer
Kim Morrow, Recreation Coordinator
Victor Santana, HIDTA Officer

Not Present: Councilor Richard Portillo

Others Present: 9 other attendees

Mayor Eaves announced that a quorum of the City Council was present at the City Council Chambers and Interim City Secretary, Clarinda Espinoza, reported that the meeting agenda was posted by 2:00 P.M. on July 29, 2026.

3. **PUBLIC COMMENTS.** - *Each person in attendance who desires to speak to the City Council on an item on the agenda shall speak during this section. A Public Comment Card must be filled out and turned in to the City Secretary at least 5 minutes prior to the start time of the meeting. The Public Comment Card may be filled out at www.cityofalpine.com/councilcomments. Public comments may be made regarding agenda items only. Attendees must be physically present in order to address the City Council. Comments by proxy are not allowed. Public Comments are limited to 3 minutes per person. Unused time may not be yielded to other attendees. Please note that the City Council may only take action on items posted on the agenda. The Texas Open Meetings Act prohibits the Council from deliberating or taking action on an item not listed on the agenda. City Staff may ask commenters clarifying questions, respond with facts, and explain policy.*

Public Comments: None.

4. **PUBLIC HEARINGS.** - *At this time, the Mayor will invite members of the public to address each item listed in this section. Comments made during this section are limited to the topic of each public hearing. Attendees must be physically present in order to address the City Council. Comments by proxy are not allowed. Public Comments are limited to 3 minutes per person. Unused time may not be yielded to other attendees. If more than one public hearing is being held, each person will be allowed to speak during each topic.*

Public Hearing: None.

5. **PUBLIC PRESENTATIONS.** -

A. Presentations & Recognitions

B. Proclamations

- i) Proclamation of Monday, August 11, 2026 as 811 Day.
- ii) Presentation of a Proclamation Honoring Jodye Stone.

Mayor Eaves called a short recess. (5:39 P.M.)

The meeting resumed. (5:53 P.M.)

C. Community Interest Items

- i) Mayor Announcements

ii) City Manager Announcements

iii) Council Member Announcements

6. **CHANGES TO POSTED AGENDA.** - ***NOTICE:*** *The City Council reserves the right to change the order of business at any time during the meeting. To change the order of business a motion, a second, and a majority vote is required.*

- A. **Items to be continued or withdrawn.** Items may be continued to the next City Council meeting or withdrawn from consideration during this agenda. Items to be continued or withdrawn require a motion, a second, and a majority vote.

No items were continued or withdrawn.

- B. **Items to be removed from the Consent Agenda for separate discussion.** Items may be withdrawn from the consent agenda by a simple request by the Mayor or any City Council member. Items removed from the consent agenda will be considered in the *Items Removed from the Consent Agenda* portion of the meeting directly after approval of the items not requiring separate discussion.

No items were removed from the consent agenda.

- C. **Action items to be added to the consent agenda.** Adding action items to the consent agenda must be requested by the Mayor or any City Council member and requires a motion, a second, and a majority vote.

No items were added to the consent agenda.

- D. **Time-Sensitive Items.** The Mayor, any City Council Member, or a member of City Staff may, by simple request, ask that time-sensitive items be considered during that section.

No items were added.

7. **TIME SENSITIVE ITEMS.** -

8. **CONSENT AGENDA.** -

- A. Approval of June 23, 2026 Regular Meeting Minutes (C. Espinoza, Interim City Secretary)
- B. Approval of the July 7, 2026 Regular Meeting Minutes. (C. Espinoza, Interim City Secretary)
- C. Approval of the July 21, 2026 Regular Meeting Minutes. (C. Espinoza, Interim City Secretary)
- D. Approval of the appointment of Donny Greenway to the Place 1 position on the Planning & Zoning Commission. (C. Espinoza, Interim City Secretary)

- E. Approve Order 2026-06-01, an order correcting the Early Voting dates & location & Name of Early Voting Clerk for the November 3, 2026 Order of General Election. (C. Espinoza, Interim City Secretary)
- F. Approve Order 2026-06-02, an order amending the information on Section III, IV & V for the November 3, 2026 Special Charter Amendment Election. (C. Espinoza, Interim City Secretary)

RESOLUTION 2026-08-01: On a motion by Councilor Rick Stephens and seconded by Councilor Robert Rückes to approve the consent agenda as presented, the City Council unanimously adopted the motion, missing the vote of Councilor Richard Portillo.

9. **ITEMS REMOVED FROM THE CONSENT AGENDA.** -

10. **REPORTS & PRESENTATIONS.** - *Presentations are limited to 6 minutes each. A bell will ring when the 6-minute timeframe has been reached. If further time is needed the presentation may be extended an additional 4 minutes at the discretion of the presiding officer. After the initial period and extension have passed, the presentation may be extended further by a motion, a second, and a majority vote of the City Council.*

- A. Alpine Volunteer Fire Department Update from Chief James Etchison. (H. Arredondo, City Manager)
- B. Presentation for the PetSmart Charities Adoption Partnership by Jennifer Stewart. (H. Arredondo, City Manager)

11. **INFORMATION OR DISCUSSION ITEMS.** -

- A. Discussion regarding the installation of a stop sign at the intersection of South Ragin Street and East Avenue I. (L. Escovedo, City Council)

12. **ACTION ITEMS.** - *Action items are to be accompanied by a brief statement of facts, including where funds are coming from, if applicable. (Action items limited to 10 per meeting).*

- A. Approve agreement with PetSmart Adoption Partnership and City of Alpine Animal Services. (H. Arredondo, City Manager)

RESOLUTION 2026-08-02: On a motion by Councilor Rick Stephens and seconded by Councilor Eva Martinez to approve the agreement with PetSmart Adoption Partnership and City of Alpine as discussed, the City Council unanimously adopted the motion, missing the vote of Councilor Richard Portillo.

- B. Approve vehicle contract with CAPPS funded through the High Intensity Drug Trafficking Areas (HIDTA) Grant. (H. Arredondo, City Manager)

RESOLUTION 2026-08-03: On a motion by Councilor Rick Stephens and seconded by Councilor Robert Rückes to approve the vehicle contract with CAPS funded through the High Intensity Trafficking Areas (HIDTA), the City Council unanimously adopted the motion, missing the vote of Councilor Richard Portillo.

13. **EXECUTIVE REPORTS.** - *Executive reports are limited to 6 minutes each. A bell will ring when the six-minute timeframe has been reached. If further time is needed the presentation may be extended an additional four minutes at the discretion of the presiding officer. After the initial period and extension have passed, the presentation may be extended further by a motion, a second, and a majority vote of the city council. Executive reports do not require individual items to be listed for presentation, but no discussion may take place during this section unless the items are listed on the agenda.*

A. **City Mayor Report**

- B. **City Manager Report:** Employee Compensation, Personnel, and Organizational Development; Budget and Financial Administration; Capital Improvement Program and Infrastructure Projects; Streets and Transportation; Utilities Operations (Water, Wastewater, and Utility Systems); Smart Meter Implementation; Utility Billing Software Transition; Information Technology and Cybersecurity; Grants and Funding Opportunities; Requests for Proposals and Procurement Activities; Public Safety and Emergency Services Coordination; Economic Development and Tourism; Elections, Charter Amendments, and Governance Matters; Intergovernmental Relations and Regional Partnerships; Boards, Commissions, and Committees; Pending and Ongoing Projects.

14. **CITY COUNCIL MEMBER COMMENTS.** -

RESOLUTION 2026-08-04: On a motion by Councilor Rick Stephens and seconded by Councilor Robert Rückes to recess into executive session, the City Council unanimously adopted the motion. (6:46 P.M.)

15. **EXECUTIVE SESSION.** - ***NOTICE:*** *The City Council reserves the right to reconvene, recess, realign, change the order of business, or adjourn into Executive Session at any time during the course of the meeting prior to adjournment, to discuss any item listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices), and 551.087 (development).*

16. **ACTION AFTER EXECUTIVE SESSION.** -

RESOLUTION 2026-08-05: On a motion by Councilor Rick Stephens and seconded by Councilor Robert Rückes to move into regular session, the City Council unanimously adopted the motion. (7:56 P.M.)

RESOLUTION 2026-08-06: On a motion by Councilor Rick Stephens and seconded by Councilor Robert Rückes to take no action after Executive session, the City Council unanimously adopted the motion.

17. **ADJOURN.** -

There being no further business, the meeting was adjourned by Mayor Eaves. (7:57 P.M.)

APPROVED:

Catherine Eaves, *Mayor*

ATTEST:

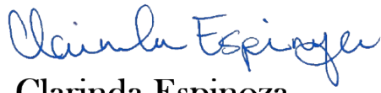
Clarinda Espinoza
Interim City Secretary

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact the Office of the City Secretary at (432) 837-3301, option 1, three working days prior to the meeting for appropriate arrangements.

CERTIFICATION

I, Clarinda Espinoza, do hereby certify that this notice was posted at City Hall, in a convenient and readily accessible place to the general public, and on the City website at www.cityofalpine.com pursuant to Section 551.043, Texas Government Code. The said notice was posted by 2 P.M. on July 29, 2026, and remained so posted for at least 3 business days preceding the scheduled time of the said meeting.

WITNESS MY HAND AND SEAL
this 29 day of July, 2026.


Clarinda Espinoza
Interim City Secretary



CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 8B

Department: Administration

Sponsor: Clarinda Espinoza, Interim City Secretary

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: Approve



AGENDA ITEM

Approval of the July 2026 invoice for Bojorquez Law Firm Services. (C. Espinoza, Interim City Secretary)

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

1. Invoice #15155 Alpine (C) (1)_Redacted

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

INVOICE

Number	15155
Issue Date	7/31/2026
Due Date	8/30/2026

City of Alpine
 Henry Arredondo, City Manager
 100 N 13th St.
 Alpine, TX 79830

Alpine - Elections

Total for Alpine - Elections	\$194.40
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Alpine - General

Total for Alpine - General	\$1,576.80
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Alpine - Land Use

Total for Alpine - Land Use	\$994.00
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Alpine - Municipal Court

Total for Alpine - Municipal Court	\$2,121.50
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Alpine - Open Records

Total for Alpine - Open Records	\$508.30
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Alpine - Personnel

Total for Alpine - Personnel	\$259.20
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Alpine - Purchasing

Total for Alpine - Purchasing	\$453.60
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Alpine - Real Estate

Total for Alpine - Real Estate	\$572.60
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Alpine - Utilities

Total for Alpine - Utilities	\$345.60
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Alpine - Water

Total for Alpine - Water	\$21.60
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Total (USD)	\$7,047.60
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Paid	\$0.00
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Balance	\$7,047.60
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Terms & Conditions

WARNING: While this document is a public record subject to release under Tex. Gov't Code Ch. 552.022(a), it might contain *Confidential/Privileged* information exempt from disclosure.

Make checks payable to Bojorquez Law Firm, PC

11675 Jollyville Road, Suite 300

Austin, TX 78759

ALL PAST DUE AMOUNTS ARE SUBJECT TO INTEREST CHARGES

Timekeeper Totals

Name	Rate	Hours	Total
Cynthia Trevino	\$209.68	30.90	\$6,479.10
Nicole E Hipp-Follweiler	\$110.00	5.10	\$561.00

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 8C

Department: Administration

Sponsor: Clarinda Espinoza, Interim City Secretary

Memo Prepared By: Alexandra Tackett, Deputy City Secretary

Staff Recommendation: Approve



AGENDA ITEM

Approval of the excused absence of Councilor Richard Portillo from the August 4, 2026 Regular City Council Meeting. (C. Espinoza, Interim City Secretary)

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

None

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 10A

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Tourism Update by Director of Tourism. Chris Ruggia. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

1. 2026-08-18-council-report-packet

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

Q2 Tourism Report 2026

data provided by
 Placer.ai



Visitor Number Q2 2026

137.7K
Total Visits to
Greater Alpine

Overview Report Dates
April 2026 - June 2026

Time Period  Home distance 
2026-Q2  50+ Miles 150+ Miles

Total Trips

38.4K

vs. 42.5K previous year (Q2 '25)
vs. 39.7K previous quarter (Q1 '26)

YoY -9.5%
QoQ -3.0%

Avg. Monthly
Visitors

10.4K

vs. 11.4K previous year (Q2 '25)
vs. 10.9K previous quarter (Q1 '26)

YoY -8.9%
QoQ -5.1%

Visit Nights

56.2K

vs. 67.1K previous year (Q2 '25)
vs. 57.9K previous quarter (Q1 '26)

YoY -16.2%
QoQ -2.8%

Total Visitor Spend

\$1.3M

vs. \$1.7M down from (Q2 '25)
vs. \$1.2M up from previous quarter

YoY -22.9%
QoQ +12.8%

Population Trend

Alpine, TX
City • Texas

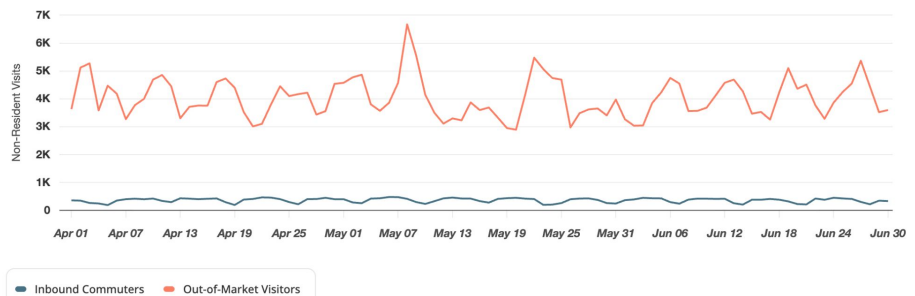
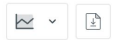
Metric:
Non-resident visits

Aggregation:
Daily

Trend Timeframe:
Report Dates

Show Average:


Split Audience:

Visitor Number Q2 2026

136.1K
Total Visits to Greater Alpine

Overview Report Dates
April 2025 - June 2025

Time Period ⓘ Home distance ⓘ
2025-Q2 50+ Miles 150+ Miles

Total Trips

+ YoY -0.2%
+ QoQ +6.0%

42.5K

vs. 42.6K previous year (Q2 '24)
vs. 40.1K previous quarter (Q1 '25)

Avg. Monthly Visitors

+ YoY +0.4%
+ QoQ +1.9%

11.4K

vs. 11.4K previous year (Q2 '24)
vs. 11.2K previous quarter (Q1 '25)

Visit Nights

+ YoY -3.5%
+ QoQ +0.0%

67.1K

vs. 69.5K previous year (Q2 '24)
vs. 67.1K previous quarter (Q1 '25)

Total Visitor Spend ⓘ

+ QoQ +22.0%

\$1.7M

Prior year data not available
vs. \$1.4M up from previous quarter

Population Trend ?

Alpine, TX
City • Texas

Metric:

Non-resident visits

Aggregation:

Daily

Trend Timeframe:

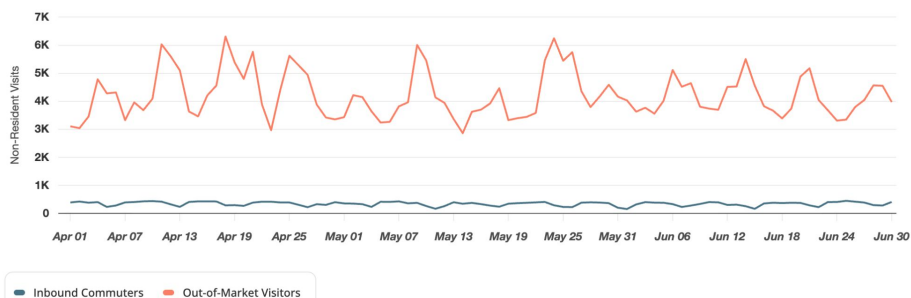
Report Dates

Show Average:

☐

Split Audience:

☒



Overnight Visitation Last 12 Months

252.3K
Visit Nights vs. 279.6K previous year

Trend Analysis ⓘ

Visualize metrics over time with flexible intervals

Metric

Overnight Visitors

Distance

50+ Miles

Time Interval

Monthly

Chart Type

Line

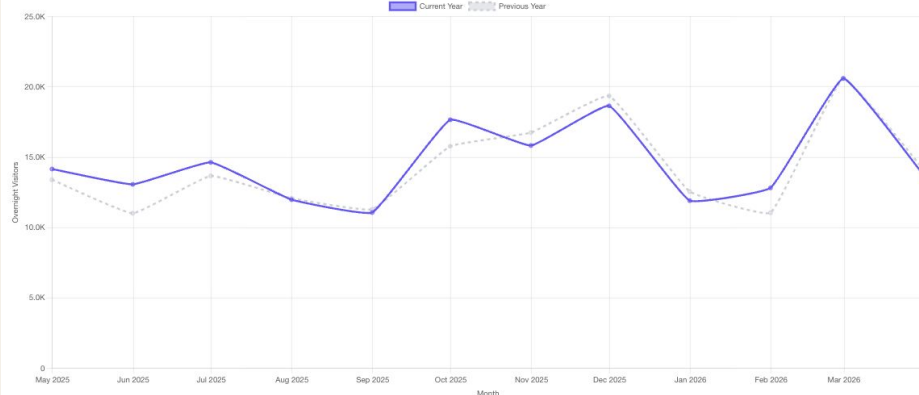
Start

April 2025

End

April 2026

☒ Compare to Previous Year



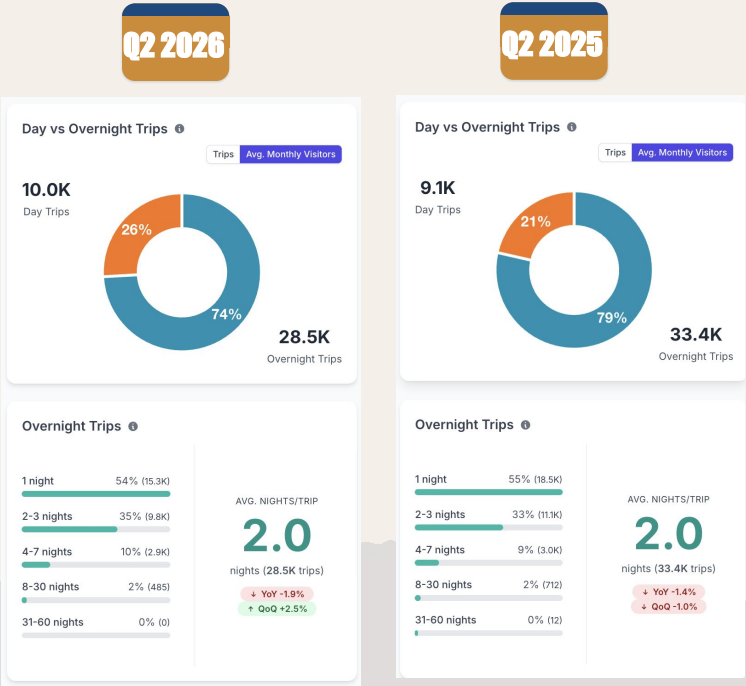
Visit Big Bend Data

VISITATION

- NUMBERS
- DATA IS FOR CALENDAR 2026 (JAN-JUNE)



Overnight Visitation Q2 2026 vs. Q2 2025



Total Spend Last 12 Months

\$5.5M

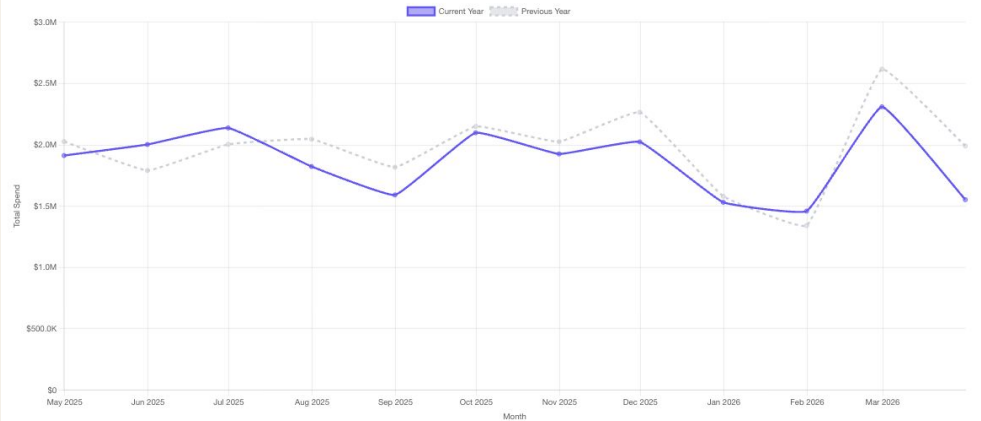
vs. \$6.4M down from July '24 - June '25

Trend Analysis

Visualize metrics over time with flexible intervals

Metric: Total Spend Distance: 50+ Miles Time Interval: Monthly Chart Type: Line Start: April 2025 End: April 2026 ☒ Compare to Previous Year

Note: Monthly spend data is only available for the last 24 months.



