



TIRZ COUNSULTING SERVICES

» RFQ 2021-005



Calderon Economic Development Strategies, LLC

INTEGRITY | PROFESSIONALISM | CREATIVITY



July 5, 2021

Webb County Purchasing Department  
1110 Washington Street, Suite 101  
Laredo, Texas 78040

RE: RFQ 2021-005—Tax Increment Reinvestment Zone Consulting Services

Dear Webb County Purchasing Staff:

Please accept this letter as evidence of my firm's interest in contracting with Webb County for Tax Increment Reinvestment Zone Consulting Services. Our firm is a full-service economic development consulting concern, in business since June of 2017, beginning our fifth-year last month under the current incorporation. (See Experience for a more detailed explanation of work history).

I am the sole employee, serving as both principal on projects for which I provide consulting services, as well as manager when utilizing other contract sub consultants for various tasks. My contract consultants have expertise in project development and management, government consulting, marketing and promotion, procurement service, data harvesting and statistical analysis. Graphic information systems analysis and mapping is provided by Redwood GIS. Website development, social media, and net-based marketing is provided by Mallory Welch. In January of 2021, Calderon EDS also formalized a collaboration with The G Larson Group, who specializes in marketing services ranging from internet-based marketing and communications services to video and photographic services which helps communities to present their projects and community in a unique and engaging manner.

I am confident that Webb County would benefit from the level of experience my firm brings, both through my personal experience garnered in both the public and private sectors as an economic development expert, and also with a broad range of development projects undertaken over the course of the last nearly 30 years. Further, the expertise my contract team brings to the table compliments and enhances the services my firm offers and will enable us to meet and address any need or challenge that Webb County may face in its effort to develop the county's tax base and economy.

In addition to providing expert consulting on TIRZ creation and management, my firm also provides expert consulting on use of a myriad of other special purpose districts. These include municipal management and public improvement districts, enterprise zones, industrial development and municipal utility districts, tax abatements, Chapter 380 and 381 programs and agreements, public private partnership agreements, creation and management of local government corporations (LGCs), structuring and sale of tax-exempt bonds, private placement facilities, and management through LGCs of capital mobility and public/municipal facilities projects. We truly offer a full complement of economic development and redevelopment consulting services to public and private entities alike.

To that end, and with the help of colleagues and sub consultants, my firm is positioned to deliver to Webb County very competent and highly experienced consulting services in tax increment financing. We also come equipped to provide a substantially more holistic approach than most firms due to our capacity to engage in use of other economic development tools, which we will highlight in our response to your request for qualifications. We look forward to the opportunity to prove that to you.

Thank you for your consideration of our submission.

Respectfully,

President, Calderon Economic Development Strategies, LLC



# QUALIFICATIONS

## On TIRZ

I actively developed the City of Houston's Tax Increment Reinvestment program, taking the city from one TIRZ to twenty. The development objectives included focuses on central business district redevelopment, inner City neighborhood redevelopment, suburban redevelopment, raw land development, older shopping mall redevelopments, and mixed use residential/commercial redevelopment. We also collaborated with private sector interests and the Houston Independent School district to structure two TIRZs to help finance the construction of two new high schools to address student overcrowding of existing facilities on the City's east and west sides.

The Houston TIRZ program became the model program for all the other large Texas City TIRZ programs, not only due to the broad utilization of the TIRZ tool to tackle a number of economic development challenges, but also in creation of a methodology for issuance of bonds using pledges of tax incremental revenues for debt service, without burdening the municipality with the obligation or responsibility for debt service. Bringing creative approaches to the use of the tool, we helped develop a new methodology by creating and using local government corporations (LGCs) as an overlay mechanism on TIRZs, to sell tax exempt bonds to finance repayments to developers as well as directly finance projects in fulfillment of zone project plan and reinvestment financing plan projects. That particular overlay model is now utilized all over the state of Texas.

While head of the City's Economic Development Program, concurrently serving as an assistant director in the City's Department of Planning and Development, I regularly provided training and advice to many other Texas Cities on use of the TIRZ mechanism, and actively drafted and helped pass legislation to modify, update, and address needed changes to the Chapter 311, Texas Tax Code to enable a more flexible use of the tool by municipalities in Texas.