Top Feeder Markets Q1-Q2 2026

Top Origin Trend Matrix

Monthly rankings by trips showing market shifts and patterns

CBSA DMA Zip Code All Day Overnight 50+ Miles 150+ Miles

ALL TRIPS

RANK	JAN 26	FEB 26	MAR 26	APR 26	MAY 26	JUN 26
#1	Odessa-Midland, TX 2.2K	Odessa-Midland, TX 3.0K	Odessa-Midland, TX 3.5K	Odessa-Midland, TX 3.1K	Odessa-Midland, TX 3.8K	Odessa-Midland, TX 3.6K
#2	San Antonio, TX 1.8K	San Antonio, TX 1.5K	San Antonio, TX 1.9K	El Paso, TX 1.7K	El Paso, TX 2.2K	El Paso, TX 1.9K
#3	El Paso, TX 1.5K	El Paso, TX 1.5K	Dallas-Ft. Worth, TX 1.7K	San Antonio, TX 1.5K	San Antonio, TX 1.8K	San Antonio, TX 1.5K
#4	Austin, TX 791	Dallas-Ft. Worth, TX 804	El Paso, TX 1.4K	Austin, TX 872	Austin, TX 922	Dallas-Ft. Worth, TX 751
#5	Dallas-Ft. Worth, TX 662	Austin, TX 641	Austin, TX 1.3K	Dallas-Ft. Worth, TX 814	Dallas-Ft. Worth, TX 788	Houston, TX 596

Top Origin Trend Matrix

Monthly rankings by trips showing market shifts and patterns

CBSA DMA Zip Code All Day Overnight 50+ Miles 150+ Miles

OVERNIGHT

RANK	JAN 26	FEB 26	MAR 26	APR 26	MAY 26	JUN 26
#1	San Antonio, TX 1.6K	Odessa-Midland, TX 1.5K	San Antonio, TX 1.6K	Odessa-Midland, TX 1.4K	Odessa-Midland, TX 1.8K	Odessa-Midland, TX 2.0K
#2	El Paso, TX 1.2K	San Antonio, TX 1.3K	Dallas-Ft. Worth, TX 1.5K	El Paso, TX 1.4K	El Paso, TX 1.6K	El Paso, TX 1.5K
#3	Odessa-Midland, TX 1.1K	El Paso, TX 1.0K	Odessa-Midland, TX 1.5K	San Antonio, TX 1.3K	San Antonio, TX 1.5K	San Antonio, TX 1.2K
#4	Austin, TX 753	Dallas-Ft. Worth, TX 577	Houston, TX 1.2K	Austin, TX 768	Austin, TX 888	Dallas-Ft. Worth, TX 649
#5	Dallas-Ft. Worth, TX 609	Austin, TX 576	Austin, TX 1.2K	Dallas-Ft. Worth, TX 729	Dallas-Ft. Worth, TX 713	Houston, TX 516

Visit
Alpine
Earned
Media



10 Best Small Towns in America



Visit
Alpine
Earned
Media

Texas
Highways

EVENTS CALENDAR

Your August Event Picks



COURTESY ROBERT GREESON

Aug. 7-8, Alpine

Big Bend Ranch Rodeo

Real-life cowboys get their time to shine at this rodeo sanctioned by the Working Ranch Cowboys Association. Teams demonstrate ranching skills and training by competing in events that include bronc riding, cattle sorting, and team doctoring, where competitors on horseback separate animals, rope them, and mark them as "doctored" in a race against the clock. Committed to preserving western heritage and providing financial help to ranching families and scholarships to Sul Ross State University's rodeo program, the Big Bend Ranch Rodeo also features a trade show, youth team events, and an awards presentation.

Thank you!



CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 10B

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Alpine Public Library Update. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

Alpine Public Library's June 2026 update highlights the receipt of \$76,250 in grants for general operations, adult programming, and summer library activities. The report also provides updates on summer reading programs, adult education and GED services, and the successful first annual miniature golf fundraiser.

SUPPORTING MATERIALS

1. June 2026 web

BUDGET CONSIDERATIONS

Expenditure Required: N/A
Savings Anticipation: N/A
Current Budget FY 2025-2026: N/A
Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

Between the Lines

ALPINE PUBLIC LIBRARY

June 2026



APL's Minigolf Fundraiser

Board of Directors

Officers

Kay Tscheyka, President
Vice President, Open
Cathy Lammons, Secretary
Susie Celaya, Treasurer
Maggie Bootman, Past President

Directors

Judy Bowers
Justin Burrus
Greg Hennington
Kathy Johnson
Rick Stephens

Library Staff

Don Wetterauer
Executive Director
don@alpinepubliclibrary.org
Christine Cavazos
Technical Services Librarian
tech@alpinepubliclibrary.org
Casey Costa
Youth Services Librarian
casey@alpinepubliclibrary.org
Bianca Gutiérrez-Barrera
Adult Education Coordinator
biancab@alpinepubliclibrary.org
Joseline Cintrón
Circulation Librarian
joseline@alpinepubliclibrary.org
Nan Hatty Edwards
Circulation Librarian
nanhatty@alpinepubliclibrary.org
Lauren Furr
Circulation Librarian
lauren@alpinepubliclibrary.org
Melissa Isely
Circulation Librarian
melissa@alpinepubliclibrary.org

What's Happening at Alpine Public Library?

The library has received several grants recently. The Permian Basin Area Foundation (PBAF) provided a \$70,000 grant for general operations. PBAF has been a regular supporter of Alpine Public Library for many years. The Alfred S. Gage Foundation provided \$5,000 toward our community-hub initiative to provide adult programming. The Texas Library Association provided \$1,250 from the HEB summer library grant program.

Library summer reading programs are in full swing. Casey Costa, the library's Youth Services Librarian, has something for kids almost every day during the summer months. The national summer reading theme this year is Unearth a Story, centering on dinosaurs. Other programs include presentations from McDonald Observatory and Big Bend Ranch State Park. We are also offering Baby Songs, Tech Tuesdays, Play Doh parties, Lego Club, and Cuentos en Español with help from librarian Sandra Parada.

Alpine Public Library held a graduation of new GED recipients in early June. We honored 4 graduates with their families in attendance. There were a couple of other graduates who were unable to attend. Since the start of our "enhanced" GED program, a dozen students have received their GED certificates. The library is fortunate to have Adult Education Coordinator Bianca Gutiérrez-Barrera to keep the program organized and all the data entered. Additionally, our volunteer GED tutors, Kathy Donnell, Ellen Ruggia, and Warren Shaul, keep the students motivated and on track to finish the program. In addition to the GED program, APL offers Spanish classes, English-as-a-second-language classes, and citizenship preparation.

—Don Wetterauer, MLS, PHD
Executive Director

APL friends help the library's director and Board of Directors and serve as the library's advocates and fundraisers in the community. Friends create public support for and awareness of the library through fundraising events, outreach programs, and management of the Re-Reads bookstore. Friends are the volunteer base for the library, and the library is always looking for new friends and helpers. Find out how to be a friend at alpinepubliclibrary.org.

APL'S First Annual Minigolf Fundraiser a Success



APL's newest fundraiser, featuring an 18-hole minigolf course, was a massive success, drawing a diverse crowd that included everyone from families with strollers to young adults and retirees. The feedback was overwhelmingly positive, with many attendees praising the cleverness of the hole designs and expressing a desire to see this become a regular event.

Thanks to the support of local companies and library friends and family who sponsored the 18 holes, we were able to set up on Friday, June 5, and open by 10:00 am on Saturday. The cleanup on Sunday evening went very smoothly, and the library was fully restored and ready for normal operations by Monday morning.

The course spanned the entire library, including the Nicole Cardoza Children's Wing, the Teen Zone, Re-Reads Bookstore, and the AEP Foundation Multipurpose Room. In addition to the daytime family-oriented sessions, our adults-only date night on Saturday evening was very well received and is something we plan to continue next year. We also offered a weekend pass that allowed Saturday golfers to return for free on Sunday.

The golfers put their scorecards in a drawing for two \$50 gift coupons from Re-Reads. We also had everyone who golfed, including the littlest ones, pick their favorite hole. Congratulations to the Holland Hotel for its amazing and fun hole, which was named Best in Show. There was a tie for second place between Desert Walk, sponsored by Vast

Graphics, and Super Script Brothers, sponsored by Prescription Shop.

This achievement would not have been possible without the hard work of our volunteers, sponsors, and the U.S. Army personnel who assisted us. Sponsors included Big Bend Telephone, Holland Hotel, Hotel Limpia, Maverick Inn, West Texas National Bank, Lions Club, Rick Stevens, Twin Peaks Liquor, Vast Graphics, Prescription Shop, Museum of the Big Bend, Pat McCall, Hog Eye Cattle Company, Linda Bryant and David Kowal, Kathy and Albert Bork, Cathy Wright and David Leet, Alpine Community Projects, Betsy Helesic, and Kay and Allen Tschekya.

We are already beginning to plan for next year, and we hope to see you there for our next tournament. I want to extend my sincere thanks to everyone who made this happen. APL is truly fortunate to have such a supportive community, and we are so proud to serve everyone!

—Kay Tschekya, Board president and event coordinator





PUTT
PUTT!



Adult Ed at APL

Congratulations to our 2026 GED graduates! Jacob Barnett, Nate Curry, Adelaide Franklin, Flor Hernández Baeza, Gilbert Rodríguez, and Khristal Soto completed the program this year. On June 12, we celebrated them at our GED graduation. As always, the ceremony was filled with great laughs, a few happy tears, and cake!

Graduates invited family and friends to share this important milestone, and there were some familiar faces in the audience. Former APL students, citizenship and ESL students, and an earlier GED graduate were among those present.

Service was the theme of graduation this year. The services APL provides to the community are just as important as the resources the library makes available. As part of that service, it is important to build up members of our community, to help them reach their goals, in short, to build up Alpine as a whole. Services like ESL, citizenship, and GED classes would not be possible without a dedicated group of teachers. Our volunteers Linda Bryant, Kathy Donnell, Ellen Ruggia, and Warren Shaul are truly remarkable, and it is thanks to them that we can offer these services to our community. Graduation was a reminder of the meaningful work we are doing in our community and a motivation to continue.

—Bianca Gutiérrez-Barrera
Adult Education Coordinator/ Bookkeeper

Between the Lines

3

Special Donations

In Memory of	From
Wilbert Chan	Wini Hunton-Chan
Wilbert Chan	Kathy & Albert Bork
Ron Krut	Kathy & Albert Bork
Ron Krut	Kathy & William Donnell
Charlie Van Eman	Kathy & William Donnell
In Honor of	From
Kathy Bork	Wini Hunton-Chan
Kathy & Albert Bork	Lee Smith & Jim Robertson

Thank You
Business,
Friends!

Alpine Radio
Big Bend Coffee Roasters
Cheshire Cat Antiques
Desert Heart Jewelry
Front Street Books
Hog Eye Cattle Company
Salon Americana
Talley-Reed Insurance
Twin Peaks Liquors
Vast Graphics
Wassermann Wranch
WR Ranch
WTX Real Estate Photography



Travel
Talks

2026



June 26

Rick Gupman, superintendent of Big Bend National Park, on Wicklow Mountains National Park in Ireland

7 PM, AEP Foundation Multipurpose Room

If you have an adventure you'd like to share in 2026, contact Matt Walter:
matt.walter.777@gmail.com



Find out what's happening this month
at APL at alpinepubliclibrary.org/calendar/

Re-Reads

Gently Used Books

A Project of the Alpine Public Library

Monday–Friday 10 AM–4 PM
Saturday 10 AM–1 PM

Amazon Storefront

aplmembers.org/aplrereads

SALE

Buy one, get one

July
all hardbacks

August
all fiction

Between the Lines

4

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 10C

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Update from Property Tax Attorneys on Delinquent Tax Collection Report (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

1. City of Alpine Report - August 2026

BUDGET CONSIDERATIONS

Expenditure Required: N/A
Savings Anticipation: N/A
Current Budget FY 2025-2026: N/A
Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

WHEN EXPERIENCE, REPUTATION AND PERFORMANCE MATTER



COLLECTION REPORT TO THE CITY OF ALPINE

Submitted by: *Tara Mulanax Holmes*

2500 N. Big Spring St., Suite D
Midland, Texas 79705
www.pbfcml.com

August 2026



MISSION AND VISION

OUR MISSION

Anchored in trust, our law firm pursues excellence with a relentless dedication to reliability, respect and results, creating partnerships that fuel success.

OUR VISION

To ensure every community has the resources to prosper.



CORE VALUES



PEOPLE FIRST

Engage with people in a respectful way, showing compassion and sincerity



INTEGRITY

Be honest and ethical



ABOVE THE LINE

Exercise Ownership, Accountability and Responsibility



EXCELLENCE

Commit to methods and practices that achieve success



TENACITY

Thrive through determination, grit and resilience

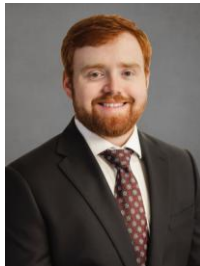
3

Your Team

- 15 Offices In Texas • 62 Attorneys • 480+ Staff
- Call Center Specialists • Truth-in-Taxation, Bankruptcy & Litigation Departments



Tara Mulanax-Holmes
Partner
tmulanax@pbfc.com
San Angelo



Greg Garrett
Attorney
ggarrett@pbfc.com
Midland



Mollie Lerew
Partner
mlelew@pbfc.com
Wichita Falls



WHEN EXPERIENCE, REPUTATION AND PERFORMANCE MATTER.

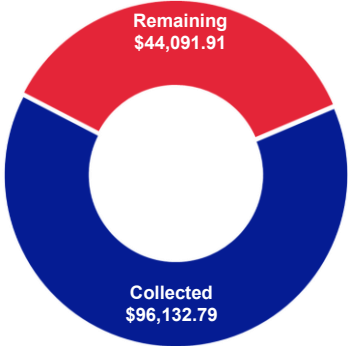
4



2024 TAX YEAR - DELINQUENT COLLECTIONS
July 1, 2025 - July 24, 2026

July 1 Turnover	• \$140,224.70
Base Tax Collected	• \$96,132.79 • 68.56%
Base Tax Remaining	• \$44,091.91

Base Tax Only - No Penalties or Interest Added

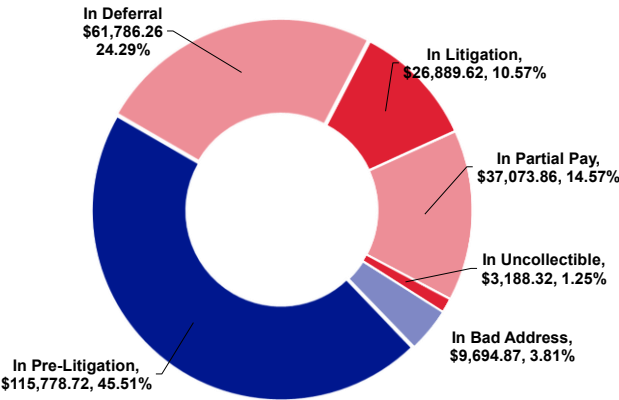


Source: Tape Downloads from Brewster Tax Office. Base Taxes Only - No Penalties or Interest Added.

5



ACCOUNT BREAKDOWN CHART



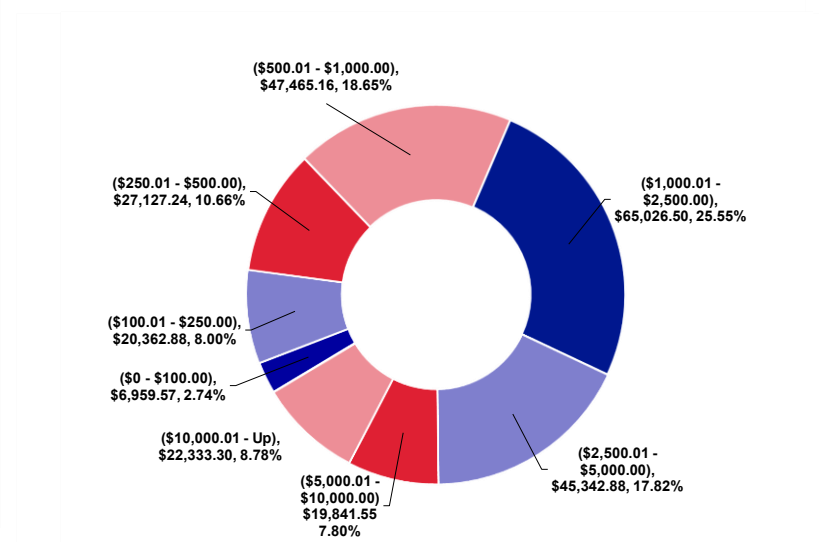
Total Base Tax: \$254,459.08

Pre-Litigation Accounts: Notification Letters, Telephone Collections, Lienholder Notification, Title Research, Property Inspection.
Source: Perdue Brandon tape download on 7-24-26 from the Brewster County Tax Office.

6



DOLLAR RANGE OF ACCOUNTS CHART



Total Base Tax: \$254,459.08

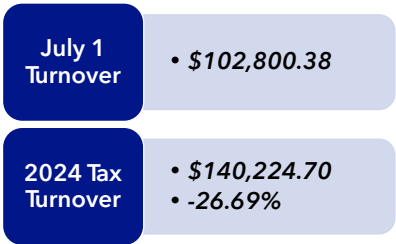
Source: Perdue Brandon tape download on 7-24-26 from the Brewster County Tax Office.

7



CURRENT COLLECTION YEAR

2025 Tax Year Turned Over 7-1-26



Total Base Tax (including 2025 Tax Year): \$273,254.07

Source: Perdue Brandon tape download on 7-24-26 from the Brewster County Tax Office.

8

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 10D

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation:



AGENDA ITEM

Environmental Services Projects and Updates by Environmental Services Supervisor Adelina Beall. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

SUPPORTING MATERIALS

1. Kokernot Lodge Ponds packet

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

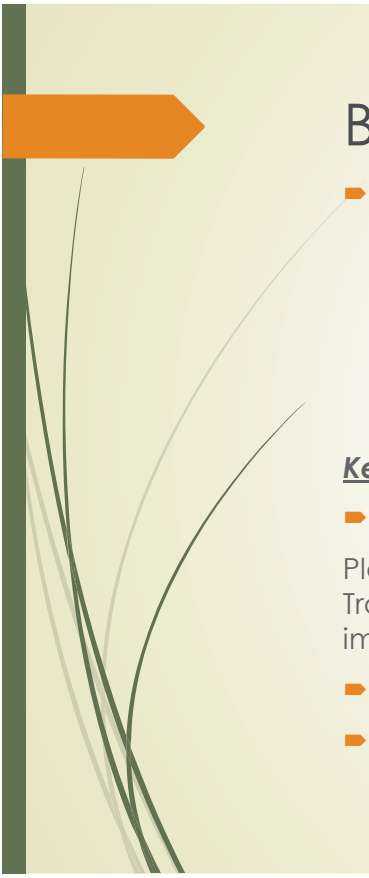
APPROVERS

Alexandra Tackett, Deputy City Secretary



Environmental Services Projects Updates

8/18/2026



Background

- These projects began approximately ~24 years ago and have been worked on intermittently with several initial partners:
 - The Rio Grande Joint Venture (RGJV)/American Bird Conservancy (ABC Birds)
 - SRSU Borderlands Research Institute (BRI)
 - Big Bend Conservation Alliance (BBCA), and
 - SRSU Faculty and local scientists

Key milestones and updates include:

- 2019 Amended Master Park Plan: Approved on August 6, 2019

Plan outlines a 10-year vision for Alpine Parks, Recreation, Open Space, and Trails. It was formulated to enrich the community by providing clear ideas on improving the city's Parks & Recreation endeavors.

- SRSU Interlocal Agreement: Approved on February 5, 2021.
- TWDB: We submitted two projects to the State Water Plan.
 - TPWD Grant: Secures a 30-year guarantee across three application phases.



Background Cont..

Key milestones and updates include:

- ▮ TWDB: We submitted two projects to the State Water Plan.
 - ▮ Strategy 1: Irrigation application of captured rainwater runoff
 - ▮ Strategy 2: Modification to wastewater treatment facility & irrigation system
- Now eligible to apply for funding from Texas Water Development board.
- TPWD Funding: Secures a 30-year guarantee across three application phases.
 - ▮ House Bill 500 – Passed May 27, 2025; Signed June 22, 2025

Purpose:

- ▮ To utilizing all available water
 - ▮ Rainwater runoff
 - ▮ Treated effluent

For grassland and riparian restoration within the project area. This initiative will improve wildlife habitat, increase biodiversity, and enhance outdoor recreation at the site.



Project Scope

Grassland Area Restoration

- ▮ Mesquite grubbing
 - ▮ May 2021 – In house Water Department employees/Equipment
 - ▮ May 2026 – Contracted professional grubbing vendor
- ▮ Seeding completed by:

West Texas Native Seeds Project - Texas Native Seeds Program - Caesar Kleberg Wildlife Research Institute - Texas A&M University Kingsville

- ▮ July 2022 - 30-40% took
- ▮ July 2026 - TBA



Project Scope

Grassland Area Restoration

Breakdown of costs for the Kokernot Park project for 2022 and 2026:

Site prep and planting: West Texas Native Seeds Project - Texas Native Seeds Program

■ 2022 Costs

- 8.5 acres discing - \$30/acre Agrilife custom rates - \$255.00
- 17 acres spraying - \$35/acre Agrilife custom rates - \$595.00
- Additional 3 acres Johnson grass spraying - \$35/acre Agrilife custom rates - \$105.00
- 17 acres seeding - \$500 per acre market rate - \$8,500.00

■ 2026 Costs

- 8.5 acres seeding - \$500 market rate - \$4,250.00

TOTAL \$13,705.00



Project Scope

Grassland Area Restoration – Next steps

■ Meeting with National Park Service Rivers, Trails, and Conservation Assistance Program (NPS – RTCA) – 7/30/2026

This program provides technical assistance to communities in the fields of recreation and conservation.

They assist project applicants (partners) develop ideas in their communities through outdoor recreation, community and landscape architecture planning.

- Trail Extension
- Bird Blind Installation
- Connect Rain Gardens



Project Scope

Next Steps: Strategy 2: Modification to wastewater treatment facility & irrigation system

- ▶ Waste Water Treatment Plant (WWTP) Effluent Reuse
 - ▶ Refurbish, and relocate tank at WWTP
 - ▶ Pump install and plumb utilities to the creek and ponds
 - ▶ Kokernot Lodge Ponds Restoration (Pilot Project)
- ▶ Creek Restoration
 - ▶ Install drip irrigation
 - ▶ Cottonwoods Trees Planting – or other recommended native species.
 - ▶ Clear invasives



Project Scope

Next Steps: Strategy 1: Irrigation application of captured rainwater runoff

- ▶ Keep Texas Beautiful/TxDOT - 2023 Governor's Community Achievement Awards

Landscape award: \$130,000 – Keep Alpine Beautiful Funding 2024

TxDOT Green Ribbon Program - \$1.4 million

City of Alpine/TxDOT – Walk through 7/31/2026

- ▶ Rain Garden – Hendryx Loop
- ▶ Median (East of McDonalds)

Additionally, this area will be integrated into the Parks Master Plan Trail project, focusing on:

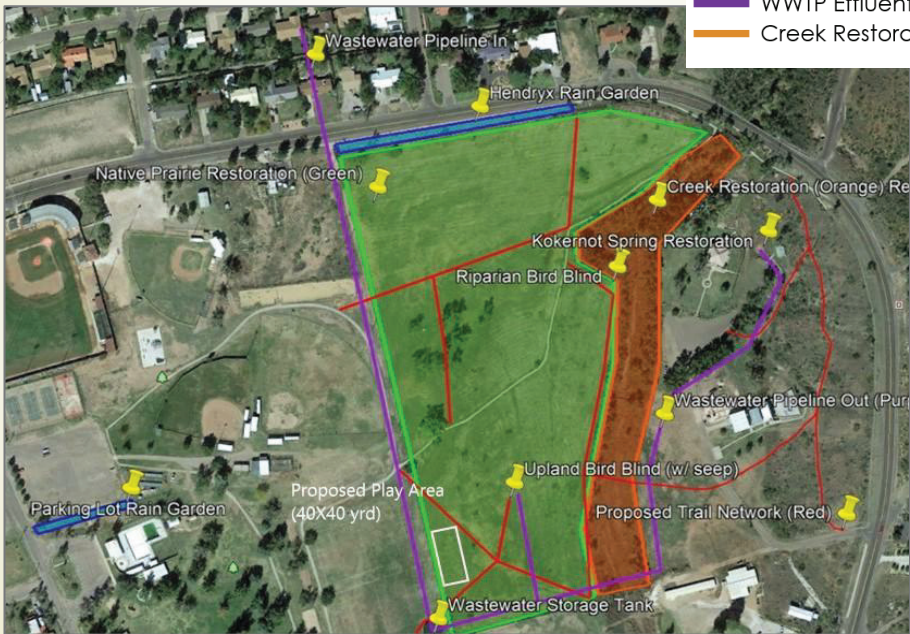
- ▶ Historical information and outdoor education.
- ▶ Expanding the trail system and
- ▶ Installing bird blinds and shaded seating will also help increase tourism.

Updated Timeline - 2026

Task #	Jan-21	Feb-21	Mar-21	Apr-Jun 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022	Jan-June 2023	July-Dec 2023	Jan-June 2024	July-Dec 2024	Jan-June 2025	July-Dec 2025	Jan-June 2026	July-Dec 2026	Jan-June 2027	July-Dec 2027	Jan-June 2028	July-Dec 2028	Jan-June 2029	July-Dec 2029	Jan-June 2030	July-Dec 2030
1	MOUILA Between SRSU & COA																						
2	Pilot Project (ASR)	POSTPONED Authorization 30 TAC 210		SIGNED - MOUILA - June 16th, 2021																			

* Tentative Timeline

Project Area



Map Legend

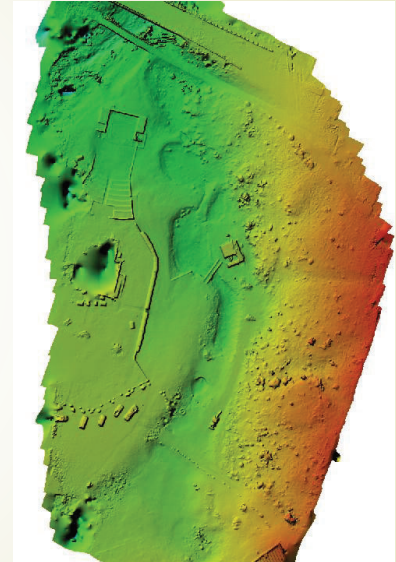
- Rain Gardens
- Proposed Trail Extensions
- Grassland Restoration Area
- WWTP Effluent line/Proposed Extension
- Creek Restoration Area

Kokernot Lodge Ponds

Location Map

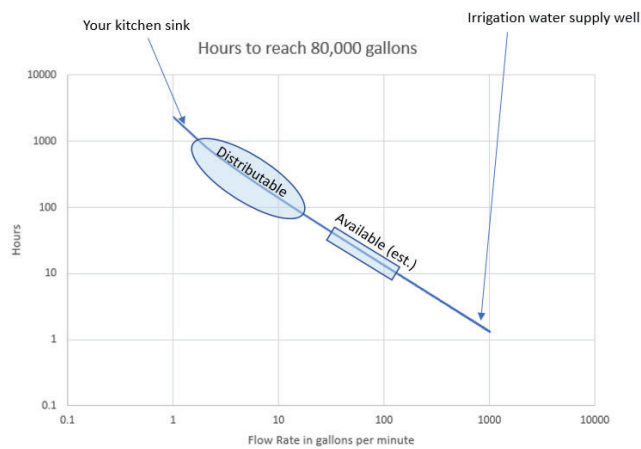


Initial work



SRSU GIS Class – Dr. Urbanczyk

Initial work



Includes estimate of 1156 mm/year for evapotranspiration (Scanlon and others, 2005)

SRSU GIS Class - Dr. Urbanczyk



Pilot Project

- Next Steps:

- Follow up on - 30 TAC 210 Authorization - Approval from TCEQ
- Refurbish, and relocate tank at WWTP
- Install pipe/pump(reuse old one from WWTP) from the effluent tank to ponds
- Identify flow rate requirements
- Test out ponds 90-180 days

The purpose of this project is to observe how the existing ponds located southeast of Kokernot Lodge respond to a constant water supply in their current state.



Pilot Project

Results:

- Depending on the results, the following steps will be taken:
 - Modify the pond area as needed to fit restoration concept;
 - Continuous Surface Water Monitoring (Outdoor classroom)
 - Monitor potential Aquifer Storage and Recovery (ASR)



Questions?

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 11A

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Discussion and possible action to accept the 2026 Certified Estimate of Property Values for the City of Alpine as submitted by the Brewster County Appraisal District. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

Purpose

City Council will receive an update from the City's contracted property tax attorneys regarding the current status of delinquent tax collections. This briefing provides transparency on collection efforts, trends, and outstanding balances, and supports Council oversight of revenue recovery.

Background

The City contracts with specialized property tax attorneys to manage delinquent tax accounts, initiate collection actions, and ensure compliance with Texas Tax Code requirements. Regular reporting allows the City to monitor progress, evaluate collection effectiveness, and identify any emerging issues affecting revenue.

The attorneys' update typically includes:

- Total delinquent taxes owed
- Amounts collected year-to-date
- Comparison to prior fiscal years
- Status of active litigation or payment agreements
- Identification of high-risk or chronically delinquent accounts

This information helps the City forecast revenue, plan budgets, and determine whether additional collection measures are warranted.

Fiscal Impact

Delinquent tax collections directly support the City's General Fund and other tax-supported funds. Improved collection rates strengthen financial stability and reduce the burden on compliant taxpayers.

Recommendation

This item is informational only. Staff recommends Council **receive and file** the update from the property tax attorneys.

SUPPORTING MATERIALS

1. 2026 Certified Estimate of Property Values_City Of Alpine
-

BUDGET CONSIDERATIONS

Expenditure Required: N/A
Savings Anticipation: N/A
Current Budget FY 2025-2026: N/A
Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

2026 CERTIFIED ESTIMATE OF VALUES

CITY OF ALPINE

Taxable Value Not Under Protest	\$498,420,418
Estimated Taxable Value Under Protest	\$64,888,209
Estimated Total Taxable	\$563,308,627
New Value	\$5,164,658

I, Bill Gonzalez do hereby declare that to the best of my knowledge the above values for the named tax unit will be the taxable values for Tax Year 2026. To produce a conservative estimate of final value, this estimate assumes that protests yet to be determined will be determined in the property owner's favor by the Appraisal Review Board.

Signed and sworn this 20 Day of July, 2026.



2026 PRELIMINARY TOTALS

Property Count: 3,889

11 - City of Alpine
Not Under ARB Review Totals

7/17/2026 11:10:30AM

Land		Value			
Homesite		68,417,623			
Non Homesite		12,701,035			
Ag Market		364,755			
Timber Market		0	Total Land	(+)	81,483,413
Improvement		Value			
Homesite		423,878,384			
Non Homesite		75,629,554	Total Improvements	(+)	499,507,938
Non Real		Count	Value		
Personal Property	429		48,173,845		
Mineral Property	0		0		
Autos	0		0	Total Non Real	(+)
			Market Value	=	48,173,845
					629,165,196
Ag	Non Exempt	Exempt			
Total Productivity Market:	364,755	0			
Ag Use	4,346	0	Productivity Loss	(-)	360,409
Timber Use	0	0	Appraised Value	=	628,804,787
Productivity Loss	360,409	0			
			Homestead Cap	(-)	25,225,461
			23.231 Cap	(-)	23,819,436
			Assessed Value	=	579,759,890
			Total Exemptions Amount (Breakdown on Next Page)	(-)	81,339,472
			Net Taxable	=	498,420,418

APPROXIMATE TOTAL LEVY = NET TAXABLE * (TAX RATE / 100)
 2,116,975.93 = 498,420,418 * (0.424737 / 100)

Certified Estimate of Market Value: 629,165,196
 Certified Estimate of Taxable Value: 498,420,418

Tax Increment Finance Value: 0
 Tax Increment Finance Levy: 0.00

2026 PRELIMINARY TOTALS

Property Count: 3,889

11 - City of Alpine
Not Under ARB Review Totals

7/17/2026

11:10:31AM

Exemption Breakdown

Exemption	Count	Local	State	Total
145B	427	0	13,940,001	13,940,001
CHODO	2	921,267	0	921,267
DV1	11	0	104,000	104,000
DV2	10	0	93,000	93,000
DV2S	1	0	7,500	7,500
DV3	12	0	132,000	132,000
DV3S	1	0	10,000	10,000
DV4	28	0	297,210	297,210
DVHS	31	0	7,237,234	7,237,234
EX	3	0	0	0
EX-XG	4	0	2,004,550	2,004,550
EX-XI	1	0	12,500	12,500
EX-XJ	2	0	322,134	322,134
EX-XL	1	0	30,317	30,317
EX-XN	16	0	213,872	213,872
EX-XU	2	0	172,534	172,534
EX-XV	180	0	43,817,019	43,817,019
EX366	1	0	460	460
FEED	1	0	29,348	29,348
LVE	1	0	0	0
OV65	617	11,994,526	0	11,994,526
Totals		12,915,793	68,423,679	81,339,472

2026 PRELIMINARY TOTALS

Property Count: 159

11 - City of Alpine
Under ARB Review Totals

7/17/2026 11:10:31AM

Land		Value			
Homesite:		2,974,178			
Non Homesite		3,788,729			
Ag Market:		0			
Timber Market:		0	Total Land	(+)	6,762,907
Improvement		Value			
Homesite:		25,146,573			
Non Homesite		47,129,000	Total Improvements	(+)	72,275,573
Non Real		Count	Value		
Personal Property:	4		1,809,985		
Mineral Property	0		0		
Autos	0		0	Total Non Real	(+)
				Market Value	=
					1,809,985
					80,848,465
Ag	Non Exempt	Exempt			
Total Productivity Market	0	0			
Ag Use	0	0	Productivity Loss	(-)	0
Timber Use:	0	0	Appraised Value	=	80,848,465
Productivity Loss:	0	0			
			Homestead Cap	(-)	1,147,541
			23.231 Cap	(-)	5,708,028
			Assessed Value	=	73,992,896
			Total Exemptions Amount (Breakdown on Next Page)	(-)	721,319
			Net Taxable	=	73,271,577

APPROXIMATE TOTAL LEVY = NET TAXABLE * (TAX RATE / 100)
 311,211.50 = 73,271,577 * (0.424737 / 100)

Certified Estimate of Market Value:	66,318,156
Certified Estimate of Taxable Value:	64,888,209
Tax Increment Finance Value:	0
Tax Increment Finance Levy:	0.00

Brewster County

2026 PRELIMINARY TOTALS

Property Count: 159

11 - City of Alpine
Under ARB Review Totals

7/17/2026

11:10:31AM

Exemption Breakdown

Exemption	Count	Local	State	Total
145B	4	0	468,649	468,649
OV65	13	252,670	0	252,670
Totals		252,670	468,649	721,319

2026 PRELIMINARY TOTALS

Property Count: 4,048

11 - City of Alpine
Effective Rate Assumption

7/17/2026 11:10:31AM

New Value

TOTAL NEW VALUE MARKET:	\$5,207,397
TOTAL NEW VALUE TAXABLE:	\$5,164,658

New Exemptions

Exemption	Description	Count		
EX-XN	11.252 Motor vehicles leased for personal use	2	2025 Market Value	\$37,955
EX-XV	Other Exemptions (including public property, r	2	2025 Market Value	\$218,756
ABSOLUTE EXEMPTIONS VALUE LOSS				\$256,711

Exemption	Description	Count	Exemption Amount
145B	11.145 (b) Single Situs, Single Owner	397	\$12,897,685
DV2	Disabled Veterans 30% - 49%	1	\$7,500
DV2S	Disabled Veterans Surviving Spouse 30% - 49%	1	\$7,500
DV3	Disabled Veterans 50% - 69%	1	\$12,000
DV4	Disabled Veterans 70% - 100%	3	\$36,000
DVHS	Disabled Veteran Homestead	5	\$1,173,632
OV65	Over 65	15	\$300,000
PARTIAL EXEMPTIONS VALUE LOSS		423	\$14,434,317
NEW EXEMPTIONS VALUE LOSS			\$14,691,028

Increased Exemptions

Exemption	Description	Count	Increased Exemption Amount
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INCREASED EXEMPTIONS VALUE LOSS

TOTAL EXEMPTIONS VALUE LOSS	\$14,691,028
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New Ag / Timber Exemptions

New Annexations

New Deannexations

Count	Market Value	Taxable Value
1		\$0

Average Homestead Value

Category A and E

Count of HS Residences	Average Market	Average HS Exemption	Average Taxable
1,273	\$218,154	\$20,247	\$197,907

Category A Only

Count of HS Residences	Average Market	Average HS Exemption	Average Taxable
1,273	\$218,154	\$20,247	\$197,907

Median Homestead Value

Category A and E

Count of HS Residences	Median Market	Median HS Exemption	Median Taxable
1,273	\$203,807	\$133	\$203,674

Category A Only

Count of HS Residences	Median Market	Median HS Exemption	Median Taxable
1,273	\$203,807	\$133	\$203,674

Brewster County

2026 PRELIMINARY TOTALS

11 - City of Alpine
Lower Value Used

Count of Protested Properties	Total Market Value	Total Value Used
159	\$80,848,465	\$64,888,209

Uncontested Value

Count of Uncontested Properties	Total Market Value	Total Uncontested Value
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CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 11B

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Discussion and possible action to approve the implementation of a new Time and Attendance System from TCP (TimeClock Plus) for payroll processing and workforce management. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

The City's current time-and-attendance process relies on a combination of manual time sheets, legacy software, and departmental tracking methods that create inefficiencies, increase the risk of payroll errors, and require significant staff time for reconciliation. As part of ongoing modernization efforts, staff evaluated solutions that improve accuracy, streamline payroll processing, and support compliance with state and federal labor requirements.

TCP (TimeClock Plus) is a widely used municipal workforce-management platform that provides automated timekeeping, scheduling, leave management, and seamless integration with payroll systems. The system offers real-time data capture through web-based time entry, physical time clocks, mobile applications, and supervisor approval workflows. It also strengthens audit controls and reduces manual corrections.

Key Benefits

- **Improved Payroll Accuracy:** Automated time capture reduces calculation errors and eliminates manual data entry.
- **Reduced Administrative Burden:** Department supervisors and payroll staff gain streamlined approval workflows and automated reporting.
- **Compliance Support:** Built-in FLSA, overtime, and leave-tracking rules ensure consistent application across departments.
- **Flexible Access:** Employees can clock in via secure time clocks, browser-based login, or mobile app with geofencing options.
- **Integration:** Compatible with the City's existing payroll processing system, reducing transition complexity.
- **Scalability:** Supports future growth, departmental expansion, and additional workforce-management modules if needed.

Financial Considerations

The cost structure includes software licensing, implementation services, and hardware (if physical clocks are selected). Staff will present final pricing options and funding sources during the meeting. Annual subscription costs are expected to be offset by reduced administrative time, fewer payroll corrections, and improved compliance.

Recommendation

Staff recommends that the City Council **approve the implementation of TCP's Time and Attendance System** and authorize the City Manager to execute all necessary agreements and begin deployment.

SUPPORTING MATERIALS

1. City of Alpine Proposal 6.24.26 (1) (1)_Redacted

BUDGET CONSIDERATIONS

Expenditure Required: N/A
Savings Anticipation: N/A
Current Budget FY 2025-2026: N/A
Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

Time & Attendance Proposal for City of Alpine



Ana Reyna, Account Executive

June 24, 2026

Clarinda Espinoza
City of Alpine
1109 W Del Rio Ave
Alpine, Texas 79830

RE: TCP Software proposal

Thank you for the opportunity to present our proposal to City of Alpine. We appreciate your consideration and are eager to demonstrate how TCP Software's proven experience and innovative solutions can support your goals.

For more than 37 years, TCP Software has been dedicated to improving workforce management through precision, automation, and adaptability, qualities that align perfectly with City of Alpine's search for a modern time & attendance system.

Today, over 37,000 organizations trust TCP Software to simplify complex workforce processes through advanced yet intuitive solutions. This confidence reflects our ongoing commitment to delivering exceptional value and fostering lasting partnerships built on integrity and results.

Our platform integrates with over 400 Payroll and ERP systems, ensuring accurate data exchange across existing business operations. This interoperability empowers managers with the comprehensive insights they need for effective analysis and decision-making.

Central to our success, and to what we propose for City of Alpine is our well-established implementation methodology. Drawing on decades of experience and informed by best practices, our process ensures a customized, efficient, and smooth transition from planning to deployment. Throughout, our team provides dedicated guidance and responsive support to guarantee your satisfaction.

Our experience the government sector, and a wide range of clients across other industries, has equipped us with the depth of knowledge and adaptability required to deliver solutions that meet the specific challenges of your organization.

We welcome the opportunity to discuss this proposal further and answer any questions you may have. I am available at your convenience and look forward to the possibility of collaborating with you and your team.

Sincerely,

Ana Reyna
Account Executive

Implementation & Support Overview

TCP Software helps organizations simplify employee time tracking and workforce management with reliable, easy-to-use solutions. Our Professional Services team follows a structured train-the-trainer implementation approach, shaped by thousands of successful projects, to ensure accurate setup and a smooth rollout tailored to your environment and goals.

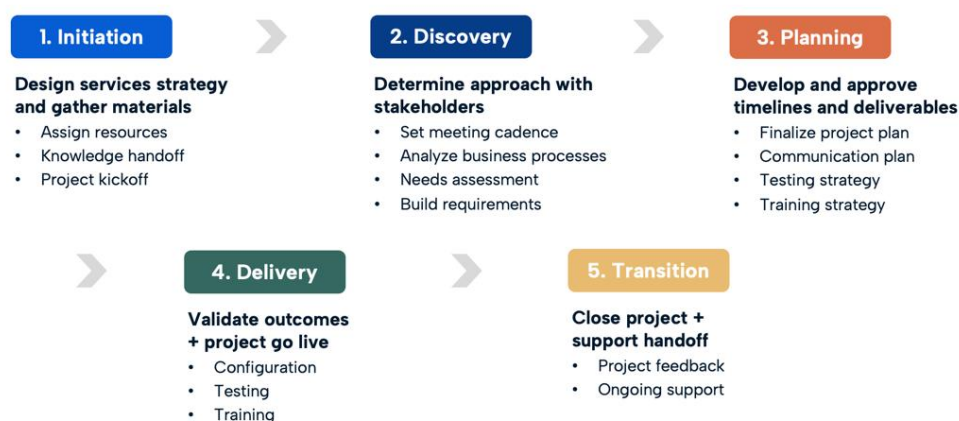
City of Alpine will work with our Services team, who will act as your primary implementation partner. They collaborate with your account team to:

- Define requirements and success criteria
- Configure and test the system
- Coordinate training and change management
- Guide your organization through go live

Their experience with large, complex deployments helps ensure your solution is configured correctly and ready to deliver value quickly.

TCP SERVICES

Implementation phases



After go-live, our Support team continues to help you get the most from your TCP solution. They provide fast, knowledgeable assistance for questions, troubleshooting, and best-practice guidance, so your team can stay focused on operations rather than system issues.

In 2025, our Support team delivered:

- 177,787 support cases resolved
- 97.7% Customer Satisfaction (CSAT)
- 74.2 Net Promoter Score (NPS)
- Average response times of under 45 seconds by phone and under 15 seconds by chat

These results reflect our commitment to being a dependable, long-term partner, supporting City of Alpine from implementation through ongoing daily use.