## Economic Development Experience

I have been active in the Economic Development field both as a government operative, while managing the City of Houston's economic development activities beginning in late 1993, and ultimately forming and managing an economic development division for the city from 1995 until 2003, when I left to continue work in the ED field as a private consultant. While my work with the city included a myriad of economic development activities including processing more than 80 tax abatements, I also managed the City's three public improvement districts, two enterprise zones and one Empowerment Zone. A few high-profile projects also required negotiations of project specific rebate agreements. I created a downtown specific boutique hotel redevelopment program to add to the City's stock of available hotel rooms in order to better compete with other municipalities in the Southern United States for convention business. In addition, I created the City's Chapter 380 fund and program guidelines, and also managed the City's Historic Tax Credit program, to help preserve older structures in the City's central business district.

To date, including the creations done for the City of Houston, and work done by both my current firm, and a previous firm (Hawes Hill Calderon, LLP) I have led the creation of more than 60 TIRZs, with many amendments and expansions of zones as well. Due to the significant level of experience and success of these efforts, I have also been frequently invited to provide training and workshops on use of tax increment financing for many different entities including the Texas Economic Development Council (TEDC), the International Economic Development Council (IEDC), the Council of Development Finance Agencies (CDFA), and the South Texas School of Law, where I have taught continuing legal education courses, and guest lectured on economic development in Texas. Lastly, through the CDFA, I was also invited to be a member of a small select team of experts charged with drafting two separate nationally released manuals on Best Practices in Tax Increment Financing. I come to Webb County well versed and experienced in both creating and managing TIRZs.



# QUALIFICATIONS



## Property Values, Value Estimates and Revenue Modeling

There is a certain amount of familiarity with valuation and cost of development that comes from having worked on dozens of TIRZ creations. Experience breeds familiarity. However, statutory requirements in the enabling legislation for special purpose districts in Texas, and specifically for TIRZ require developing close working relationships with a myriad of entities and organizations. The role of close work with appraisal districts cannot be understated. Almost always, baseline valuations are going to be driven much more by County appraisal district decisions than by any other factor. At times, private appraisers can be used to help influence and set a minimum valuation. While working at the City of Houston, we supported CAD valuations by supplementing valuation data with that of private appraisers in order to properly size future bond sales where incremental revenues were the pledge source of revenue for debt service. Consequently, the need to work closely with local appraisal district officials is a must and is one of our fortes. Further, any taxing jurisdiction that uses TIRZ has to be able to predict, model, and demonstrate the financial impact a given development project will have on future revenues of the jurisdiction, not only to determine the minimum level of tax rate with which a jurisdiction should participate in a TIRZ (or any other special purpose district funded by revenues generated by a tax or assessment), but also be able to assess the level of surplus revenues that can be counted on due to the certainty of the modeling to property budget revenues for debt service as well as the general fund. Our firm has a proprietary model used for such revenue forecasting that has consistently performed well enough to backstop and validate financial advisory models prepared for the purposes of selling tax exempt bonds or negotiating private placements facilities with tax increment pledges.

The need to get this right also frequently drives the decision as to where the reinvestment zone boundary is drawn.

In addition to using historical data drawn from local CAD data bases by our GIS team, we also frequently consult with major builders and developers in Texas, with analysts in all of the major bond houses in the State, market absorption analysts for both residential and commercial development projects, as well as private appraisers.

### ***Note of Significance:***

When working with a builder/developer, whose estimates for future values are based on assumed and estimated costs for development, there are times when, as an analyst, I have no other alternative but to assume that the developer is indeed going to create a certain value based on their expenditures. If there are concerns about the target numbers being too high, adjustments to the revenues impact estimates are made using significantly more conservative market increases in value estimates that are below historical trends. Our preference is for our models to always conservatively and intentionally under-project future values and their revenue impacts, so financing facilities are based on conservative numbers, based on reasonable estimates/impacts.



# QUALIFICATIONS



## Other Professional Services

As previously cited in the cover letter, and included here again for compliance with the RFQ, we also provide consulting and management services in creation of a myriad of special purpose districts including municipal management districts, municipal utility districts, public improvement districts, tax abatement reinvestment zones and agreements, chapter 380/381 programs, creation and activation of local government corporations, negotiation of development agreements, grant writing to governmental and private corporations and foundations for project funding, capital project construction management for those projects built using public funding, and management of tax exempt and taxable bond sales through the LGC or MMD mechanisms. On occasion, we have also been hired to provide expert testimony on economic development tools in Texas for legal disputes filed in State and Federal courts.

## Personnel & Consultants

*Resumes provided in appendix*

### **Bill Calderon**

To serve as the project manager and principal point of contact for any projects undertaken pursuant to an approved contract with Webb County.