Pricing

TCP Software is pleased to present City of Alpine with the following proposal:

Item Description	Per Unit Cost	Quantity	Charge Type	Order Total
TimeClock+ Enterprise License	\$43.22	95	Recurring	\$4,105.90
Hardware Support & Maintenance	\$3,035.88	1	Recurring	\$3,035.88
RDT + Fingerprint + Camera	\$2,309.25	6	One-Time	\$13,855.50
Battery Backup	\$0.00	6	One-Time	\$0.00
Power over Ethernet (PoE) 802.3af	\$0.00	6	One-Time	\$0.00
Shipping & Handling	\$133.70	1	One-Time	\$133.70
TimeClock+: Professional Services	\$210.00	30	One-Time	\$6,300.00
Recurring Total				\$7,141.78
One-Time Total				\$20,289.20
Order Subtotal				\$30,610.58
Order Discount				-\$3,179.60
Order Total				\$27,430.98

Special Terms

- Includes: Implementation, Training, Support & Maintenance
- OMNIA Contract: R250903
- Contract Length: 60 Months
- Buying Incentive for Bulk Buy Clocks: Battery Backups & PoE Connectors included with purchase of your clocks

Return on Investment

16.1 Months

Payback Period

\$48,686

Average Annual Savings

4.2x

5-Year Return

\$235,427

5-Year Savings

Annual Savings by Category



Payroll Efficiency

\$7,650



Error Prevention

\$23,934



Lost Time

\$26,244



Scheduling Efficiency



Overtime Reduction

Investment & Savings Breakdown

Year 1 Investment

\$27,431

Year 1 Savings

\$57,828

Net Year 1 Benefit

\$22,396

Year 1 Return

-0.2x

Cost Comparison: Status Quo vs TCP Solution

Current Annual Cost

Manual Payroll Processing	\$10,200
Payroll Errors	\$31,912
Time Theft / Lost Time	\$34,992
Manual Scheduling	
Unplanned Overtime	
Total	\$77,104

Annual Cost with TCP Software

Manual Payroll Processing	\$2,550
Payroll Errors	\$7,978
Time Theft / Lost Time	\$8,748
Manual Scheduling	
Unplanned Overtime	
Total	\$19,276

Cumulative 5-Year Savings Breakdown

Year 1

\$22,396

Year 2

\$74,118

Year 3

\$126,869

Year 4

\$180,643

Year 5

\$235,427

Assumptions

Assumes payroll staff collectively spend 40.0 hours each pay period to calculate and finalize payroll for all employees.

Assumes a 1.0% payroll error rate, which falls within the commonly referenced 1–8% range reported by the American Payroll Association.

Assumes each employee loses an average of 5.0 minutes of paid time per day due to rounding, late punches, and other time-tracking gaps.

TCP Team Members

At TCP Software, we pride ourselves on assembling a team of exceptional professionals dedicated to delivering unparalleled service and support. Our diverse team brings together expertise from various departments to ensure the success of our clients. Meet a few of the individuals driving our mission forward:

- **Ana Reyna**
 - Account Executive
 -
 -
- **Travis Felts**
 - Principal Solutions Consultant
 -
 -
- **Nolan Schutzer**
 - Mid-Market Sales Manager
 -
 -
- **Zackery Hoag**
 - VP of Mid-Market Sales
 -

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 11C

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Discussion and possible action regarding the proposal submitted by TIP Strategies for economic development services for the City of Alpine. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

The City of Alpine has received a proposal from **TIP Strategies**, a nationally recognized economic development consulting firm, for professional services to support the City's ongoing economic development initiatives. The proposal is being forwarded for Council review as part of the City's evaluation of options to strengthen strategic planning, organizational capacity, and long-term economic positioning.

TIP Strategies brings more than **30 years of experience** and a portfolio of **over 600 completed projects** across **44 states** and multiple countries. Their extensive work in **West Texas communities**, including El Paso, Midland, Odessa, Pampa, Lubbock, Amarillo, Seminole, Del Rio, and Abilene, demonstrates a strong understanding of regional economic dynamics, rural development challenges, and the unique opportunities present in communities similar to Alpine.

Key Strengths Highlighted in the Proposal

- **Deep Texas Expertise:** As an Austin-based firm with decades of statewide experience, TIP demonstrates a strong grasp of Texas economic trends, workforce patterns, and regional development strategies across rural, suburban, and urban environments. This statewide perspective aligns with Alpine's need to position itself within broader regional and state economic frameworks.
- **Tourism & Outdoor Recreation Experience:** TIP has worked in communities where tourism, outdoor recreation, and natural assets are central to the local economy, such as Blaine County (ID), Gunnison (CO), Asheville (NC), Corpus Christi (TX), and Hot Springs (AR). Their ability to integrate tourism into broader strategies involving entrepreneurship, talent attraction, and long-term investment is directly relevant to Alpine's economic profile.
- **Higher Education Integration:** TIP's recent work with the Texas Higher Education Foundation, UNT-Frisco, and other college-oriented communities highlights their ability to leverage higher education institutions as economic drivers. This experience is valuable as Alpine seeks to strengthen its relationship with **Sul Ross State University**.
- **Organizational & Partnership Insight:** Their experience with public, private, and hybrid economic development organizations provides guidance on how communities can better align roles, partnerships, and resources to improve outcomes.
- **Focus on Measurable, Actionable Results:** TIP emphasizes implementation-ready strategies and performance measures. They cite examples such as **Allen County, Indiana**, where their work contributed to securing **\$80 million in transformative state funding**. Their results-oriented approach aligns with Alpine's desire to move from planning to execution.

Purpose of Council Review

Council consideration of the TIP Strategies proposal will help determine whether the City wishes to engage the firm for development of a comprehensive economic development strategy or related services. Staff is available to meet individually or collectively with Council members to discuss the proposal further. TIP has also indicated their willingness to speak directly with Council members or provide references upon request.

Recommendation

Staff recommends that the City Council **review and discuss the TIP Strategies proposal** and provide direction regarding next steps in advancing Alpine's economic development efforts.

SUPPORTING MATERIALS

1. 2026-07-29_TIP City of Alpine TX proposal (1)

BUDGET CONSIDERATIONS

Expenditure Required: N/A
Savings Anticipation: N/A
Current Budget FY 2025-2026: N/A
Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

A PROPOSAL FOR THE CITY OF ALPINE, TX

JULY 2026





July 29, 2026

Henry Arredondo, City Manager
City of Alpine

Delivered via email: h.arredondo@ci.alpine.tx.us

Dear Mr. Arredondo:

TIP Strategies is pleased to present our proposal for economic development services on behalf of the City of Alpine. As you evaluate proposals, we invite you to consider the advantages of our team.

- **WE HAVE A LONG HISTORY OF SUCCESSFUL PLANNING ENGAGEMENTS.** Since 1995, we have completed more than 600 engagements in 44 states and 7 countries. Our work in the West Texas region includes strategic planning projects for the Borderplex Alliance, the El Paso Community Foundation, Midland, Odessa, Pampa, Lubbock, Amarillo, Seminole, Del Rio, and Abilene.
- **WE UNDERSTAND THE TEXAS ECONOMY & WHERE IT IS HEADING.** As an Austin-based firm with 30 years of experience, our team has worked extensively throughout Texas, from the Texas Panhandle to the Gulf Coast. Our deep history of serving communities in the state affords us a unique understanding of local and state economic and fiscal trends. No other firm knows economic, workforce, and community development in Texas—rural, suburban, and urban—like we do.
- **WE KNOW HOW TO LEVERAGE TOURISM & OUTDOOR RECREATION FOR ECONOMIC DEVELOPMENT.** TIP's work in places like Blaine County, Idaho—home to the Sun Valley resort—has shown how tourism assets can anchor broader economic strategies that include entrepreneurship, talent attraction, and investment. We have crafted plans for many communities that rely on tourism and outdoor recreation, including Gunnison, Colorado; Asheville, North Carolina; Corpus Christi, Texas; and Hot Springs, Arkansas.
- **WE UNDERSTAND THE ECONOMIC DEVELOPMENT POTENTIAL OF HIGHER EDUCATION.** Our team has helped clients create economic strategies that leverage postsecondary education institutions. TIP recently completed projects for the Texas Higher Education Foundation and the University of North Texas-Frisco. We have also conducted engagements in other college towns throughout the state, including Arlington, Denton, Waco, and Lubbock.
- **ORGANIZATIONAL EXPERTISE.** TIP has worked with public, private, and public-private economic development organizations across the US. We have a nuanced understanding of their roles and can offer insights into opportunities that help these entities leverage their positions and resource their missions within local, regional, and state economic development ecosystems.
- **WE ARE RELENTLESSLY FOCUSED ON OUTCOMES.** At TIP, we measure our success by our clients' results. For instance, in Allen County, Indiana, our work laid the foundation for \$80 million in transformative state funding. We go beyond strategy to focus on action, equipping organizations with concrete steps, clear measures of success, and solutions that deliver lasting results.

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

Sincerely,

A handwritten signature in black ink that reads 'Tom Stellman'.

Tom Stellman, Founder and CEO

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30
Years

TIP Strategies, Inc., is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm has spent 30 years partnering with communities, turning insights into strategies that shape tomorrow. Its core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

+1 512 3439113

www.tipstrategies.com

13492 N Hwy. 183, Ste 120-254
Austin, TX 78750

Firm Introduction

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

History

TIP is an independently owned Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm's core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives. Specific topics in which TIP has deep experience include entrepreneurship, target industries, workforce analytics, and defense industries/communities.

STRATEGY	- Cluster and targeting analysis - Entrepreneurship and innovation - Engagement and outreach - Implementation and measurement	RESILIENCE	- Placemaking and revitalization - Benchmarking and best practices - Engagement and outreach - Vulnerable populations
TALENT	- Occupation and skills analysis - Talent development and attraction - Education and training alignment - Job quality and access	ADVISORY	- Data analytics and visualizations - Organizational development - Implementation and measurement - Marketing and branding

For 30 years, TIP has delivered strategies that shape tomorrow through our future-ready Talent—Innovation—Place framework. Together with community leaders across the US, we craft innovative publicly supported strategies that establish a clear vision for sustainable economic growth and shared prosperity. Representative clients include:

- Midland Development Corporation (TX) – Priority Midland Community Visioning
- Odessa Industrial Development Corporation (TX) – Community Investment Strategy
- Borderplex Alliance (TX) – Skills Gap Assessments (multiple engagements)
- El Paso Community Foundation (TX) – Borderplex Regional Marketing Framework
- City of Del Rio, TX – Economic Development Strategic Planning Retreat; Economic Development Strategic Plan
- Greater Brownsville Incentives Corporation (TX) – Economic Development Strategic Plan
- City of San Antonio, TX – Economic Development Strategic Framework
- Texas Higher Education Foundation – Tech Transfer and Commercialization Plan
- Town of Sahuarita, AZ – Sahuarita Economic Development P3 Master Plan
- City of Gunnison, CO – The Gunnison Advantage: People, Place, Opportunity
- ORIAN—Central Upper Peninsula (MI) – Outdoor Recreation Industry Growth Plan

1995

YEAR FOUNDED

600+

ENGAGEMENTS

425+

CLIENTS

44

STATES

7

COUNTRIES

Mission

Our mission is to engage and inspire community leaders around economic opportunity for all. We succeed in this mission when we bring multiple stakeholders together to lay out a desired future for their organization, initiative, community, region, or state. We succeed when we leave in place a framework for collaboration and implementation that can survive political and economic cycles.

TIP works diligently to meet—and exceed—expectations. Our commitment to getting it right is demonstrated by numerous repeat clients over the life of the firm. We pride ourselves on serving as trusted partners that people genuinely enjoy working with.

“

The depth and breadth of TIP staff knowledge and experience is unparalleled. We received expert management and quality product from Tom and his team.

Phedra Redifer, Executive Director
Workforce Solutions for
North Central Texas

”

Leadership

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

As an independent firm, we maintain an entrepreneurial mindset that ensures clients receive tailored solutions and hands-on guidance. With a deep bench of staff and access to a global network of specialized partners, we combine the scale to undertake complex challenges with the responsiveness and customization that practitioners expect. Our structure and approach mean we deliver innovative, actionable solutions with the agility of a boutique firm.



TOM STELLMAN • CEO/FOUNDER

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



JON ROBERTS • MANAGING PARTNER

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



JEFF MARCELL • SENIOR PARTNER

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



TRACYE MCDANIEL • STRATEGIC ADVISOR

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

Project Approach

Serving as the gateway to Big Bend National Park, Alpine is distinguished by scenic assets that drive a thriving tourism sector, as well as higher education and cultural offerings. In leveraging the world's largest dark sky reserve designation and capitalizing on a rapidly expanding outdoor recreation market, it will be critical that the City positions itself for its next phase of growth to support its residents and its future. With extensive experience in economic development strategic planning throughout Texas, TIP is strongly positioned to assist the City with actionable steps for sustainable growth that reflects local priorities and preserves quality-of-place advantages.

TIP is eager to assist the City with its economic development needs. In the remainder of this section, we have provided two potential scopes of work based on our understanding of the City's priorities. The first option will result in the facilitation of a leadership retreat and summary PowerPoint that includes key findings, leadership questionnaire results, priorities identified during the retreat, and recommendations for next steps. The second option outlines the process for a comprehensive economic development strategic plan. Our team is committed to finding the solution that best meets the City's needs and available resources.

Option 1 | Leadership Retreat

1. **PROJECT LAUNCH.** The virtual kickoff meeting provides the opportunity to discuss objectives, define success factors, and review the team's expectations for the engagement.
2. **BACKGROUND RESEARCH.** TIP will review any documents, policies, initiatives, programs, best practices, trends, or other data necessary to prepare for facilitation of the retreat. This will ensure we build on existing knowledge and understand the City and the partner network in which it operates.
3. **LEADERSHIP QUESTIONNAIRE.** We will work with City staff to design a questionnaire for use in soliciting input from planned leadership retreat participants. Upon completion of the questionnaire, TIP will analyze and prepare the results for presentation at the retreat. Insights generated will help guide retreat focus areas and topics for discussion.
4. **LEADERSHIP RETREAT.** TIP will lead a half-day retreat for City of Alpine leadership. Consultants will work closely with project leadership to design a customized retreat agenda that will guide the leadership retreat. Through facilitated discussions, the retreat will focus on identifying key economic development challenges and opportunities and determining next steps. Logistics for the retreat, including arranging the location and the provision of any translation services, would be the responsibility of the client.

DELIVERABLES

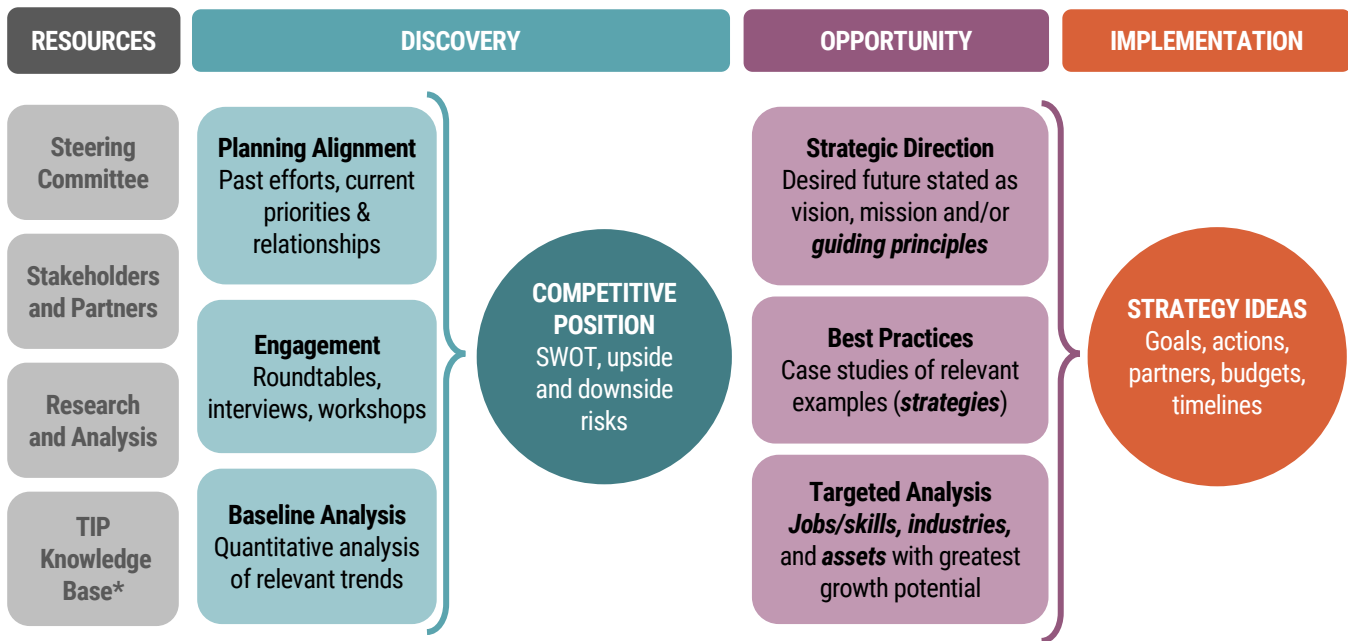
In the execution of this work, TIP will provide the following deliverables in the formats indicated.

- ▶ Facilitation of the client kickoff meeting and any other preparatory client calls.
- ▶ Design of retreat agenda and leadership questionnaire.
- ▶ Facilitation of a leadership retreat, including PowerPoint with discussion topics and questionnaire results.
- ▶ Summary PowerPoint, including key findings, questionnaire results, priorities identified during the retreat, and recommendations for next steps.

Option 2 | Economic Development Strategic Plan

TIP will undertake this work using our proven Theory Into Practice (TIP) planning model. The model's three phases—Discovery, Opportunity, and Implementation—provide a clear and customizable structure for guiding this engagement. Discovery reflects our interest in learning what makes Alpine unique, including current conditions and competitive advantages. The Opportunity phase identifies the big ideas that will contribute to the community's economic vitality and garner widespread support for the planning process. Finally, the Implementation phase ensures the plan goes beyond strategy, providing a roadmap that is actionable and reflects the City's vision for the future. Throughout, we will work with leadership to ensure that the process is responsive and capable of informing near-term action while supporting long-term ambitions.

THEORY INTO PRACTICE PLANNING MODEL



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

1. DISCOVERY

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

1.1 PROJECT LAUNCH. At the outset of the engagement, we focus on establishing clear expectations and effective communication, which is the cornerstone of a successful project. Our commitment to getting it right is demonstrated by numerous repeat clients over the life of the firm.

- ▶ **Project guide.** As part of the project launch, we will prepare our *Project Startup Guide*, which sets clear, mutually agreed upon expectations for the engagement. The guide includes anticipated client tasks by phase as well as a detailed list of items we typically request at the outset of the project.
- ▶ **Point of contact.** We recommend the client designates a point person responsible for assisting with scheduling project meetings, helping with stakeholder input (meeting logistics, advertising, and translation services), and coordinating deliverables review.

- ▶ **Kickoff meeting.** The kickoff meeting provides the opportunity to discuss objectives, define success factors, identify stakeholders and partners, formalize the outreach strategy, and review the team's expectations for the engagement.
- ▶ **Team meetings.** We will meet with City staff regularly to report on findings and discuss upcoming tasks. These meetings will allow us to achieve consensus on specific goals and provide the opportunity to refine our work product as we go. The frequency of these meetings will be agreed upon during the project launch.
- ▶ **Steering committee** If an oversight group is not already in place, we can assist with forming a steering committee that is representative of current economic development efforts. Members are responsible for attending meetings (usually monthly), providing input, and reviewing deliverables.

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

- ▶ **Policies.** Reviewing background documents (Rio Grande Council of Governments Comprehensive Economic Development Strategy) allows us to build on existing knowledge and to better understand current initiatives and programs that may be relevant to this work.
- ▶ **Relationships.** A scan of the partner network (Brewster County, Alpine Chamber of Commerce, Sul Ross State University, Workforce Solutions Borderplex, Rio Grande Council of Governments) will help define existing relationships within the Alpine market and identify potential partnerships.
- ▶ **Priorities.** Discussions with the appropriate staff will ensure our team has a full picture of the City's economic development initiatives and core functions.

1.3 BASELINE ANALYSIS. We will prepare a targeted assessment of demographic factors that define the area's overall competitiveness and are of greatest concern to economic decision makers. This task will take advantage of available data resources to consider Alpine's current position within the region and identify broader trends that may impact the City's future economic position (e.g., population growth, housing, and migration).

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

- ▶ **Roundtables & interviews.** Roundtables are the linchpin of our stakeholder input process. These input sessions are designed to encourage productive discussions around a targeted set of topics. They are typically conducted with major employers, elected officials, tourism and outdoor recreation stakeholders, small businesses, human resources specialists, real estate professionals, and other experts to gather information about trends, barriers, opportunities, and assets that will help shape our recommendations. Where appropriate, these sessions will be supplemented by one-on-one interviews to solicit feedback on issues that may not surface in a collective setting.
- ▶ **Interactive tools.** To expand participation in the process and ensure diverse perspectives are considered, we can facilitate the use of social media, online surveys, and other interactive tools as agreed upon with the client. These tools are effective mechanisms for engaging stakeholders, gathering anecdotal information about assets and challenges, and increasing buy-in among the broader community. Use of these tools can also set the stage for the City to solicit ongoing input and share updates with the public.

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

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

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

2. OPPORTUNITY

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

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

2.2 INDUSTRY & WORKFORCE ANALYSIS. TIP's analysts will examine the extent to which the regional talent pipeline aligns with the needs of current and potential employers. This task will use a variety of public and proprietary data to profile relevant characteristics of the regional workforce. Findings will be provided in an interactive format.