### **Gretchen Larson**

To serve as assistant project manager and second point of contact for the Webb County contract. She will also serve as a political liaison and oversee marketing and community engagement as may be needed or requested under the contract.

### **Kendal Larson**

Provides meeting facilitation, information technology management, and a full array of marketing and communications services.

### **Christi Billioni (Redwood GIS)**

Provides Graphic Information Systems analysis, data harvesting, and expert cartography.

### **Mallory Welch**

Our website development professional and provides IT and Security services to our clients.

**THIS FORM MUST BE INCLUDED WITH RFQ PACKAGE; PLEASE CHECK OFF EACH ITEM INCLUDED WITH RFQ PACKAGE AND SIGN BELOW TO COMPLETE SUBMITTAL OF EACH REQUIRED ITEM.**

***RFQ # 2021-005  
"Tax Increment Reinvestment Zone Consulting Services"***

Statement of Qualifications

Proposers Information form

References form

Conflict of Interest form (Form CIQ)

Certification regarding Debarment (Form H2048)

Certification regarding Federal lobbying (Form 2049)

Purchasing Code of Ethics Affidavit

Proof of No Delinquent Tax Owed to Webb County

Bill Anderson  
Signature of Authorized Official completing RFQ

7/8/21  
Date



**Proposer Information**

Name of Company: Calderon Economic Development Strategies, LLC.

Address: 901 W. Alabama

City and State Houston, Texas 77006

Phone: 713-724-4460

Email Address: Bill.Calderon1953@gmail.com

Signature of Person Authorized to Sign:

A handwritten signature in black ink that reads "Bill Calderon".

Signature

Bill Calderón

Print Name

President

Title

Indicate status as to "Partnership", "Corporation", "Land Owner", etc.

Texas Corporation

JULY 6, 2021

(Date)

**Note:**

*All submissions relative to these RFQ shall become the property of Webb County and are nonreturnable. If any further information is required, please call the Webb County Contract Administrator, Juan Guerrero, at (956)523-4125.*

## REFERENCES FORM

Please list three (3) references of current or recent customers who can verify the quality of service your firm provides. The County prefers customers of similar size and scope from other government agencies from the State of Texas.

### Reference No. 1

Government / Company Name: Fort Bend County / Parkway Lakes Master, Ltd.

Address: PO Box 1 Clo-dine, Texas 77469

Contact Person / Title: Robert Ferguson, Sr. - Owner

Phone Number: 281-497-6000 Email Address: rb\_ferguson@msn.com

Contract Period: 2016 — 2020

Scope of consulting services provided:

Created a synthetic TIRZ. Negotiated and received approval from Fort Bend County for:  
1) Creation of the North Fort Bend Redevelopment Authority;  
2) Approval by the Court of An Economic Development Agreement; and  
3) Negotiate and receive approval from Fort Bend MUD 50 for participation.

### Reference No. 2

Government / Company Name: Hidalgo County & City of Penitas / Mil Encinos, Ltd.

Address: PO Box 653 Penitas, Texas 78576

Contact Person / Title: John Womack - Owner/Developer/TIRZ Chairman

Phone Number: 956-624-2621 Email Address: John@JAWomack.com

Contract Period: 2016 — Current

Scope of consulting services provided:

Created a TIRZ. Negotiated the County inter-local agreement; the development reimbursement agreement; created a local government corporation; negotiated the tri-party agreement for LGC management of TIRZ; negotiated an extension of the TIRZ to add 15+ more years to the zone life. Currently serving as the Executive Director for the TIRZ/LGC.



**Reference No. 3**

Government / Company Name: City of Brownsville & Cameron County /  
Santander Development Ltd. & Madiera Development Ltd.

Address: 3505 Boca Chica #100 Brownsville Texas 78521

Contact Person / Title: Dennis Sanchez - Development Partner / Legal Counsel

Phone Number: 956-546-3731 Email Address: DSanchez@SouthTexasLegal.com

Contract Period: 2002 — 2005 and 2016 — Current

Scope of consulting services provided:

Created two TIRZs; first in 2005 for a 280 acre enclosed development; and again in 2020 for a 1,400 acre mixed-use development. In both cases I negotiated and received approvals for development plans and county interlocal agreements. Also approved was a development agreement for \$7.6 million in Zone #1. Currently finalizing a development agreement for Zone #2 for \$139 million.

# CONFLICT OF INTEREST QUESTIONNAIRE

## FORM CIQ

For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

### OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Calderon Economic Development Strategies, LLC.

2  Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Not Applicable

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes  No Not Applicable

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes  No Not Applicable

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6  Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 William Calderon  
Signature of vendor doing business with the governmental entity

7/8/21  
Date

## CONFLICT OF INTEREST CERTIFICATION

I, Bill Calderon, Do hereby certify and attest that I am not in conflict with any of the provisions of Sec:2261.252-Texas Government Code, related to conflicts of interests, as set forth below, and related to this submission, or the possible contracting for consultant services with Webb County Texas that may result from my being selected to provide services to Webb County for Tax Increment Financing. I am not prohibited from entering into a contract with Webb County as a result of any financial interest as defined under Texas Government Code 2261.252(b).

### Relevant Section of Government Code

Sec. 2261.252. DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST; CERTAIN CONTRACTS PROHIBITED. (a) Each state agency employee or official who is involved in procurement or in contract management for a state agency shall disclose to the agency any potential conflict of interest specified by state law or agency policy that is known by the employee or official with respect to any contract with a private vendor or bid for the purchase of goods or services from a private vendor by the agency.

(a-1) A state agency employee or official is required to disclose under Subsection (a) any potential conflict of interest specified by state law or agency policy that is known by the employee or official at any time during:

(1) the procurement process, from the initial request for bids for the purchase of goods or services from a private vendor until the completed final delivery of the goods or services; or

(2) the term of a contract with a private vendor.

(b) A state agency may not enter into a contract for the purchase of goods or services with a private vendor with whom any of the following agency employees or officials have a financial interest:

(1) a member of the agency's governing body;

(2) the governing official, executive director, general counsel, chief procurement officer, or procurement director of the agency; or

(3) a family member related to an employee or official described by Subdivision (1) or (2) within the second degree by affinity or consanguinity.

(c) A state agency employee or official has a financial interest in a person if the employee or official:

(1) owns or controls, directly or indirectly, an ownership interest of at least one percent in the person, including the right to share in profits, proceeds, or capital gains; or

(2) could reasonably foresee that a contract with the person could result in a financial benefit to the employee or official.

(d) A financial interest prohibited by this section does not include a retirement plan, a blind trust, insurance coverage, or an ownership interest of less than one percent in a corporation.

(e) This section applies only to a contract for the purchase of goods or services solicited through a purchase order if the amount of the purchase order exceeds \$25,000.

(f) Section 51.923, Education Code, governs the conflicts of interest of the members of the governing board of an institution of higher education, as those terms are defined by Section 61.003, Education Code, and this section does not apply to those members.

No such conflicts exist.

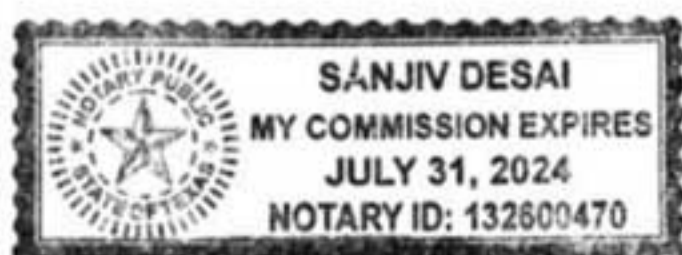
Bill Calderon Date: 7/8/21  
Bill Calderon

Witnessed:

Elisa Calderon Date: 7/8/21  
Elisa Calderon.

Notary:

Sanjiv Desai Date: 07/08/2021



**CERTIFICATION**  
REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY  
EXCLUSION FOR COVERED CONTRACTS

**PART A.**

Federal Executive Orders 12549 and 12689 require the Texas Department of Agriculture (TDA) to screen each covered potential contractor to determine whether each has a right to obtain a contract in accordance with federal regulations on debarment, suspension, ineligibility, and voluntary exclusion. Each covered contractor must also screen each of its covered subcontractors.

In this certification "contractor" refers to both contractor and subcontractor; "contract" refers to both contract and subcontract.

By signing and submitting this certification the potential contractor accepts the following terms:

1. The certification herein below is a material representation of fact upon which reliance was placed when this contract was entered into. If it is later determined that the potential contractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, or the TDA may pursue available remedies, including suspension and/or debarment.
2. The potential contractor will provide immediate written notice to the person to which this certification is submitted if at any time the potential contractor learns that the certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The words "covered contract", "debarred", "suspended", "ineligible", "participant", "person", "principal", "proposal", and "voluntarily excluded", as used in this certification have meanings based upon materials in the Definitions and Coverage sections of federal rules implementing Executive Order 12549. Usage is as defined in the attachment.
4. The potential contractor agrees by submitting this certification that, should the proposed covered contract be entered into, it will not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, and/or the TDA, as applicable.