- ▶ **Employment & industry trends.** We will use employment data by industry to analyze the regional workforce, review growth trends, and identify regional strengths. This analysis will assess long-term trends across business cycles and will incorporate tools such as location quotient analysis to explore strengths and weaknesses.
- ▶ **Labor shed analysis.** To understand Alpine's labor shed, we will illustrate regional patterns through an analysis of LEHD Origin-Destination Employment Statistics (LODES) data. TIP uses data visualizations to show geographic differences between place of employment and place of residence.
- ▶ **Talent pipeline.** To document existing postsecondary offerings in the region (e.g., Sul Ross State University) and illustrate the potential supply of graduates, we will compile published data from the National Center for Education Statistics' Integrated Postsecondary Education Data System (IPEDS) on the number of awards conferred for credit in relevant fields of study.

2.3 SITE SELECTION. TIP will prepare a citywide analysis of site readiness and general infrastructure needs. These tasks will rely on a combination of public and proprietary data.

- ▶ **Infrastructure needs.** Our team will work with the client and its partners to examine emerging public and private infrastructure needs and issues, with an emphasis on underleveraged areas. We anticipate gathering information from public officials and local economic development professionals. We will rely on existing resources such as capital improvement plans and other planning documents. Our team will consider how anticipated development could affect infrastructure needs.
- ▶ **Perception study.** To understand how Alpine is viewed as a place to develop property, and to further refine our understanding of potential opportunities, our consultants will interview approximately four to six local influencers. This task will involve engagement with developers, brokers, site selectors, and other key players in the industry to ascertain their perception of Alpine generally, as well as relative to other locations in the region. Discussions with influencers in the regional site selection process will shed light on how Alpine is viewed as a development opportunity in the region and any potential barriers created by current land use.
- ▶ **Future patterns of growth.** Building on this analysis of Alpine's existing real property, we will identify opportunities for expanding the City's tax base. Among other things, we will consider business and resident needs as well as emerging demographic and business trends that may impact strategies pertaining to potential land use, infrastructure and transportation, building densities, and industry clusters.

2.4 TOURISM ASSESSMENT. How an area is perceived—by the public, by visitors, by the media, by corporations, and by site selectors—is crucial to its economic health. TIP will examine this from two angles. First, we will undertake an objective assessment of the City's hospitality assets and sales tax generation trends. This will be followed by a more subjective dive into the region's image and marketing.

- ▶ **Hospitality assets.** We begin by documenting supply and demand trends to identify Alpine's position as a regional market center for the Big Bend region. We will review key real estate market indicators in the retail and hotel sectors. To better understand the evolving tax base and fiscal position of Alpine as it relates to hospitality, we will analyze trends in revenues generated by sales taxes across the region, including a look at the use of 4A/4B options among regional competitors.
- ▶ **Marketing.** The marketing assessment seeks to answer the question: What image is Alpine projecting? This task will consider the approach used by legacy organizations and other economic development entities in the region, as well as marketing and branding campaigns that are tourism-related, sports- and events-driven, or social media-influenced. The results of this work will suggest recommendations for how best to strengthen regional branding and position Alpine as a prime location for business and talent; coordinate the City's efforts relative to other marketing in the region; and align these efforts with business attraction, retention, and expansion efforts in identified emerging industries.

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

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

3. IMPLEMENTATION

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

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

- ▶ Positioning Alpine with key sectors.
- ▶ Aligning the talent pipeline with the needs of current and future employers.
- ▶ Prioritizing infrastructure needs.
- ▶ Assessing tourism assets and marketing initiatives.
- ▶ Evaluating potential public-private partnerships.
- ▶ Suggesting organizational frameworks for accomplishing the identified objectives.

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

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

3.3 FINAL PRESENTATION & WORKSHOP. Once the strategy is finalized, we will present the recommendations to the leadership. If a higher profile rollout is desired by the client, this presentation can occur in a forum open to stakeholders or the public. To build momentum for implementation, we will also facilitate an Implementation workshop focused on near-term tasks (60 to 90 days) in conjunction with the final presentation. This step capitalizes on the energy that is present at the rollout and helps to jump start the process.

DELIVERABLES

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

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

Cost Proposal

If TIP is selected based on our approach, qualifications, and experience, our team will work with the City to align the scope with the financial resources available for the execution of this project.

Fees

Our contracts are typically structured as a flat fee, payable in set monthly installments based on the estimated length of the engagement. The estimated cost for the scopes of work described in the previous section is as follows.

- **Option 1 | Leadership retreat:** \$25,000, plus expenses, with total costs not to exceed \$27,500.
- **Option 2 | Economic development strategic plan:** \$110,000, plus expenses, with total costs not to exceed \$120,000.

Expenses

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

- **Travel.** We anticipate a combination of virtual and in-person meetings for this work. The not-to-exceed amount provided for the Option 1 leadership retreat above assumes one in-person trip to the region. The not-to-exceed amount provided for the Option 2 economic development strategic plan above assumes three in-person trips to the region. The per unit cost shown below are estimates only. Actual trips may include a mix of travel modes and varying levels of staffing, travel days, etc. The timing and number of trips would be discussed as part of the development of a project work plan.
- **Deliverables.** All deliverables will be in electronic format. If requested, TIP can provide printed copies at cost. All deliverables will be provided in TIP's color scheme and fonts unless custom branding is agreed upon in advance.

ESTIMATED TRAVEL EXPENSES PER TRIP	PER UNIT COST	TOTAL
Airfare (roundtrip fare for 2 staff members)	\$400	\$800
Parking	\$20	\$120
Car rental/ground transportation	\$100	\$300
Meals & incidentals	\$50	\$300
Lodging (2 nights)	\$200	\$800
Total Estimated Expenses Per Trip		\$2,320

Timeline

The TIP team is available to begin work immediately upon agreement of terms. The estimated timeline for completion of the Option 1 leadership retreat is 45 days. The timeline for the Option 2 economic development strategic plan below assumes an August 2026 start date and estimates six months for project completion. It is intended to provide an overview of the process and can be adjusted to meet project objectives.

TASK	2026					2027
	AUG	SEP	OCT	NOV	DEC	JAN
DISCOVERY						
1.1 Project launch	①					
1.2 Planning alignment						
1.3 Baseline analysis						
1.4 Stakeholder engagement						
1.5 Competitive position		②				
OPPORTUNITY						
2.1 Strategic direction			③			
2.2 Industry & workforce analysis						
2.3 Site selection						
2.4 Tourism assessment						
2.5 Best practices						
2.6 Opportunity workshop				④		
IMPLEMENTATION						
3.1 Strategic plan					⑤	⑥
3.2 Implementation matrix						
3.3 Final presentation & workshop						
ONGOING MEETINGS						
Steering committee meetings						
Staff team meetings						
SELECTED MILESTONES						
① Kickoff meeting						
② SWOT						
③ Strategic direction						
④ Opportunity workshop						
⑤ Draft strategic plan						
⑥ Final strategic plan						

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

Project Team

At TIP, the work of our consulting team is conducted under the direct supervision of a senior member of the firm. The **principal-in-charge** is actively involved in every phase. TIP founder and CEO **TOM STELLMAN** will act as principal-in-charge and will serve as the primary point of contact for this work. In this capacity, he will participate in the scoping of the project and provide technical and strategic input during each phase.

The principal-in-charge receives input from other senior members of our staff who serve as **strategic advisors** to the work. In addition, a **lead consultant** is assigned to manage each engagement and is responsible for day-to-day client communication, directing project research, and report writing. Vice president **JOHN KARRAS** will serve as lead consultant for this work and will be assisted in these duties by other consultants as needed. As shown in the staffing diagram below, the project leads are assisted by a team of **analysts** and **production professionals**, who have extensive experience preparing thought-provoking analyses and engaging deliverables.

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

A summary of qualifications for TIP personnel is provided in the remainder of this section. Resumes for key team members are provided as an appendix. Additional resumes are available upon request.



Client-Facing Team



TOM STELLMAN • Founder/CEO

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

for the state. Tom received a Bachelor of Arts in Government from the University of Texas at Austin and studied at UT's Institute of Latin American Studies.



JOHN KARRAS • Vice President

John has spent nearly two decades working as a national economic development strategist in communities across 40 US states, as well as Mexico and Canada. In addition to his consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. In his role as vice president, John focuses on building and maintaining TIP's client relationships. In this work, as in his consulting engagements, he channels his understanding of the factors that drive urban vitality to empower economic development professionals and civic leaders with the knowledge and tools needed to make their communities more vibrant. Prior to joining the firm in 2014, John founded urbanSCALE.com, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Before entering the economic development field, John worked at the New York City Department of Transportation's Division of Planning & Sustainability and as an urban planning/GIS specialist with AECOM. He holds a Master of Science in Community & Regional Planning from the University of Texas at Austin and a Bachelor of Science in Geography from Texas State University in San Marcos. John is a frequent speaker at economic development conferences, serves as an instructor of training and professional development courses for economic development practitioners, and teaches as an adjunct lecturer at UT-Austin. John lives in Austin with his wife and son, where he lives out his obsession of finding and tasting the world's best tacos and barbeque.

Advisors & Additional Expertise



JON ROBERTS • Principal/Managing Partner

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



JEFF MARCELL • Senior Partner

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

Chicago, and a certificate in Nonprofit Management from the University of Washington. An avid mountaineer, Jeff makes a point to carve out time to tackle some of the world's most challenging peaks from his home base in the Seattle area.



TRACYE MCDANIEL • Strategic Advisor

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



ALEX COOKE • Senior VP Consulting

Alex has over 30 years of experience that includes economic development, management consulting, higher education, and legislative affairs. Since joining TIP in 1997, he has managed economic strategy projects for local, regional, state, and federal clients extending from Alaska to the US Virgin Islands. Alex began his career at TIP running the Invest in Texas Alliance, an international marketing consortium that generated dozens of foreign direct investment leads for Texas communities and utilities. Today, as SVP of consulting services, Alex is responsible for both client engagement and managing TIP's team of consultants. Alex's areas of expertise include facilitating public-private partnerships for economic development, preparing economic development organizational plans, and tracking the aerospace and defense sector. He is a member of the Association of Defense Communities and has worked at the local and state levels on defense-related economic development projects. His other experience includes working as a public-sector management consultant with MGT of America and as Director of Research and Grants for the International Business Education Program at Texas Tech University's Rawls College of Business. Alex holds a Master of Public Affairs from the LBJ School of Public Affairs at University of Texas at Austin and a Bachelor of Arts from Texas Tech University. Alex lives in Austin with his son and dog, where he enjoys playing pickleball, hiking the city's trails, and smoking BBQ.



BRENT MCELREATH, AICP • SVP, Research & Development

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

Association. He received a Master of Community and Regional Planning and Bachelor of Business Administration in Finance from the University of Texas at Austin.



EVAN JOHNSTON • Senior Analyst

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



AJAY KASTURIRANGAN • Analyst

Ajay specializes in leveraging machine learning, generative AI, and dashboard creation to deliver actionable insights tailored to client needs. At TIP, he develops frameworks for data engineering and crafts data-driven tools and dashboards that track key quantitative and qualitative economic indicators. Ajay's work is rooted in a strong analytical foundation built through extensive research and academic experience, including a presentation at the 2023 Applied Urban Science Conference in New York City on enhancing urban commutes for visually impaired individuals. Before joining TIP, Ajay honed his skills as a data analyst in the insurance industry, where he designed enterprise-level dashboards and analyzed sales, risk, and financial data. His experience ensures that he can translate complex data into clear, actionable insights for clients. Ajay also served as a course assistant for graduate-level courses in machine learning and data analytics at New York University (NYU), where he earned his Master of Science from the Center for Urban Science + Progress. He also holds a Bachelor of Technology from Manipal Institute of Technology.



REECE NEATHERY • Analyst

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



MEREDITH EBERLE • Senior Graphic Designer

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

Firm Experience

Since our founding in 1995, TIP has been independently owned and operated. This allows us to be nimble and responsive to the specific needs of clients and the communities they serve. We have had the privilege of working with more than 425 clients to build and maintain healthy economies.

Differentiators

Our decades-long experience in strategic planning for economic and workforce development, combined with hands-on program management experience, brings significant value to the City's efforts.

- **PROVEN TRACK RECORD.** We have an extensive [national portfolio](#) comprised of more than 600 engagements in 44 states and 7 countries, including strategic planning projects throughout West Texas. Our work in the region also includes strategic planning engagements for the Borderplex Alliance, El Paso Community Foundation, Midland, Odessa, Pampa, Lubbock, Amarillo, Seminole, Del Rio, and Abilene.
- **TEXAS KNOW-HOW.** As an Austin-based firm with 30 years of experience, our team has worked extensively throughout Texas, conducting economic development and workforce projects spanning from the Texas Panhandle to the Gulf Coast. Our deep history of serving communities in the state affords us a unique understanding of local and state economic and fiscal trends. No other firm knows economic, workforce, and community development in Texas—rural, suburban, and urban—like we do.
- **TOURISM EXPERTISE.** TIP is adept at helping communities see the linkages between tourism promotion and sustainable economic strategies. We have crafted plans for numerous communities that rely on revenue from tourism and related sectors, including Gunnison, Colorado; Pinellas County, Florida; Northwest Florida; Asheville, North Carolina; Sun Valley, Idaho; Corpus Christi, Texas; and Hot Springs, Arkansas.
- **INNOVATIVE SOLUTIONS.** Our expansive portfolio affords understanding of national and international best practices, command of the latest industry trends, and close relationships with real estate professionals and corporate site selectors across the US. We leverage this deep well of knowledge to create innovative solutions that give our clients a competitive edge.
- **ORGANIZATIONAL EXPERTISE.** TIP has worked with public, private, and public-private economic development organizations across the US. We have a nuanced understanding of their roles and can offer insights into opportunities that help these entities leverage their positions and resource their missions within local, regional, and state economic development ecosystems. Our team has even helped clients such as the City of Dallas, Texas, and the Delaware Prosperity Partnership build new entities from the ground up.
- **CROSS-FUNCTIONAL ENGAGEMENT.** We engage the appropriate groups to gather meaningful information, raise awareness of economic issues, and build support for the outcomes. TIP's projects are typically guided by leadership teams comprised of representatives from multiple jurisdictions and areas of interest, including corporations, economic development, higher education, and workforce. As a result, we know how to balance competing interests and identify shared goals within communities and organizations to create consensus-based visions for the future.
- **HOLISTIC APPROACH.** Our years of experience and national portfolio have taught us that Talent, Innovation, and Place are essential to economic resilience and prosperity. Rooted in the understanding that economic vitality is dependent on these three key factors, our holistic approach provides future-ready strategies that ensure communities are prepared to compete for businesses, people, and funding successfully.

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

References

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



MIDLAND DEVELOPMENT CORPORATION (TX) PRIORITY MIDLAND COMMUNITY VISIONING

CHALLENGE

Midland's economy was thriving during the latter half of the last decade due to an ongoing energy-led expansion. Fueled by this expansion, the city added residents at a pace faster than almost any other city in the nation and greatly increased employment opportunities. This rapid growth, however, challenged city institutions by placing tremendous and unsustainable pressure on infrastructure and resources. A steep rise in housing costs threatened existing residents' quality of life and hampered the region's business and workforce retention and recruitment efforts.

RESPONSE

In response to these challenges, Midland-area elected officials engaged TIP Strategies, along with The McChrystal Group and The Perryman Group, to facilitate a community visioning process. The Priority Midland initiative was designed to bring together Midland-area taxing entities, community leaders, and other stakeholders into a collaborative forum to develop a strategic investment plan for the community. Representatives from public entities, foundations, and private industries met on numerous occasions for nearly a year to identify community goals, create alliances, and develop partnership-based solutions to Midland's challenges. Participants were assigned to working groups organized around five topic areas: education, health and wellness, housing, infrastructure, and quality of place. Through these working groups, stakeholder meetings, and leadership of the steering committee, nearly 750 people attended a Priority Midland event, and approximately 135 people participated in a core working group session. The initiative's transparent and participatory approach has already increased communication and collaboration among local governmental entities and created stronger partnerships between the public and private sectors. In addition to creating a plan of action to address some of Midland's most pressing issues, the resulting "roadmap" helped increase residents' confidence that limited public resources can be strategically allocated and fully leveraged, and has helped identify additional resources beyond the public realm that can be brought to bear.

REFERENCE

Sara Harris, Executive Director, Midland Development Corporation | 200 N. Loraine Street, Ste. 610, Midland, TX 79701 | PH 432.253.8018 | sharris@midlandtxedc.com



KERR ECONOMIC DEVELOPMENT CORPORATION (TX) STAKEHOLDER RETREAT

CHALLENGE

Nestled in the Texas Hill Country, Kerr County offers an attractive quality of life and the City of Kerrville's downtown amenities, making it a favorite among retirees. However, the county's relatively low levels of educational attainment, high median age, lack of inventory for industrial or office users, and distance from large markets presented significant workforce challenges. A collaboration of city and county stakeholders was necessary to identify the area's advantages and strategies to positively impact population growth, job creation, and investment.

RESPONSE

The Kerr Economic Development Corporation (KEDC) contracted with TIP to facilitate a half-day retreat for economic development stakeholders. The retreat was held on May 21, 2019, with approximately 25 attendees, including KEDC board members, the Kerrville Economic Improvement Corporation, the Kerrville City Council, the Kerr County Commissioner's Court, and the Kerrville Public Utility Board, with an open invitation to the public. The goals of the retreat included a review of TIP's research and findings; a discussion of the area's strengths, weaknesses, opportunities, and threats from a site consultant point of view; an evaluation of goals and key economic opportunities; and developing next steps. The retreat benefited from the in-depth engagement of attendees, representing a variety of perspectives in Kerr. Three key goals emerged: 1) increase regional collaboration including the creation of a Hill County economic development organization; 2) create an economic development strategic plan to inform goals and metrics for success; and 3) realign assets for growth. Participants ended the retreat by selecting concrete actions that would help further the three priority goals within the next 30 days. To conclude the engagement, TIP provided KEDC a memo consolidating key data points, stakeholder input, goals, and recommendations.

REFERENCE

Gilberto Salinas, Executive Director & CEO, Greater Brownsville Incentives Corporation (former Executive Director, Kerr Economic Dev. Corp.) | 500 E St. Charles Street, Brownsville, Texas | PH 956.561.4133 (main office) | GSalinas@greaterbrownsville.com

Image Credit: Kerrville_tx_city_hall_2015 by Larry D. Moore via Wikimedia Commons (CC by 3.0)



TOWN OF SAHUARITA, AZ

SAHUARITA ECONOMIC DEVELOPMENT P3 MASTER PLAN

CHALLENGE

Located just south of Tucson near the US-Mexico border, the Town of Sahuarita, Arizona, has experienced rapid growth since its incorporation in 1994. Proximity to the University of Arizona (UA) and the recent completion of the Sahuarita Advanced Manufacturing and Technology Center (SAMTEC) have opened opportunities for the community to build on its strong (but historically narrow) group of major employers. With a population of over 35,000, Sahuarita stands at a crossroads; it can either respond to growth with a carefully considered economic development strategy or continue as a bedroom community, with most residents leaving for both work and play. By cultivating priorities that support a vision of what Sahuarita could be, leadership can influence future growth.

RESPONSE

To help Sahuarita realize its economic potential, the Town engaged TIP Strategies to produce the *Sahuarita Economic Development P3 Master Plan* (SP3), named after the three goals that center the plan: People, Prosperity, and Place. Built on prior planning efforts and shaped by a set of guiding principles, SP3 aims to position Sahuarita as a dynamic growth center in the Tucson metro area. The People goal sets out strategies for creating a robust talent pipeline by aligning local education institutions (UA, Pima Community College, and the Sahuarita Unified School District), increasing the availability of wraparound services, and establishing a coordinated talent marketing effort. Spurring the growth of new and existing industry, with an emphasis on leveraging local and regional innovation assets, is the objective of the Prosperity goal. The Place goal focuses on building a community identity that goes beyond the predominant residential brand of Sahuarita—to include more diverse employment opportunities and a wider array of amenities—with the goal of establishing the Town as Pima County’s largest and most successful suburb. SP3 not only provides a framework for evaluating potential projects and investments, but it also serves as a roadmap to the future that awaits Sahuarita if local leadership embraces focused and strategic growth.

REFERENCE

Victor Gonzalez, Economic Development/Public Affairs Director | 375 W Sahuarita Center Way, Sahuarita, AZ 85629 | PH 520.822.8817 | vgonzalez@sahuaritaaz.gov

DELIVERABLE

Sahuarita Economic Development P3 Master Plan | February 2024
<https://sahuaritaaz.gov/DocumentCenter/View/10740/Sahuarita-Economic-Development-P3-Master-Plan-FINAL>
 Sahuarita Quantitative & Geospatial Analysis | June 2023, updated April 2024
<https://public.tableau.com/app/profile/tipstrategies/viz/2023SahuaritaEconomicContextAnalysis/Title>



CITY OF GUNNISON, CO

THE GUNNISON ADVANTAGE: PEOPLE, PLACE, OPPORTUNITY

CHALLENGE

Located in west-central Colorado, the City of Gunnison serves as a gateway to the Gunnison Valley and nearby towns like Crested Butte. Known for its remote setting, cold climate, and strong sense of community, Gunnison combines natural beauty, recreation, and economic stability. It stands out among Colorado mountain towns for its high housing occupancy, low unemployment, and a year-round population that outnumbers tourists. Anchored by institutions such as Western Colorado University, Gunnison Valley Health, and the regional airport, the local economy has grown steadily. However, the City now faces significant challenges: rising infrastructure demands, downtown vacancies, slowing tax revenues, and declining housing affordability. Sales tax revenues rose just over 1 percent from 2023 to 2024, while inflation was about 3 percent, creating a widening gap between revenues and costs. As Gunnison nears an inflection point, strategic growth and revenue diversification are essential to maintaining services and supporting long-term community well-being.

RESPONSE

In fall 2024, TIP Strategies was engaged by the City to prepare an economic development strategy that would outline a bold vision for Gunnison's next five years. Building on priorities identified by the Gunnison City Council prior to launching the planning process—economic prosperity, housing affordability, infrastructure resilience, organizational performance, and public engagement—TIP crafted a plan framework centered on three strategic initiatives: invest in place, grow the outdoor recreation economy, and leverage science and technology. The resulting plan, *The Gunnison Advantage: People, Place, Opportunity*, capitalizes on the community's existing anchor institutions, including Western Colorado University which serves as a major economic engine. In addition to bringing professors, students, and visitors to town, the university hosts ICELab, a local coworking and innovation space. Other key assets that give the community a distinct advantage include Gunnison–Crested Butte Regional Airport, Gunnison Valley Health, and a network of partner organizations including Gunnison County, the Gunnison Country Chamber of Commerce, the local school district, and the Tourism and Prosperity Partnership. By aligning these anchors under the umbrella of a coordinated strategic plan—led by a new public-private partnership—Gunnison can become a place where quality of life and economic opportunity thrive. *The Gunnison Advantage* was supplemented by two separate deliverables: an in-depth quantitative and geospatial analysis provided to the City in early 2025 as an interactive data visualization in Tableau and an Excel-based matrix to guide the plan's implementation.

REFERENCE

Amanda Wilson, City Manager | 201 W. Virginia Ave., Gunnison, CO, 81230 | PH 970.641.8080 | awilson@gunnisonco.gov

DELIVERABLE

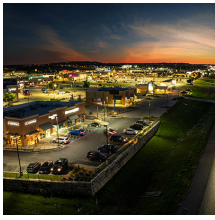
The Gunnison Advantage: People, Place, Opportunity | May 2025

<https://cms8.revize.com/revize/gunnisonco/Economic%20Development%20Strategic%20Plan%202025-06-02.pdf>

Image Credit: Gunnison, CO aerial photo via AdobeStock.

Featured Projects

TIP has successfully undertaken hundreds of projects similar in scope and size to the work requested. The following are selected projects that showcase some of our most relevant work in Texas and across the US.



COPPERAS COVE ECONOMIC DEVELOPMENT CORPORATION (TX) | ENVISION COPPERAS COVE

TIP was engaged to prepare a five-year economic development strategic plan. Envision Copperas Cove is intended to inform the CCEDC's activities, guide the prioritization of projects and investments, and build community support, all in the interest of diversifying the economy and ensuring prosperity. Embedded within the plan are four guiding principles: leveraging the region's veteran population, building a distinct community identity, making strategic investments, and creating a more regional approach to workforce and economic development.

Image Credit: Copperas Cove aerial at sunset-courtesy of Casey Benson with VikingFilmWorks.



ROSENBERG DEVELOPMENT CORPORATION (TX) | ECONOMIC DEVELOPMENT STRATEGIC PLAN

As part of preparing a 10-year economic development strategic plan, TIP identified seven goals. These goals, and the associated strategies and actions, were organized into development-related goals and organizational goals. Through this approach, the RDC can help support Rosenberg's essential manufacturing and distribution sectors, strengthen the local retail sector to increase sales tax revenue, and bring new vibrancy to the community by revitalizing key corridors.

Image Credit: Water tower courtesy of the City of Rosenberg.



CITY OF HARKER HEIGHTS, TX | BUSINESS ATTRACTION PLAN

TIP was engaged to create a Business Attraction Plan that identified potential industry targets and prioritized areas of town ripe for development and redevelopment. TIP identified six recommendations to drive future business attraction efforts. Each recommendation centered on a specific target industry area and was tied to one or more of the five real estate opportunities identified for driving business growth in Harker Heights. TIP also provided guidance on potential organizational structures, along with examples of potential strategies for improving regional collaboration.

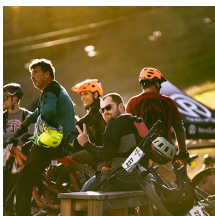
Image Credit: Young African American female student making notes at military classroom training via AdobeStock.



BEE DEVELOPMENT AUTHORITY (TX) | ECONOMIC DEVELOPMENT STRATEGIC PLAN

The Bee Development Authority in collaboration with Bee County, the City of Beeville, and Coastal Bend College, engaged TIP to prepare a strategic plan to guide the county's growth over the next five years. The resulting plan was structured around three goals, five target industries, and five measurable outcomes designed to foster increased private sector investment, business development, and job creation in Bee County. The plan called for the creation of an independent public-private partnership to lead the county's efforts and to present a coordinated voice for economic development in the county.

Image Credit: Douglas A-4 Skyhawk, Bee County Courthouse in Beeville, Texas, by Ken Lund via Flickr (CC BY-SA 2.0).



OUTDOOR RECREATION INNOVATION ACTION NETWORK—CENTRAL UPPER PENINSULA (MI) | OUTDOOR RECREATION INDUSTRY GROWTH PLAN

The Central Upper Peninsula Planning and Development Regional Commission and Innovate Marquette secured funding from the US Economic Development Administration to develop a comprehensive strategy focused on outdoor recreation technology, electrified mobility, and business development. The Outdoor Recreation Innovation Action Network (ORIAN), a public-private collaborative, worked with TIP Strategies to guide the initiative. The resulting plan provides a framework for fostering each of the sector's three segments: (1) the industries that supply the equipment needed by outdoor enthusiasts; (2) the ancillary goods and services that support the outdoor economy, including tourism; and (3) the natural features, physical infrastructure, and assets that underpin the sector.

Image Credit: Men waiting to compete in a mountain bike competition by Kyle Bolen Photo.

Appendix: Resumes



TOM STELLMAN

CEO/Founder

tom@tipstrategies.com

EDUCATION

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

EXPERTISE

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

AFFILIATIONS

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

ABOUT

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

EXPERIENCE

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

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

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

SIGNIFICANT PROJECTS

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



JON ROBERTS

Managing Partner

jon@tipstrategies.com

EDUCATION

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

EXPERTISE

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

AFFILIATIONS

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

ABOUT

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

EXPERIENCE

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

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

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

SIGNIFICANT PROJECTS

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



JEFF MARCELL

Senior Partner

jeff@tipstrategies.com

EDUCATION

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

EXPERTISE

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

AFFILIATIONS

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

ABOUT

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

EXPERIENCE

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

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

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

SIGNIFICANT PROJECTS

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



TRACYE MCDANIEL

Strategic Advisor

tracye@tipstrategies.com

EDUCATION

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

EXPERTISE

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

AFFILIATIONS

- Member, US Department of Energy's Environmental Management Advisory Board
- Past Chair, International Economic Development Council
- Member, Texas Economic Development Council
- Fellow, Ford Foundation Regional Sustainable Development
- Board of Directors, NAIOP—New Jersey Chapter
- Appointed, Council on Innovation
- Appointed, New Jersey Military Installation Growth and Development Task Force
- Board member (former), Texas Economic Development Corporation

ABOUT

Tracye McDaniel is a recognized trailblazer who has led successful public and private economic development organizations at the state and regional level under five governors in two states. She has been a trusted advisor to CEOs, nonprofits, public organizations, and private enterprises for more than three decades. Tracye has earned a reputation for creating mutually beneficial strategic partnerships among leaders across a broad spectrum of industries. In addition to serving as a Strategic Advisor with TIP Strategies, she holds the role of Chief Growth and Strategy Advisor for the International Economic Development Council (IEDC), helping shape strategy for the world's leading economic development association.

EXPERIENCE

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

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

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

SIGNIFICANT PROJECTS

- **State and regional strategic planning.** Texas Association of Business; Greater Baltimore Committee (MD); Fort Bend County, TX; Greater Fort Wayne, Inc. (IN); Northeast Florida.
- **Organizational and entity development:** Department of Economic Equity and Opportunity, Harris County, TX; City of Dallas Economic Development Corporation (TX); Columbus Partnership (OH).
- **Facilitation:** First two cohorts of the International Economic Development Council's (IEDC's) Equitable Communities Initiative.
- **Economic development fundraising:** Opportunity Houston (TX), Choose New Jersey.
- **Public-private partnerships state/regional level:** Choose New Jersey, TexasOne (Texas Economic Development Corporation), and Greater Houston Partnership (TX).
- **Economic development marketing:** Texas Wide Open for Business, Office of the Governor Economic Development and Tourism.
- **Tourism development/marketing:** Texas: It's Like A Whole Other Country, Texas Department of Economic Development & Tourism.



JOHN KARRAS

Vice President

john.karras@tipstrategies.com

EDUCATION

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

EXPERTISE

- Strategic planning
- Target industry analysis
- Economic and fiscal impact analysis
- Marketing and digital lead generation
- Downtown revitalization
- Urban planning and transportation policy
- GIS mapping and spatial analysis
- Real estate trends
- Community brand and image

AFFILIATIONS

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

ABOUT

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

EXPERIENCE

John has spent nearly two decades working as a national economic development strategist. John's economic development work has taken him to 40 US states, as well as Mexico and Canada. In addition to his consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. He founded urbanSCALE.com in 2013, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Blog posts and other content from urbanSCALE have been featured in Planetizen, Outside Magazine's annual "Best Places to Live" feature, and dozens of local media outlets around the US. John is a frequent keynote speaker at economic development conferences and serves as an instructor of training and professional development courses for economic development professionals on the topics of strategic planning, and data analysis.

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

SIGNIFICANT PROJECTS

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



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

EDUCATION

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

EXPERTISE

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

AFFILIATIONS

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

ABOUT

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

EXPERIENCE

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

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

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

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

SIGNIFICANT PROJECTS

- **Strategic planning:** Greater Baltimore Committee (2024); Chicago Metropolitan Agency for Planning (2022); Indianapolis Metropolitan Planning Organization (2022); Virginia Beach, VA (2021); Tampa Bay Economic Dev. (2019); Fort Worth, TX (2017).
- **Prioritization models:** global port investment, for Deutsche Bank (2009); global agricultural markets, for Southern United States Trade Association, (2007); global city office markets, for Mitsui Fudosan (2004).
- **Property sector dynamics:** European industrial property, for IPD (2013); Asian retail property, for Prudential (2013), US residential property, for Michigan Office of Retirement Services (2001).
- **Selected publications:** *Global Property Performance* (2016); *The Road to a Seamless Global Real Estate Portfolio* (2016); *Sectoral Aspects of Global Infrastructure Investment* (2015); *Global Infrastructure Investment: An Overview of the Institutional Landscape* (2014); "Global Real Estate Risk Index," RE/PS 6.6 (2002).



EVAN JOHNSTON

Senior Analyst

evan@tipstrategies.com

EDUCATION

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

EXPERTISE

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

ABOUT

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

EXPERIENCE

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

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

SIGNIFICANT PROJECTS

- Developed TIP Strategies' Job Quality & Access tool, which was honored with the 2025 APA Economic Development Division's Innovation-Implementation Award in recognition of its innovation and real-world application.
- Developed TIP Strategies' Occupational Risk Tool, a dynamic analytical tool that estimated aspects of workers' risk during the COVID-19 pandemic.
- Talent Migration: Analyzed federal data tracking worker separations and hires to create an interactive analytical tool describing worker migration trends across the US.
- Workforce housing: National League of Cities, pilot project on affordable housing on behalf of the Mid-America Regional Council (MARC) which serves the Kansas City area.
- Job Polarization in Austin: Co-author of Echeverri-Carroll, Oden, Gibson, & Johnston (2018) "Unintended consequences on gender diversity of high-tech growth and labor market polarization" in *Research Policy*.
- Austin's Entrepreneurial Ecosystem: Contributed to a Kauffman Foundation-funded study of Austin's entrepreneurial ecosystem. Acknowledgement of contributions in Echeverri-Carroll and Feldman (2018) "Chasing entrepreneurial firms" in *Industry and Innovation*.



AJAY KASTURIRANGAN

Analyst

ajay@tipstrategies.com

EDUCATION

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

EXPERTISE

- Data Science
- Machine Learning
- Generative AI tools
- Big Data Management
- Urban Informatics
- Dashboarding

ABOUT

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

EXPERIENCE

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

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

SIGNIFICANT PROJECTS

- Designed and implemented custom generative AI tools to support advanced research on strategy and policy development, providing innovative solutions to client challenges.
- Developed data engineering frameworks for processing diverse public data sources—including the Census Bureau, BLS, BTS, FCC, OpenStreetMap, and more—to deliver actionable insights for clients.
- Presented a research study at the Applied Urban Science Conference 2023, analyzing the patterns of head and eye coordination in low vision individuals in New York City.
- Developed a machine learning model to predict gross domestic product of US counties based on night light emission image data using open-source tools.



REECE NEATHERY

Analyst

reece@tipstrategies.com

EDUCATION

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

EXPERTISE

- Geospatial analysis
- Land use planning
- Data finding summarization
- Walkability and placemaking

ABOUT

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

EXPERIENCE

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

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

SIGNIFICANT PROJECTS

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



MEREDITH EBERLE

Senior Graphic Designer

meredith@tipstrategies.com

EDUCATION

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

EXPERTISE

- Engaging designs for complex content
- Document quality control
- Custom visual content (infographics, maps, and illustrations)
- Thought-provoking presentations
- High-level design in Adobe Creative Suite and Microsoft Office

ABOUT

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

EXPERIENCE

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

SIGNIFICANT PROJECTS

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



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CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 11D

Department: Office of the City Manager

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: None



AGENDA ITEM

Discussion and possible action to consider adjustments to the FY 2026-2027 HOT Grant recommendations by reducing the previously recommended awards by \$26,500 to align with available budgeted funds. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

None.

SUPPORTING MATERIALS

1. 2026-2027 HOT Grants - Recommendations CORRECTED

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

2025-2026 HOT Grant Requests

Organization	Event Name	Civic Center Use	Advertising	Promotion of the Arts	Historical Resto.	Sporting Events	Transportation	Total	2024-25 Request	2024-25 Award
Alpine Humane Society	Alpine Mountain Country Christmas		\$1,080					\$1,080.00	<i>new</i>	<i>new</i>
Big Bend Film Commission	Big Bend Film Commission/ Austin Film Festival		\$18,500					\$18,500.00	\$21,000	\$19,000
Guitar in the Big Bend	Guitar in the Big Bend		\$2,500	\$4,000.00				\$6,500.00	\$10,000	\$8,000
Chihuahuan Desert Gem & Mineral Club	Alpine Gem & Mineral Show	\$900	\$4,950	\$2,244.06				\$8,094.06	\$6,900	\$5,000
Big Bend Ranch Rodeo	Big Bend Ranch Rodeo					\$18,000		\$18,000.00	\$20,000	\$15,000
Skelton's Runway	SRSU Homecoming Celebration		\$450					\$450.00	<i>new</i>	<i>new</i>
Sul Ross State University Rodeo Team	81st Annual Sul Ross College Rodeo					\$18,000		\$18,000.00	\$20,000	\$15,000
Big Bend American Legion Post 79	American Legion Riders Texas State Rally		\$2,250	\$3,291.08				\$5,541.08	<i>new</i>	<i>new</i>
Alpine's Gallery Night, Inc	Alpine's Artwalk 2026		\$18,000	\$19,943.73				\$37,943.73	\$45,000	\$40,000
Alpine's Gallery Night, Inc	Spirits of the West		\$4,500	\$4,986.27				\$9,486.27	\$30,500	\$25,000
Sul Ross State Athletics	SR Athletics Events					\$0		\$0.00	<i>new</i>	<i>new</i>
Viva Big Bend	Viva Big Bend		\$17,100	\$14,957.96			\$1,000	\$33,057.96	\$35,000	\$31,000
Big Bend Community Baseball & Softball Inc. dt	Alpine Cowboys Baseball		\$13,500		\$7,977.78	\$1,000		\$22,477.78	\$40,000	\$21,000
Borderlands Research Institute	Alpine Wildlife Weekend		\$4,050					\$4,050.00	\$6,000	\$5,000
The Magical Warehouse	Far West Texas Comic Con	\$1,000	\$6,750	\$4,986.27				\$12,736.27	\$30,000	\$15,000
Big Bend Natual History Association	Pioneer Reunion		\$2,700		\$5,983.44			\$8,683.44	<i>new</i>	<i>new</i>
Family Crisis Center of the Big Bend Inc	Mother's Day Dance		\$450	\$1,496.17				\$1,946.17	<i>new</i>	<i>new</i>
Museum of the Big Bend	Museum of the Big Bend		\$35,000					\$35,000.00	\$45,000	\$45,000
Museum of the Big Bend	Trappings of Texas		\$22,500					\$22,500.00	\$45,000	\$20,000
Big Bend Bluegrass Association	Big Bend Bluegrass Festival	\$200	\$9,675	\$7,978.05				\$17,853.05	\$25,400	\$19,250
Alpine Community Projects	Alpine's Fourth of July Celebration		\$810	\$2,493.35				\$3,303.35	\$9,500	\$4,000
Sul Ross University Geology Program	Geo Fest '27		\$450	\$1,197.14	\$750.00			\$2,397.14	<i>new</i>	<i>new</i>
Lone Star Cowboy Poetry Gathering	Lone Star Cowboy Poetry Gathering	\$400	\$31,500	\$9,972.16			\$3,000	\$44,872.16	\$70,400	\$50,000
Theatre of the Big Bend	62ndSeason of Theatre of the Big Bend		\$0					\$0.00	\$30,000	\$30,000
Sul Ross University Athletic Benefit	2026 Athletic Benefit Concert		\$6,750					\$6,750.00	<i>new</i>	<i>new</i>
Archives of the Big Bend	10th Annual Border Archives Bazaar		\$1,080		\$1,097.55		\$100	\$2,277.55	<i>new</i>	<i>new</i>

	\$2,500	\$204,545	\$77,546.23	\$15,808.77	\$37,000	\$4,100	\$341,500.00	\$368,000	Previous Total
								\$341,500	Available Total
City Music \$5,000.00				\$5,000.00 City brochure printing					
Film Rebate Program \$10,000.00									
Total \$15,000.00				\$5,000.00 Total					
15% (MAX) \$93,750.00				\$93,750.00 15% (MAX)					
Total Arts \$ available for grants \$78,750.00				\$88,750.00 Total Historical \$ available for grants					

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 11E

Department: Office of the City Manager

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Alexandra Tackett, Deputy City Secretary

Staff Recommendation: None



AGENDA ITEM

Discussion regarding notice of Public Hearing on the proposed Fiscal Year 2027 Budget for the Brewster County Appraisal District (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

None

SUPPORTING MATERIALS

1. BREWSTER COUNTY APPRAISAL DISTRICT

BUDGET CONSIDERATIONS

Expenditure Required: N/A

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

Brewster County Appraisal District

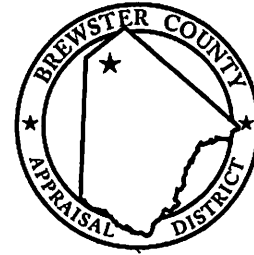
1604 W Hwy 90

Alpine, Texas 79830

(432) 837-2558

www.brewstercotad.org

appraisaldistrict@brewstercotad.org



NOTICE OF PUBLIC HEARING ON 2027 APPRAISAL DISTRICT BUDGET

Pursuant to Texas Property Tax Code section 6.06, this letter is to inform you that a public hearing on the Appraisal District's proposed budget for 2027 will be held at 11:00 AM August 19th in the Appraisal District boardroom at 1604 W HWY 90 in Alpine.

The 2027 proposed budget is enclosed in this mailing for your reference and for public examination at your governing body's office pursuant to Section 6.06 (a).

Brewster CAD

8/7/2026

Brewster CAD

Proposed 2027 Budget

Income

Taxing Entity Income	% Allocation	2026	Proposed 2027	Difference
Brewster County	27.32%	\$ 199,303.20	\$ 245,830.26	\$ 46,527.06
City of Alpine	12.31%	\$ 89,429.96	\$ 110,767.59	\$ 21,337.63
Alpine ISD	42.42%	\$ 309,326.32	\$ 381,702.77	\$ 72,376.45
Terlingua CSD	6.91%	\$ 50,618.02	\$ 62,177.42	\$ 11,559.40
San Vicente ISD	0.51%	\$ 3,625.17	\$ 4,589.07	\$ 963.90
Marathon ISD	5.41%	\$ 39,529.99	\$ 48,680.15	\$ 9,150.16
Big Bend Regional Hospital District	5.12%	\$ 36,987.33	\$ 46,070.68	\$ 9,083.35
Emergency Services Dist North*	0.0%	\$ -	\$ -	\$ -
Total Taxing Entity Income	100.00%	\$ 728,820	\$ 899,818	\$ 170,998
Miscellaneous Income		\$ -	\$ -	\$ -
Total Income		\$ 728,820	\$ 899,818	\$ 170,998

* Emergency Services District North is pending implementation as a taxing unit.

This taxing entity will contribute a portion to the CAD budget, if approved.

Allocation to be determined.