Do you have or do you anticipate having subcontractors under this proposed contract?

Yes

No

5. The potential contractor further agrees by submitting this certification that it will include this certification titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion for Covered Contracts" without modification, in all covered subcontracts and in solicitations for all covered subcontracts.
6. A contractor may rely upon a certification of a potential subcontractor that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered contract, unless it knows that the certification is erroneous. A contractor must, at a minimum, obtain certifications from its covered subcontractors upon each subcontract's initiation and upon each renewal.
7. Nothing contained in all the foregoing will be construed to require establishment of a system of records in order to render in good faith the certification required by this certification document. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for contracts authorized under paragraph 4 of these terms, if a contractor in a covered contract knowingly enters into a covered subcontract with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, Department of Health and Human Services, United States Department of Agriculture, or other federal department or agency, as applicable, and/or the TDA may pursue available remedies, including suspension and/or debarment.

**PART B. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR COVERED CONTRACTS**

Indicate in the appropriate box which statement applies to the covered potential contractor:

- The potential contractor certifies, by submission of this certification, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any federal department or agency or by the State of Texas.
- The potential contractor is unable to certify to one or more of the terms in this certification. In this instance, the potential contractor must attach an explanation for each of the above terms to which he is unable to make certification. Attach the explanation(s) to this certification.

Name of Contractor	Vendor ID No. or Social Security No.	Program No.
William (Bill) Calderon	456-04-0271	
<i>Bill Calderon</i>		7/8/21
Signature of Authorized Representative		Date
WILLIAM (BILL) CALDERON		
Printed/Typed Name and Title of Authorized Representative		

**CERTIFICATION REGARDING FEDERAL LOBBYING**  
**(Certification for Contracts, Grants, Loans, and Cooperative Agreements)**

**PART A. PREAMBLE**

Federal legislation, Section 319 of Public Law 101-121 generally prohibits entities from using federally appropriated funds to lobby the executive or legislative branches of the federal government. Section 319 specifically requires disclosure of certain lobbying activities. A federal government-wide rule, "New Restrictions on Lobbying", published in the Federal Register, February 26, 1990, requires certification and disclosure in specific instances.

**PART B. CERTIFICATION**

This certification applies only to the instant federal action for which the certification is being obtained and is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$100,000 for each such failure.

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federally appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with these federally funded contract, subcontract, subgrant, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions. (If needed, contact the Texas Department of Agriculture to obtain a copy of Standard Form-LLL.)

3. The undersigned shall require that the language of this certification be included in the award documents for all covered subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all covered subrecipients will certify and disclose accordingly.

Do you have or do you anticipate having covered subawards under this transaction?

Yes

No

*Abderson Economic Development Strategies LLC*

Name of Contractor/Potential Contractor	Vendor ID No. or Social Security No.	Program No.
<i>William (Bill) Abderson</i>	<i>456-04-0271</i>	

Name of Authorized Representative	Title
<i>William (Bill) Abderson</i>	<i>President</i>

*Bill Abderson*  
Signature – Authorized Representative

*7/8/21*  
Date



**WEBB COUNTY PURCHASING DEPT.  
QUALIFIED PARTICIPATING VENDOR CODE OF ETHICS  
AFFIDAVIT FORM**

STATE OF TEXAS \*

KNOW ALL MEN BY THESE PRESENTS:

COUNTY OF WEBB \*

BEFORE ME the undersigned Notary Public, appeared William (Bill) Calderon the herein-named "Affiant", who is a resident of HARRIS County, State of TEXAS, and upon his/her respective oath, either individually and/or behalf of their respective company/entity, do hereby state that I have personal knowledge of the following facts, statements, matters, and/or other matters set forth herein are true and correct to the best of my knowledge.