Expenses	2026	Proposed 2027	Difference
Appraisal Firm Assitance	\$ 30,000	\$ 21,000	\$ (9,000)
Ancillary Sevices/Audit	\$ 9,000	\$ 41,210	\$ 32,210
Appraisal Review Board	\$ 6,000	\$ 9,900	\$ 3,900
Dues/Membberships	\$ 2,500	\$ 1,090	\$ (1,410)
Legal Services	\$ 30,000	\$ 18,000	\$ (12,000)
Notices/Advertising/Postage	\$ 26,000	\$ 9,100	\$ (16,900)
Payroll - Salaries	\$ 307,000	\$ 455,053	\$ 148,053
Payroll - Medicare/Social Security	\$ 23,486	\$ 33,950	\$ 10,464
Payroll - Retirement	\$ 22,135	\$ 31,065	\$ 8,930
Payroll - Health Insurance	\$ 50,000	\$ 56,000	\$ 6,000
Payroll - Worker's Comp	\$ 1,500	\$ 2,000	\$ 500
Payroll - Other Benefits	\$ -	\$ 9,000	\$ 9,000
Vehicle Maintenance	\$ 5,000	\$ 9,600	\$ 4,600
Education	\$ 12,000	\$ 1,400	\$ (10,600)
Service Contracts	\$ 117,000	\$ 146,500	\$ 29,500
Supplies	\$ 6,000	\$ 4,400	\$ (1,600)
Travel expenses	\$ 6,000	\$ 6,000	\$ -
Utilities	\$ 5,000	\$ 8,400	\$ 3,400
Building Lease And Service	\$ 19,200	\$ 23,570	\$ 4,370
Consulting	\$ 36,000	\$ -	\$ (36,000)
Equipment Leases	\$ -	\$ 2,580	\$ 2,580
Contingency	\$ 15,000	\$ 10,000	\$ (5,000)
Total Expenses	\$ 728,820	\$ 899,818	\$ 170,998

Brewster CAD
Proposed Salaries

Title	Salary	Car Allowance	Cellphone Allowance	Total Salary	Health Insurance	Employee Taxes	Medicare/SS	Retirement	CPA 2025	Sal Adj	Salary	Car/Cell	Adj Sal	Total Cost	Total Salary	Total Benefits
Chief Appraiser	105000	6000		600	111600	8000	250	8032.50	7350	0.03	3150	108150	6600	114750	138382.50	30232.50
Deputy Chief Appraiser	68000	0		600	68600	8000	250	5202.00	4760	0.03	2040	70040	600	70640	82832.00	16812.00
Director of Operations	67500	0		600	68100	8000	250	5163.75	4725	0.03	2025	69525	600	70125	82263.75	16738.75
Office Manager	53000	0		0	53000	8000	250	4054.50	3710	0.03	1590	54590	0	54590	70604.50	16014.50
Appraiser	42000	0		600	42600	8000	250	3213.00	2940	0.03	1260	43260	600	43860	58263.00	15003.00
New Appraiser	40000	0		600	40600	8000	250	3060.00	2800	0	0	40000	600	40600	54710.00	14710.00
Clerk	40000	0		0	40000	8000	250	3060.00	2800	0.03	1200	41200	0	41200	55310.00	14110.00
Part Time Clerk	28288	0		0	28288	0	250	2164.03	1980.16	0	0	28288	0	28288	32682.19	4394.19
	443788	6000		3000	452788	56000	2000	33949.78	31065.16		11265	455053	9000	464053	\$ 587,067.94	\$ 455,053.00

Notes:

Cell phone allowance \$ 50 Per month per appraiser

Part Time Help	Hours/Week	Weeks/Year	Total Hours	Rate/Hour	Annual Pay
Clerk	32		52	1664 \$	17 28288

Expense Category	Provider/Service	Service Notes	Cost	Term	Bill Per Year	Annual Cost	Notes	Type Total	Expense Category
Advert/Notices	Alpine Avalanche	Newspaper	1100	Quarterly	4	4400	Needed to post due to legal requirements.		
Advert/Notices	Verhvrge	Notice preparation and mail	3500	Batch	1	3500	No contract. Needed for notices.		
Advert/Notices	Brewster County Treasurer	Postage	100	Monthly	12	1200	Need for mail.	9100	Advert/Notices
Ancil Service	Nieves	Office cleaning service	75	Day	64	4800	Once/week And before BOD meetings		
Ancil Service	Quikbooks Online	Quickbooks accounting Fee	4600	Annually	1	4600	Needed for income, expense and pay.		
Ancil Service	GRP	Audit Fee	19500	Annually	1	19500	Needed due to legal requirements.		
Ancil Service	RECORDS CONSULTANTS	Record Storage recording and tracking	650	Annually	1	650	Do we have records stored with them?		
Ancil Service	DigSigner	Digital signatures.	600	Annually	1	600	Needed to sign protest forms.		
Ancil Service	MaqTeq	Firewall maintenance	330	Monthly	12	3960	Needed for IT cybersecurity.		
Ancil Service	MaqTeq	Cyber security and monitoring	7100	Annually	1	7100	Needed for IT cybersecurity.	41210	Ancil Service
APP Training	Training/Courses	Training for RPA and CE	1400	Spec	1	1400	Needed for legal requirements.		
APP Training	Travel	Travel mostly for training	6000	Annually	1	6000	Needed for legal requirements.		
APP Training	TAAD	Membership	1000	Annually	1	1000	Needed for course discounts.		
APP Training	Texas Department of Licencing and Registration	RPA Licenses	90	Spec	1	90	Needed for legal requirements.	8490	APP Training
Appeal	Arbitration	Owner/Agent post ARB action	1500	Spec	1	1500	Needed as contingency.		
Appeal	ARB Member	Pay to ARB members	6000	Annually	1	6000	Needed for legal requirements (appeals).		
Appeal	Security guard	Security for hearings	200	Day	12	2400	Sheriff deputy security during ARB hearings.	9900	Appeal
Appr Co	T Y Pickett	Mineral, utility, industrial appraisal	14000	Flat Fee	1	14000	Needed for specialty appraisals.		
Appr Co	WESTERN VALUATION & CONSULTING LLC	Consultant and market data	7000	Annually	1	7000	Needed for market data.		
Appr Co	Eagle Appraisal	Appraisal Services	0	Annually	1	0	Needed for Terlingua.	21000	Appr Cons
Appr Service	Marshall & Swift	Cost Appraisals	400	Annually	1	400	Needed for cost analysis.		
Appr Service	ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE, INC	GIS	1500	Annually	1	1500	Needed for GIS.		
Appr Service	Eagleview	GIS partial flyer	20000	Annually	1	20000	Assist with sketch inspect.		
Appr Service	BIS	BCAD website maintenance	0	Annually	1	0	Billed with HG PACS		
Appr Service	Harris Govern PACS	PACS CAMA System	78000	Var Pmnts	1	78000	Needed for appraisal part of CAMA. Collections part to be paid by Tax Office.		
Appr Service	THE EXEMPTION PROJECT, INC.	Turnroll	15250	Annually	1	15250	Contract expires 01/2027. Renew due to MAP requirements.		
Appr Service	Source Strategies Inc.	Hotel Information	350	Annually	1	350	Useful for hotel valuations.		
Appr Service	EagleView	Sketch Inspect	10000	Annually	1	10000	Useful to add omitted and correct sketches.		
Appr Service	Liza Trevino TMI Consultant	MAP Review Assistance Consultation	15000	Annually	1	15000	Needed for passing MAP Review.		
Appr Service	TMI	MAP Review Assistance Software	6000	Annually	1	6000	Needed due to MAP.	146500	Appr Service
Bldg Lease And Service	Altura Vista	Building Lease	1635	Monthly	12	19620	Needed.		
Bldg Lease And Service	Big Bend Telephone	Phone and Internet	300	Monthly	12	3600	Needed.		
Bldg Lease And Service	Desert Pest Solutions	Pest Control	350	Annually	1	350	Needed.	23570	Bldg Lease And Ser
Bldg Utility	Amigo Energy	Electricity	400	Monthly	12	4800	Needed.		
Bldg Utility	City of Alpine Gas	Gas	100	Monthly	12	1200	Needed.		
Bldg Utility	City of Alpine Water	Water	200	Monthly	12	2400	Needed.	8400	Bldg Utility
Eqmt Lease	Total Office Solutions	Copier Maintenance	105	Monthly	12	1260	Needed for copier.		
Eqmt Lease	Great American Financial Services	Copier Lease	110	Monthly	12	1320	Needed for copier.	2580	Eqmt Lease
Legal	Texas Municipal League	Workers Comp and General Liability Insurance	6000	Annually	1	6000	Needed.		
Legal	McCreary, Veselka, Bragg, & Allen P.C.	General advice and litigation	250	Per Hour	40	10000	Needed for legal issues.		
Legal	Armstrong & Armstrong P.C.	ARB Attorney	2000	Spec	1	2000	Needed for legal issues.	18000	Legal
Supply/Maint	Quill	Office Supplies	75	Monthly	12	900	Needed supplies for office/operations.		
Supply/Maint	Misc.	Office Suples	250	Monthly	12	3000	Needed supplies for office/operations.		
Supply/Maint	Printco	Business Cards	500	Annually	1	500	Needed supplies for office.		
Supply/Maint	Vehicles	Maintenance and fuel	800	Monthly	12	9600	Needed for appraisal operations.	14000	Supply/Maint
Misc	Contingency	Contingency	10000	Spec	1	10000		10000	Miscellaneous
				Subtotal		\$ 312,750			
				Salaries		\$ 587,068			
				TOTAL		\$ 899,818		312750	Contracts Total

Harris Govern Costs

Software Or Service	2025 Cost	CAD	TAX OFC	CAD %	Tax OFC %	2026 Cost	Notes
PACS Appraisal	26177	26177.00	0.00	100%	0%	26177	
PACS Collections	16628	0.00	16628.00	0%	100%	0	
GIS Parcel Base Map Maintenance	16526	16526.00	0.00	100%	0%	16526	
IT Monitoring Maintenance	5565	2782.50	2782.50	50%	50%	5565	
Mobile Field Device Server Maintenance	5065	5065.00	0.00	100%	0%	0	Cancelled April 2026
HGOBIS Online Appeals	4554	4554.00	0.00	100%	0%	4554	
End User IT Support	3700	1850.00	1850.00	50%	50%	3700	
Matix Maintenance	3064	3064.00	0.00	100%	0%	3064	
HGOBIS GIS Interactive Maps	3019	3019.00	0.00	100%	0%	3019	
HGOBIS Truth In Taxation Website	2898	1449.00	1449.00	50%	50%	2898	
Off-site Backup Services	2884	1442.00	1442.00	50%	50%	2884	
Cloud Hosting Fee	2483	1241.50	1241.50	50%	50%	2483	
HGOBIS Propety Search	2294	1147.00	1147.00	50%	50%	2294	
Mobile Field Device Maintenance Fee	2161	2161.00	0.00	100%	0%	0	Cancelled April 2026
HGOBIS Homepage	1570	1570.00	0.00	100%	0%	1570	
Internet Email Hosting Package	580	580.00	0.00	100%	0%	580	
HGOBIS Appraisal Notices Online	541	541.00	0.00	100%	0%	541	
Mobile Advanced Mapping Maintenance	321	321.00	0.00	100%	0%	0	Cancelled April 2026
Dislo Integration maintenance	202	202.00	0.00	100%	0%	202	
Totals	\$ 100,232.00	\$ 73,692.00	\$ 26,540.00			76057.00	
					2027 index	1.03	
					2027 estimate	78338.71	

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 12A

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: Approve



AGENDA ITEM

Approve the first and final reading of Ordinance 2026-08-01, an Ordinance Amending the Fiscal Year 2025-2026 Municipal Budget to include Additional Appropriations for Extended Pool Operations, the Interlocal Agreement with Alpine ISD for Renovation of the Manuel Payne Softball Field, and Airport Fuel Costs; Providing for Severability; and Providing an effective date. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

Consider approval of ordinance 2028-08-01, amending the Fiscal Year 2025-2026 Municipal Budget by \$729,000. The amendment provides \$11,000 to extend City Pool operations through September 27, 2026; \$650,000 for the Manuel Payne Softball Field renovation under the interlocal agreement with Alpine ISD; and \$68,000 for additional airport fuel costs.

SUPPORTING MATERIALS

1. 2026-08-01 -Budget Amendment Manuel Payne Field - Airport Fuel - Pool Season
2. Exhibit A field airport

BUDGET CONSIDERATIONS

Expenditure Required: \$729,000

Savings Anticipation: N/A

Current Budget FY 2025-2026: N/A

Additional Funding: \$729,000 budget amendment required:

- Pool operations: \$11,000
- Manuel Payne Softball Field: \$650,000
- Airport fuel: \$68,000

APPROVERS

Alexandra Tackett, Deputy City Secretary

STATE OF TEXAS

CITY OF ALPINE

COUNTY OF BREWSTER

ORDINANCE 2026-08-01

AN ORDINANCE OF THE CITY OF ALPINE, TEXAS, AMENDING THE FY 2025-2026 MUNICIPAL BUDGET TO INCLUDE ADDITIONAL APPROPRIATIONS FOR EXTENDED POOL OPERATIONS, THE INTERLOCAL AGREEMENT WITH ALPINE ISD FOR RENOVATION OF THE MANUEL PAYNE SOFTBALL FIELD, AND AIRPORT FUEL COSTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council of the City of Alpine adopted the Fiscal Year 2025-2026 budget in accordance with state law; and

WHEREAS, the City has identified the need to amend the current fiscal year budget to reflect additional expenditures necessary for continued operations and approved projects; and

WHEREAS, the City Council desires to extend operations of the City Pool through September 27, 2026, requiring an additional appropriation of \$11,000; and

WHEREAS, the City of Alpine and Alpine ISD have entered into an interlocal agreement for the renovation of the Manuel Payne Softball Field, requiring a budget amendment in the amount of \$650,000; and

WHEREAS, the City's airport operations require an amendment to the fuel budget in the amount of \$68,000 to meet current operational needs; and

WHEREAS, the City Council finds that these amendments are necessary for the efficient operation of municipal services and the advancement of community projects.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS:

SECTION I.

The Fiscal Year 2025-2026 Budget is hereby amended to include the following appropriations:

- **Pool Operations Extension (through September 27, 2026):** Additional appropriation of **\$11,000**.
- **Interlocal Agreement – Manuel Payne Softball Field Renovation:** Additional appropriation of **\$650,000**.

- **Airport Fuel Budget Amendment:** Additional appropriation of **\$68,000**.

SECTION II.

The City Manager is authorized to make all necessary budget adjustments, execute related financial transactions, and ensure proper accounting of these amendments.

SECTION III.

If any provision of this Ordinance is held invalid, the remainder shall continue in full force and effect.

SECTION IV.

This Ordinance shall take effect immediately upon passage.

PASSED, APPROVED AND ADOPTED THIS 18TH DAY OF AUGUST 2026, BY A MAJORITY VOTE OF THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS.

FIRST AND FINAL READING

AUGUST 18, 2026

Catherine Eaves, Mayor

ATTEST:

Clarinda Espinoza, Interim City Secretary

"Exhibit C"

FY 2025-2026 Budget Amendments

Note: To transfer funds for the purchase of AV fuel and to adjust Fuel Sales

Department	Line Item	Description	Original Budget	Amended Budget	Proposed Amendment	Amended Budget
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Airport Fund-05

Transfer in	05-627-2000	AV/Jet Fuel/Oil Purchase	\$ 789,250.00	\$ 80,000.00	\$ 869,250.00	\$ 869,250.00
Fund Balance	05-393-9300	Fund Balance (9/30/24)	\$ (6,183,028.32)	\$ 80,000.00	\$ (6,103,028.32)	\$ (6,103,028.32)

Note: To adjust Fuel Sales for the months of August and September 2026

Fund Balance	05-393-9300	Fund Balance	\$ (6,103,028.32)	\$ (150,653.00)	\$ (6,253,681.32)	\$ (6,253,681.32)
Revenue	05-527-1602	Fuel Sales	\$ 1,127,500.00	\$ 150,653.00	\$ 1,278,153.00	\$ 1,278,153.00

Note: To Transfer funds for extended pool operating hours

General Fund-01

Parks & Pool-0642

Transfer To	01-642-0101	Salaries	\$ 220,749.00	\$ 11,000.00	\$ 231,749.00	\$ 231,749.00
Transfer From	01-642-8001	Leased Vehicles	\$ 26,629.00	\$ (8,000.00)	\$ 18,629.00	\$ 18,629.00
Transfer From	01-622-1502	Mayor Discretionary	\$ 4,000.00	\$ (3,000.00)	\$ 1,000.00	\$ 1,000.00

Note: To transfer funds for the Inter Local Agreement with AISD for the football field

General Fund-01

Transfer To	Not created yet	Escrow Cash Account	\$ -	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00
Transfer From	01-393-9300	Fund Balance (9/30/24)	\$ 3,967,005.72	\$ (650,000.00)	\$ 3,317,005.72	\$ 3,317,005.72

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 12B

Department: Administration

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: Approve



AGENDA ITEM

Approve Resolution 2026-08-07, a resolution approving the 2026-2027 Hotel Occupancy Tax Grant Awards. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

The City of Alpine Hotel Occupancy Tax (HOT) Committee met on August 5, 2026, to review applications received during the posted application period for Fiscal Year 2026-2027.

Applications were evaluated based on their anticipated impact on overnight lodging, promotional and business plans, organizational capacity, diversity of funding, innovation, and contribution to tourism in Alpine.

The Committee recommends awarding HOT funds to 24 organizations and events, including nine new events. Funding will support eligible expenses related to advertising, arts, sporting events, historical restoration, transportation, and use of the Civic Center. These events are expected to promote tourism, increase overnight visitation, and provide cultural, recreational, and economic benefits to Alpine.

Recommended Action: Approve the Hotel Occupancy Tax Committee's recommended FY 2026-2027 HOT Grant Awards as presented in Exhibit "A."

SUPPORTING MATERIALS

1. 2026-08-07 Hotel Occupancy Tax HOT Grant Awards 2026 2027

BUDGET CONSIDERATIONS

Expenditure Required: \$341,500 in FY 2026-2027 HOT funds, subject to verification of Exhibit "A"

Savings Anticipation: None

Current Budget FY2025- Not applicable
2026:

Additional Funding: None anticipated; funding will be provided from Hotel Occupancy Tax revenues appropriated in the FY 2026-2027 budget.

APPROVERS

Alexandra Tackett, Deputy City Secretary

THE STATE OF TEXAS

COUNTY OF BREWSTER

CITY OF ALPINE

RESOLUTION 2026-08-07

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS APPROVING THE RECOMMENDED HOTEL OCCUPANCY TAX GRANT AWARDS FROM THE HOTEL OCCUPANCY TAX COMMITTEE FOR THE FISCAL YEAR 2026-2027.

WHEREAS, the City Council of the City of Alpine seeks to promote tourism and development throughout the limits of the city through the efficient use of Hotel Occupancy Tax; and

WHEREAS, the City Council has cause in pursuit of their legislative duties to promote the participation of citizens and to receive formal input from them on a variety of issues; and

WHEREAS, the Hotel Occupancy Tax (HOT) Committee was established by the City Council on February 18, 2020, to make recommendations for annual awards of HOT Grants; and

WHEREAS, the HOT Committee has met and has made the official recommendation for the appropriation of Hotel Occupancy Tax grant funding for the Fiscal Year 2026-2027, which the City Council deems appropriate to accept.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS THAT:

SECTION 1. The official recommendation of the Hotel Occupancy Tax Committee is hereto attached as “Exhibit A.”

SECTION 2. The City Council hereby approves of “Exhibit A” and awards Hotel Occupancy Tax grants to applicants as outlined therein.

SECTION 3. This resolution takes effect immediately upon its passage.

PASSED AND APPROVED THIS THE 18TH DAY OF AUGUST 2026 BY THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS.

Catherine Eaves, Mayor

ATTEST:

Clarinda Espinoza, Interim City Secretary

EXHIBIT “A”

Recommendation from the City of Alpine Hotel Occupancy Tax (HOT) Committee to the Alpine City Council for the appropriation of HOT funds for the 2026-2027 Fiscal Year.

The Hotel Occupancy Tax Committee met on August 5, 2026, to review all HOT grant applications that were received within the posted application window. The applicants and their proposals were considered according to the following criteria.

- Impact on overnight hotel stays
- Professionalism of application, soundness of business and promotional plan
- Capacity to host successful program or event
- Diversity of revenues (not relying solely on HOT funds for operations)
- Encouraging new events or activities
- Innovative programs

The Committee is enthusiastic about the proposed events and their contributions to the City and its community – especially their ability to encourage overnight visitation to Alpine – and recommends funding the following grants in the amounts listed below for a total of \$400,000.