*I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby confirm that I have reviewed and agree to fully comply with all the terms, duties, ethical policy obligations and/or conditions as required to be a qualified participating vendor with Webb County, Texas as set forth in the Webb County Purchasing Code of Ethics Policy posted at the following address: <http://www.webbcountytexas.gov/PurchasingAgent/PurchasingEthicsPolicy.pdf>*

*I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby further acknowledge, agree and understand that as a participating vendor with Webb County, Texas on any active solicitation/proposal/qualification that I and/or my company/entity failure to comply with the Code of Ethics policy may result in my and/or my company/entity disqualification, debarment or make void my contract awarded to me, my company/entity by Webb County. I agree to communicate with the Purchasing Agent or his designees should I have questions or concerns regarding this policy to ensure full compliance by contacting the Webb County Purchasing Dept. via telephone at (956) 523-4125 or e-mail to the Webb County Purchasing Agent to [joel@webbcountytexas.gov](mailto:joel@webbcountytexas.gov).*

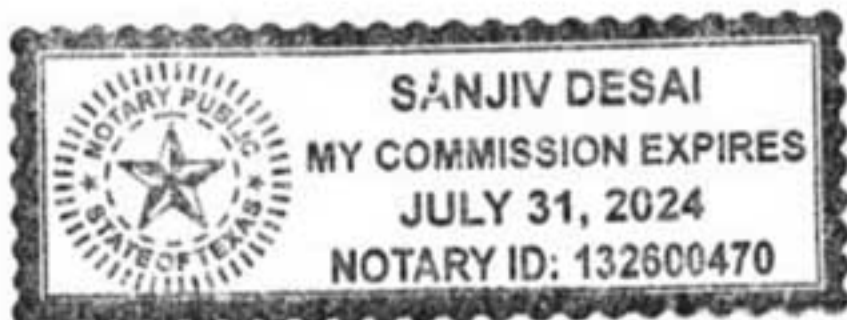
Executed and dated this 8<sup>th</sup> day of July, 2021.

Bill Calderon  
Signature of Affiant

William (Bill) Calderon  
Printed Name of Affiant/Company/Entity

SWORN to and subscribed before me, this 8 day July, 2021

[Signature]  
NOTARY PUBLIC, STATE OF TEXAS



PROOF OF NO DELINQUENT TAXES OWED TO WEBB COUNTY

Name William Calderon owes no delinquent property taxes to Webb County.

Calderon Economic Development Strategies LLC  
(Business Name) owes no property taxes as a business in Webb County.

William Calderon owes no property taxes as a resident of Webb County.  
(Business Owner)

Bill Calderon  
Person who can attest to the above information

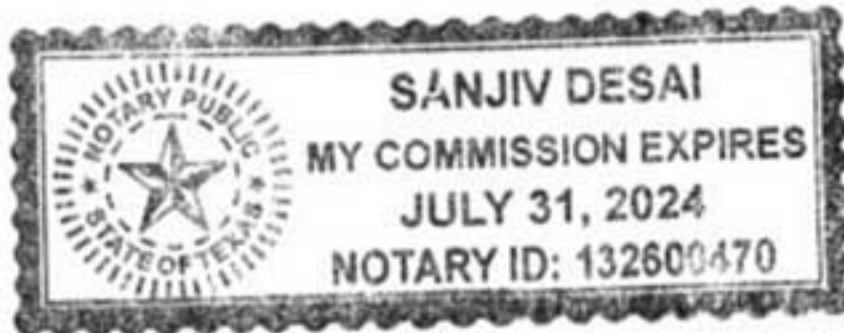
**\* SIGNED NOTORIZED DOCUMENT AND PROOF OF NO DELINQUENT TAXES TO WEBB COUNTY.**

The State of Texas  
County of Webb

Before me, a Notary Public, on this day personally appeared William (Bill) Calderon, know to me (or proved to me on the oath of \_\_\_\_\_) to be the person whose name is subscribed to the forgoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed.

Given under my hand and seal of office this 8 day of July 2021.

Notary Public, State of Texas



Sanjiv Desai

(Print name of Notary Public here)

My commission expires the 31 day of July 2021.

# CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.  
 Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

## OFFICE USE ONLY CERTIFICATION OF FILING

**1 Name of business entity filing form, and the city, state and country of the business entity's place of business.**

Calderon Economic Development Strategies, LLC  
 Houston, TX United States

Certificate Number:  
 2021-775755

Date Filed:  
 07/07/2021

Date Acknowledged:

**2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.**

Webb County Texas

**3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.**

RFQ # 2021-005  
 Tax Increment Reinvestment Zone Consulting Services

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary

**5 Check only if there is NO Interested Party.**

**6 UNSWORN DECLARATION**

My name is William (Bill) Calderon, and my date of birth is 11/23/1953 USA  
 My address is 5523 Spellman Road, Houston, TX, 77096, HARRIS Co  
(street) (city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in HARRIS County, State of TEXAS, on the 8<sup>th</sup> day of July, 2021.  
(month) (year)