1. Family Crisis Center of the Big Bend, Inc. – Mother’s Day Dance (*New*)
Grant Total: \$1,907.92 (\$450 Advertising, \$1,457.92 Arts)
2. Sul Ross State University Rodeo
Grant Total: \$18,000 (Sporting Events)
3. Big Bend Ranch Rodeo
Grant Total: \$18,000 (Sporting Events)
4. Big Bend Bluegrass Association – Big Bend Bluegrass Festival
Grant Total: \$17,650.55 (\$9,675 Advertising, \$7,775.55 Arts; \$200 Civic Center Use)
5. Alpine’s Gallery Night, Inc. – ArtWalk 2026
Grant Total: \$37,438 (\$18,000 Advertising, \$19,438 Arts)
6. Alpine’s Gallery Night, Inc. – Spirits of the West
Grant Total: \$9,359.58 (\$4,500 Advertising, \$4,859.58 Arts)
7. Guitar in the Big Bend
Grant Total: \$6,500 (\$2,500 Advertising, \$4,000 Arts)
8. Museum of the Big Bend
Grant Total: \$35,000 (Advertising)
9. Museum of the Big Bend – Trappings of Texas
Grant Total: \$22,500 (Advertising)
10. Alpine Humane Society – Alpine Mountain Country Christmas (*New*)
Grant Total: \$1,080 (\$1,080 Advertising)
11. Alpine Community Projects – Alpine’s 4th of July Celebration
Grant Total: \$3,239.83 (\$810 Advertising, \$2,429.83 Arts)

12. Big Bend Community Baseball & Softball, Inc. – Alpine Cowboys Baseball
Grant Total: \$22,275.28 (\$13,500 Advertising, \$7,775.28 Historical Restoration, \$1,000 Sporting Events)
13. Viva Big Bend
Grant Total: \$32,678.58 (\$17,100 Advertising, \$14,578.58 Arts, \$1,000 Transportation)
14. The Magical Warehouse – Far West Texas Comic Con
Grant Total: \$12,609.58 (\$6,750 Advertising, \$4,859.58 Arts; \$1,000 Civic Center Use)
15. Lone Star Cowboy Poetry Gathering
Grant Total: \$44,619.12 (\$400 Civic Center Use, \$31,500 Advertising, \$9,719.12 Arts, \$3,000 Transportation)
16. Big Bend Film Commission – Big Bend Film Commission/Austin Film Festival
Grant Total: \$18,500 (\$18,500 Advertising)
17. Chihuahuan Desert Gem & Mineral Club – Alpine Gem & Mineral Show
Grant Total: \$10,286.86 (\$900 Civic Center Use; \$4,950 Advertising; \$2,186.86 Arts; \$2,250 Historical Restoration)
18. Skelton's Runway – SRSU Homecoming Celebration (*New*)
Grant Total: \$450 (\$450 Advertising)
19. Big Bend American Legion Post 79 – American Legion Riders Texas State Rally (*New*)
Grant Total: \$5,457.35 (\$2,250 Advertising; \$3,207.35 Arts)
20. Borderlands Research Institute – Alpine Wildlife Weekend
Grant Total \$4,050 (\$4,050 Advertising)
21. Big Bend Natural History Association – Pioneer Reunion (*New*)
Grant Total: \$8,531.48 (\$2,700 Advertising; \$5,831.48 Historical Restoration)
22. Sul Ross University Geology Program – Geo Fest '27 (*New*)
Grant Total: \$2,366.46 (\$450 Advertising; \$1,166.46 Arts; \$750 Historical Restoration)
23. Sul Ross University Athletic Benefit – 2026 Athletic Benefit Concert (*New*)
Grant Total: \$6,750 (\$6,750 Advertising)
24. Archives of the Big Bend – 10th Annual Border Archives Bazaar (*New*)
Grant Total: \$2,249.41 (\$1,080 Advertising; \$1,069.41 Historical Restoration; \$100 Transportation)

CITY COUNCIL AGENDA ITEM REPORT

August 18, 2026

Agenda Item No. 12C

Department: Office of the City Manager

Sponsor: Henry Arredondo, City Manager

Memo Prepared By: Clarinda Espinoza, Interim City Secretary

Staff Recommendation: Approve



AGENDA ITEM

Approve Resolution 2026-08-08 for Jacob and Martin LLC's New General Service Engineering Services Agreement. (H. Arredondo, City Manager)

EXECUTIVE SUMMARY

Consider approval of the resolution 2026-08-08, for a five-year Professional Services Agreement with Jacob & Martin, LLC for general engineering and consulting services on an as-needed basis. Each project will require a separate Task Authorization identifying the scope, schedule, and cost before work begins. Approval of the agreement does not authorize a specific expenditure; costs will be determined and approved by individual Task Authorizations.

SUPPORTING MATERIALS

1. 2026-08-08 Resolution Jacob and Martin LLC New General Services Agreement
2. Jacob and Martin Alpine_2026 General Engineering Services Agreement (1)

BUDGET CONSIDERATIONS

Expenditure Required: N/A
Savings Anticipation: N/A
Current Budget FY 2025-2026: N/A
Additional Funding: N/A

APPROVERS

Alexandra Tackett, Deputy City Secretary

STATE OF TEXAS

CITY OF ALPINE

COUNTY OF BREWSTER

RESOLUTION 2026-08-08

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS, APPROVING A GENERAL SERVICES ENGINEERING SERVICES AGREEMENT WITH JACOB & MARTIN, LLC. AUTHORIZING THE CITY MANAGER TO EXECUTE THE AGREEMENT; PROVIDING THAT THE AGREEMENT SHALL SERVE AS THE MASTER AGREEMENT GOVERNING FUTURE TASK AUTHORIZATIONS; PROVIDING FOR A TERM OF FIVE (5) YEARS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Alpine, Texas ("City"), desires to obtain professional engineering services to support the planning, design, administration, and implementation of public works, infrastructure, utilities, transportation, and other municipal projects; and

WHEREAS, Jacob & Martin, LLC is qualified to provide professional engineering services to the City; and

WHEREAS, the City and Jacob & Martin, LLC have negotiated a General Services Engineering Services Agreement ("Agreement") establishing the terms and conditions under which engineering services may be provided to the City; and

WHEREAS, the Agreement is intended to serve as the binding master agreement governing future Task Authorizations issued by the City and accepted by Jacob & Martin, LLC; and

WHEREAS, the City Council finds that approving the Agreement is in the best interests of the City and its citizens.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS THAT:

SECTION I. APPROVAL OF AGREEMENT.

The City Council hereby approves the General Services Engineering Services Agreement between the City of Alpine, Texas, and Jacob & Martin, LLC, in substantially the form presented to the City Council.

SECTION II. MASTER AGREEMENT FOR TASK AUTHORIZATIONS.

The approved General Services Engineering Services Agreement shall serve as the binding agreement governing all Task Authorizations issued pursuant thereto, and each Task Authorization shall be subject to the terms and conditions of the Agreement.

SECTION III. TERM.

The term of the General Services Engineering Services Agreement shall be five (5) years beginning on the effective date of the Agreement, unless earlier terminated in accordance with its terms.

SECTION IV. AUTHORIZATION OF CITY MANAGER.

The City Manager is hereby authorized and directed to execute the General Services Engineering Services Agreement with Jacob & Martin, LLC, and to execute related Task Authorizations and other documents necessary to administer the Agreement in accordance with applicable law, City policies, and approved funding.

SECTION V.

This Resolution is intended to express the policy direction and intent of the City Council and does not constitute a binding appropriation of funds or contractual obligation.

PASSED, APPROVED AND ADOPTED BY A MAJORITY VOTE OF THE CITY COUNCIL ON THE 18TH DAY OF AUGUST 2020 BY THE CITY COUNCIL OF THE CITY OF ALPINE, TEXAS.

Catherine Eaves, Mayor

ATTEST:

Clarinda Espinoza, Interim City Secretary

**PROFESSIONAL SERVICES AGREEMENT
GENERAL ENGINEERING SERVICES**

This Professional Services Agreement ("Agreement") is entered into this ____ day of, _____ 2026 (the "Effective Date"), by and between the City of Alpine, a Texas home rule municipal corporation ("City"), and Jacob & Martin, LLC ("Consultant").

WITNESSETH

WHEREAS, the City desires contracting with and utilizing a professional engineering firm to perform certain professional engineering services for routine engineering needs on an as needed basis, from time to time as necessary and desired by City; and

WHEREAS, Jacob & Martin, LLC is a professional engineering firm organized and existing under the laws of the State of Texas, capable of performing the routine professional engineering services desired by the City; and

WHEREAS, City desires to enter into this professional services agreement with Consultant to perform professional engineering services on a task by task basis;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the City and Consultant agree as follows:

I. Services

A. Consultant will provide consulting and engineering services to City on an as-requested basis. Upon being contacted by the City and prior to initiating any services, the Consultant will provide City with a Task Authorization for approval, which Task Authorization shall set forth the scope, schedule, and costs of the services to be provided (the "Services").

II. Compensation

A. The consideration to be paid for the Services to be provided City as described in Article I shall be due and payable in accordance to the terms and conditions outlined in this Agreement and further specified in each Task Authorization.

B. Unless otherwise specified differently in the applicable Task Authorization, Consultant shall invoice City monthly for Services performed and shall pay Consultant any undisputed portion of the invoice on or before thirty (30) days of receiving the invoice.

C. In the event City disputes any invoice item, City shall give Consultant written notice of such disputed item within ten (10) days after receipt of such invoice. Consultant and City will attempt to resolve any payment dispute within sixty (60) days or the matter may be submitted to dispute resolution as found in Article VII. If City fails to

pay any undisputed invoiced amounts when due, interest will accrue on each unpaid amount at the rate equal to the average rate paid over the previous 12-month period on United States treasury bills with a 26-week maturity plus one percent (1%). Such interest shall accrue from the date said payment is overdue until paid according to the provisions of the Agreement. Interest shall not be charged on any disputed invoice item finally resolved in City's favor.

III. Term and Termination

A. Term. The term of this Agreement shall be for five (5) years beginning on the Effective Date.

B. Termination for Convenience of the City. City may at any time and for any reason terminate Consultant's services and work at City's convenience upon providing written notice to Consultant specifying the extent of termination and the effective date. Upon receipt of such notice, Consultant shall, unless the notice directs otherwise, immediately discontinue the work and placing of orders for materials, facilities and supplies in connection with the performance of this Agreement.

Upon such termination, Consultant shall be entitled to payment only as follows: (1) the actual cost of the work completed in conformity with this Agreement and any related Task Authorization; plus, (2) such other costs actually incurred by Consultant as are permitted by the Task Authorization and approved by City; (3) ~~plus ten percent (10%) of the cost of the work referred to in subparagraph (1) above for overhead and profit.~~ There shall be deducted from such sums as provided in this subparagraph the amount of any payments made to Consultant prior to the date of the termination of this Agreement. Consultant shall not be entitled to any claim or claim of lien against City for any additional compensation or damages in the event of such termination and payment.

C. Termination of Agreement for Cause. If Consultant fails to fulfill in a timely and proper manner its obligations under this Agreement, or if Consultant violates any of the covenants, conditions, agreements, or stipulations of this Agreement, the City shall have the right to terminate this Agreement by giving written notice to Consultant of such termination and specifying the effective date thereof, which shall be at least five days before the effective date of such termination. In the event of termination for cause, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs and reports prepared by Consultant pursuant to this Agreement shall, at the option of the City, be turned over to the City and become the property of the City. In the event of termination for cause, Consultant shall be entitled to receive reasonable compensation for any necessary services actually and satisfactorily performed prior to the date of termination.

Notwithstanding the above, Consultant shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of the Agreement by Consultant, and the City may set-off the damages it incurred as a result of Consultant's breach of the contract from any amounts it might otherwise owe Consultant.

D. Termination for Non-Appropriation of Funds. All funds for payment by the City under this Agreement or any related Task Authorization are subject to the availability of an annual appropriation for this purpose by the City of Alpine. Unless terminated pursuant to other applicable termination provisions contained in this Agreement, in the event of non-appropriation of funds by the City Council of the City of Alpine for the goods or services provided under this Agreement, the City will terminate this Agreement, without termination charge or other liability, on the last day of the then-current fiscal year or when the appropriation made for the then-current year for the goods or services covered by this Agreement or any related Task Authorization is spent, whichever occurs first.

IV. Independent Contractor/Standard of Performance

A. Professional Standard. It is understood and agreed that Consultant is to perform the Services in a sound and professional manner and exercising the degree of care, skill and diligence in the performance of the Services as is exercised by a professional engineer under similar circumstances. Consultant represents that it has the required skills and capacity to perform work and services to be provided under this Agreement or any associated Task Authorization. If any of the activities of Consultant, or omissions of the activities required under this Agreement or any associated Task Authorization, shall cause, in whole or in part, liability or loss on the part of the City, it shall be deemed that Consultant did not perform in accordance with the provisions of this section and shall be in breach of this Agreement.

B. Deficiencies. City shall not be responsible for discovering deficiencies or defects in the performance of the Services by Consultant. Any deficiency in Consultant's work and services performed under this Agreement shall be subject to the provisions of applicable state and federal law. Any deficiency discovered shall be corrected upon notice from City and at the Consultant's expense if the deficiency is due to Consultant's negligence. The City shall notify the Consultant in writing of any such deficiency and provide an opportunity for mutual investigation and resolution of the problem prior to pursuit of any judicial remedy. In any case, this provision shall in no way limit the judicial remedies available to the City under applicable state or federal law.

C. Independent Contractor. Consultant is and shall be considered at all times an independent contractor under this Agreement and/or in its service, hereunder. During the performance of the Services under this Agreement, Consultant and Consultant's employees will not be considered, for any purpose, employees or agents of City within the meaning or the application of any federal, state or local law or regulation, including without limitation, laws, rules or regulations regarding or related to unemployment insurance, old age benefits, workers compensation, labor, personal injury or taxes of any kind.

V. Indemnity

A. Consultant shall indemnify, release, and hold City and City's elected officials, officers, agents, employees and independent contractors harmless, to the fullest extent permitted by law, from and against any and all suits, claims, demands,

damages, costs, liabilities and expenses, of any character, type or description, including without limiting the generality of the foregoing all expenses of litigation, court costs, and attorneys' fees for bodily injury, death to any person, or property damage, received or sustained by any person, persons or property, as a result of, arising from, occasioned by or related to the negligent acts of the Consultant, its agents or employees, Consultant's use or occupation of lands owned by Alpine, and/or any matter related to Consultant's activities, services, performances, operations or omissions conducted under this Agreement, except to the extent that such injuries, damages or costs are solely caused by Alpine's gross negligence or willful misconduct. This indemnity and release shall survive the termination or expiration of this Agreement and nothing contained herein shall limit or extinguish this indemnity and release.

VI. Insurance

A. Consultant shall procure and carry, at its sole cost and expense through the life of this Agreement, insurance protection with a company authorized to transact business in the State of Texas in an amount not less than state statutory limits of liability for governmental entities under the Tort Claims Act, as protections of any liability for all claims and damages arising from the services provided under this Agreement whether such services be provided by the Consultant or its officials, agents, employees, subcontractors or any other person assisting in the carrying out of any function authorized in this Agreement, including without limitation, the following:

1. Consultant shall maintain in force, during the term of this Agreement, commercial general liability insurance with a limit of \$1,000,000 per occurrence and in the aggregate; automobile liability insurance with combined single limit of \$500,000 per occurrence; and professional liability insurance with per occurrence and aggregate limits of \$1,000,000.
2. Consultant shall elect to obtain worker's compensation coverage pursuant to Section 406.002 of the Texas Labor Code. Further, Consultant shall maintain said coverage throughout the term of this Agreement and shall comply with all provisions of Title 5 of the Texas Labor Code to ensure that the Consultant maintains this coverage.

B. The City of Alpine shall be listed as an additional insured with respect to the Automobile Liability and Commercial General Liability and shall be granted a waiver of subrogation under those policies. Consultant shall provide a Certificate of Insurance to City as evidence of coverage. The certificate shall provide 30 days' notice of cancellation. A copy of the additional insured endorsement and waiver of subrogation attached to the policy will be included in the certificate.

C. If at any time during the life of the Agreement or any extension hereof, Consultant fails to maintain the required insurance in full force and effect, Consultant shall be in breach hereof and all work under the Agreement shall be discontinued immediately.

VII. Miscellaneous

A. **Notice.** Any notice required by this Agreement shall be deemed to be properly served, if (i) provided in person, by e-mail with delivery confirmation or by telephonic facsimile; or (ii) deposited in the United States mail by certified letter, return receipt requested, addressed to the recipient at recipient's address shown below, subject to the right of either party to designate a different address by notice given in the manner just described.

For City:

Henry Arredondo
City Manager
100 N. 13th Street
Alpine, Texas 79830

For Consultant:

Kirt Harle, P.E.
Vice President
3465 Curry Lane
Abilene, Texas 79606

B. **Document Ownership.** Any and all documents, drawings and specifications prepared by Consultant as part of the Services hereunder, shall become the property of City when Consultant has been compensated as set forth in Article II, above. However, such documents are not intended or represented by Consultant to be suitable for reuse by City or others on any other project not outlined in this Agreement or respective Task Authorization. Any such reuse or modification without written verification or adaptation by Consultant, as appropriate for the specific purpose intended, will be at City's sole risk and without liability or legal exposure to Consultant. Rights to intellectual property developed, utilized, or modified in the performance of the Services shall remain the property of Consultant.

C. **Audit.** City may audit and inspect Consultant's records and accounts covering fees and reimbursable costs for a period of six months following the completion of Consultant's Services. The purpose of any such audit shall be only for verification of such costs. Consultant shall not be required to keep records of or provide access to those of its costs expressed as fixed rates, a lump sum, or as a percentage of other costs.

D. **Waiver.** A waiver by either City or Consultant of a breach of this Agreement must be in writing executed by the non-breaching party to be effective. In the event

either party shall execute and deliver such waiver, such waiver shall not affect the waiving party's rights with respect to any other or subsequent breach.

E. Conflicts. To the extent possible, this Agreement and any exhibit hereto shall be construed as being consistent with one another. In the event that the terms and conditions contained in this Agreement conflict with the terms of any exhibit attached hereto or Task Authorization, the terms and conditions of this Agreement shall control.

F. Dispute Resolution. Subject to the termination rights outlined in Article III, in the event of any dispute, claim, question, or disagreement arising from or relating to this Agreement or any related Task Authorization, or the breach thereof, the parties hereto shall use their best efforts to settle the dispute, claim, question or disagreement. To this effect, the parties shall consult and negotiate with each other in good faith within 30 days of receipt of a written notice of the dispute or invitation to negotiate and attempt to reach a just and equitable solution satisfactory to both parties. If the matter is not resolved by negotiation within 30 days of receipt of written notice or invitation to negotiate, the parties agree first to try in good faith to settle the matter by submitting to non-binding mediation prior to exercising any other rights under law, unless the parties mutually agree otherwise. If the parties are unable to resolve such dispute after mediation, either party may exercise any right or remedy available to it by law, contract, equity or otherwise, including without limitation, specific performance, the right to terminate this Agreement without additional notice and/or the right to seek any and all forms of relief in a court of competent jurisdiction.

G. Nonexclusive. This Agreement is nonexclusive, and City reserves the right to contract for the same or similar services with any other party as it deems necessary and proper.

H. Authority. Consultant represents and warrants to City that it has taken all actions necessary to authorize the party executing this Agreement to bind, in all respects, Consultant to all terms and provisions of this Agreement, and that such person possesses authority to execute this Agreement and bind Consultant hereto.

I. Governing Law. The activities contemplated by this Agreement are performable in Brewster County, Texas and shall be governed by the laws of the State of Texas, without regard to conflict of law provisions. Venue for any action brought pursuant to this Agreement, or any activity contemplated hereby, shall lie exclusively in Brewster County, Texas.

J. Entire Agreement. Together with any applicable Task Authorization, this constitutes the entire agreement and understanding of the parties with respect to the subject matter hereof and supersedes all prior understandings and agreements between the parties and may not be modified, altered or amended except in writing and executed by both parties to this Agreement.

K. Attorney's Fees. If any action at law or in equity is necessary to enforce or interpret the terms of this agreement, the prevailing party will be entitled to reasonable

attorney's fees, costs, and necessary disbursements in addition to any other relief to which that party is entitled.

L. Severability. If any provision of this Agreement is declared invalid or unenforceable by a court of competent jurisdiction, then such provision shall be deemed automatically modified to conform with the requirements for validity and enforceability as declared at that time, and as so modified, shall be deemed a provision of this Agreement as though originally included herein.

M. Assignment. The Services to be performed by Consultant under this Agreement are personal and unique. City or Consultant may not assign or sublicense this Agreement or any rights or obligations hereunder to any third-party without the written consent of the other party to this Agreement.

N. Governmental Function/No Waiver of Immunity. The parties to this Agreement acknowledge that the services contracted for in this Agreement and any associated Task Authorization relate to the governmental functions of the City. Nothing in this Agreement shall be held to modify or to change in any way the sovereign or official immunity enjoyed by the City of Alpine, Texas, or their respective officers and employees. No waiver of sovereign or official immunity, whether express or implied, is intended or made by this Agreement.

O. No Third-Party Beneficiaries. There is no third-party beneficiary to this Agreement and nothing contained in this Agreement shall be construed to provide any rights or benefits whatsoever to any party other than City and Consultant.

P. No Joint Venture. Nothing contained herein shall be construed to imply a joint venture, joint enterprise, partnership or principal – agent relationship between Consultant and City. The rights and obligations of the parties are to be governed strictly by this Agreement and it is not intended that there shall be any lending of credit by one party to the other or that either party shall be entitled to create any obligation binding on the other party not specifically provided for herein. Nothing herein shall be construed as a loan or pledge of credit or assets by City as prohibited by Article 3, Section 52 of the Texas Constitution or otherwise.

Q. No Delegation of Authority. Nothing contained herein shall be construed to imply that any administrative, regulatory or legislative authority has been delegated by the City to Consultant. All statutory provisions, ordinance provisions or other regulatory provisions that require a decision or finding by the appropriate city official or governing body shall remain with such official or body and shall not rest with Consultant unless otherwise specified in a separate document apart from this Agreement executed by the City.

R. Compliance with Law. Consultant shall, at all times, observe and comply, at Consultant's sole expense, with all federal, state and local laws, ordinances and regulations, which in any manner affect the services provided under this Agreement and shall indemnify and save City harmless against any claim arising from the violation of any such law, ordinance or regulation by Consultant.

S. Anti-Terrorism/Boycott Compliance. In accordance with Chapter 2270, Texas Government Code, a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it: (1) does not boycott Israel; and (2) will not boycott Israel during the term of the contract. Chapter 2252, Texas Government Code does not allow a city to contract with a company that does business with Iran, Sudan, or a foreign terrorist organization on a list prepared by the Texas Comptroller. By executing this Agreement, Consultant represents and warrants to the City that the Consultant does not boycott Israel, will not boycott Israel during the term of this Agreement, and that does not contract with a prohibited entity listed in the previous sentence.

T. Counterparts/Authority. This Agreement may be executed in separate counterparts, and all such counterparts will constitute one and the same instrument. All signatories to this Agreement hereby represent and warrant that they have the authority to execute this Agreement and bind the respective parties.

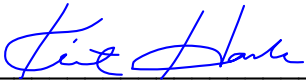
IN WITNESS WHEREOF, the parties have executed this Agreement by their duly authorized representatives as of the date first written above.

CITY OF ALPINE

Jacob & Martin, LLC

Consultant

By: _____

By:  _____

Name: Henry Arrendondo

Name: Kirt Harle, P.E.

Title: City Manager

Title: Principal