Bill Calderon  
 Signature of authorized agent of contracting business entity  
(Declarant)



## Bill Calderón

### President

Calderon Economic Development Strategies, LLC

calderoneds.com

2017 — Current

Over 30 years of experience in the economic development field. Consult with clients on tax incentives for business relocations, retentions, and expansions, local government participation in public/private partnerships, and on the creation, management, and administration of various special purpose districts, zones, and local government corporations. Develop plans for project financing. Represents client interests with elected officials, governmental entities in negotiations with private developers, corporate relocation specialists, and corporations seeking incentive assistance for their economic development projects. Also advises on and assists with, or coordinates the sales of, taxable and tax-exempt bonds for economic development and capital improvements projects.

### Partner

Hawes Hill Calderon, LLP

2003 — 2017

Responsible for structuring incentives for/and enabling dozens of development projects in Texas, including major mobility capital infrastructure projects. Collaborated on the creation of several Tax Reinvestment Zones, Municipal Management Districts, and other special purpose districts and redevelopment authorities, and on average, managing 70% of them after creation. Regularly consulted with municipalities, counties, 4a and 4b corporations on financing economic development projects; consulted on tax exempt financings, including bonds, notes, loans, and other developer obligations. Successfully applied for and received multiple different Federal and State grants to fund for capital projects, often managing the capital improvement projects through completion. Served as managing partner for the firm.

### Federal Relations Director - Lobbyist

City of Houston

1990 — 1992

Responsible for all lobbying, representation, and legislative initiatives on behalf of the City of Houston with the U.S. Congress and Federal Government agencies.

### Professional Memberships

Texas Economic Development Council (TEDC)

Council of Development Finance Agencies (CDFA)

### Education

Bachelor of Arts - Government  
University of Texas at Austin

### Assistant Director

1997 — 2002

City of Houston - Department of Planning & Development

Managed the creation of 20 TIRZs. Worked with outside legal counsel and City Legal Department and developed the methodology and related legal structure for use of Local Government Corporations with TIRZs, the methodology for using local government corporations to sell TIRZ tax exempt bonds, leading to the sale of more than \$250M in bonds. Worked with zone redevelopment authorities and boards, commercial stakeholders, and the public to provide information on zone incentives and benefits, structuring multi-layered agreements, and implementing project plans. Developed special incentives including convention services hotel occupancy tax rebate agreements to catalyze the development and redevelopment of central Business District hotels. Collaborated on the repositioning of the City's historic preservation efforts through the use of historic tax exemptions. Developed the methodology for using local government corporations to sell TIRZ tax exempt bonds, leading to the sale of more than \$250M in bonds. Administered the City's tax abatement program, approving over 90 tax abatements, and managed the administration of the six public improvement districts and three enterprise zones.

### Contributor / Participant / Advisor

- American Bar Association - Tax Increment Financing
- Best Practices in Tax Increment Financing CDFA Manual
- State Wide Public Financing & Incentive Issues Advisor

### Presenter / Trainer

TEDC, CDFA, Houston Bar Association, and South Texas School of Law — Continuing Education Programs on Economic Development Initiatives



# GRETCHEN LARSON

Professional

P: 832.580.9802 | E: BeGretchen@Gmail.com

— 3902 N. Barnett Way » 77459 —

A strong, efficiency-driven manager adept at creating and implementing economic development initiatives and budgets. Excels at leading creative teams to develop unique, successful branding and marketing strategies. A phenomenal leader who builds strategic alliances with government agencies, community organizations, fundraisers, and stakeholders. A self-motivated, creative, and goal-oriented management professional with great attention to detail and an exceptional ability to multi-task.

## SOCIAL



## SKILLS



## MEMBERSHIPS

International City Managers Association  
International Council of Shopping Centers  
American Marketing Association

## EDUCATION

**Master of Public Administration**  
**University of Texas**  
San Antonio

**Bachelor of Arts - Political Science**  
**University of Texas**  
San Antonio

**Lone Star College CDI**  
**(PCED certification)**  
— In progress

**Residential Real Estate License**  
— In progress

## EXPERIENCE

### CEO

THE G. LARSON GROUP — 7/2020 — PRESENT

- Providing management services to current clients and working with previous clients to provide a full range of marketing services to ensure they continue to receive cohesive and consistent messaging across on-going campaigns.

### Economic Development & Marketing Director

HAWES HILL & ASSOCIATES — 11/2008 — 6/2020

- Created and implemented economic development programs, marketing and communications plans, and managed a \$2M total budget for six Houston area management districts and four tax increment reinvestment zones.
- Assisted investors, developers, and businesses seeking to expand, relocate, or invest in special zones and districts. Created a *Business Ambassador Program* to help determine services needed by area businesses to increase their growth and prosperity.
- Built strategic alliances with officials and area stakeholders to work on multiple community projects and programs. Organized and led community engagement meetings.
- Worked with curators, artists, and designers in the Spring Branch District to create *Art in Public Spaces* with commemorative books, totes, souvenir collateral, and interactive maps for online tours.
- Led a creative team to develop, execute, and implement events, advertising, social media, marketing plans, and strategies which boosted brand awareness and engagement over 500%.
- Created and organized events - Music, Kite, Fall, and Holiday festivals, Lunar and Dia de los Muertos celebrations, State of the District and Public Safety luncheons, and Business Expos in partnership with SBA, colleges, and public safety agencies.



## GRETCHEN LARSON

Professional

832.580.9802  
BeGretchen@Gmail.com

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### EXPERT SKILLS

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ORGANIZATION  
CITY OPERATIONS  
STRATEGIC PLANNING  
RELATIONSHIP BUILDER  
BUDGET DEVELOPMENT  
CRITICAL THINKING  
MULTI-TASKING

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### REFERENCES

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**VICTOR ALVAREZ**  
BOARD MEMBER  
281.923.0507  
Valvarez52@Comcast.net



**SONIA JONES**  
MEDIA PLANNER  
832.668.4993  
Sjonesjmm@Peoplepc.com



**CHRIS LABOD**  
BUSY BEE CREATIVES  
281.658.0741  
Chris@BusyBeeCreatives.com

## EXPERIENCE

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### Economic Development Director

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CITY OF LAPORTE — 4/2007 – 11/2008

- o Negotiated with industry reps to encourage retention, expansion, or relocation of business. Promoted business and industrial development with community leaders, industry and management officials and local, state, and federal agencies.
- o Created "A One Stop Shop" webpage for investors and developers showing all available city resources and incentives offered including a database of properties for lease and sale.
- o Developed business retention, expansion, and relocation program.
- o Staff liaison to 4B Economic Development Corporation.

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### Assistant City Manager

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CITY OF ARANSAS PASS — 6/2006 – 12/2007

- o Conducted comprehensive review of personnel manual and grade and step system. Made recommendations to the City Council and City Manager to adopt the new manual/system in order to create a compensation system consistent with other area cities to enhance competitiveness for talent acquisition.
- o Redesigned website to increase transparency and help nurture trust between the public and city officials.
- o Implemented the *Department of Public Safety (DPS) Failure to Appear (FTA) Program* which resulted in a 25% increase in delinquent court collections.
- o Created a *Business Ambassador Program* to determine services needed by area businesses for them to grow and prosper.

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### City Secretary

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CITY OF LEON VALLEY — 3/1990 – 6/2006

- o Oversaw conversion of all city records to digital format for public access to all actions of the city council online. Changes saved an average of 20 hours per week in staff time.
- o Piloted one of the first *Department of Public Safety - Failure to Appear* programs which created a 50% increase in collections.
- o Worked with municipal judges and prosecutors to implement procedures to allow defendants to pro-actively sign up for programs to resolve their cases without attending court. Cases resolved without warrants being issued increased by 20%.
- o Oversaw CDBG programs and was successful in leading teams to secure grants to build a community center, sidewalks, water and sewer projects, and improve ADA access in city buildings.



# Kendal J. Larson

Blesker@gmail.com | 210-379-1915

*A dynamic, analytical, and well rounded manager, voice actor, freelance photographer, writer, and business consultant. Fluent in German and Czech.*

## **PADI Instructor Development Staff Instructor and Emergency First Response Instructor** 2014 – Current

Trains people who typically have never taken a breath underwater with SCUBA gear to be certified to dive alone. Teaches advanced specialty courses, to include photography, videography, deep diving, underwater naturalist, search and recovery, underwater navigation, equipment specialist and more. Trains divers to become PADI professionals through the Divemaster program, and also trains divers up to the Assistant Instructor level. Leads dive trips abroad, teaching specialties and acting as a guide during those trips.

## **VP of Sales and Marketing Malibu Kayak, International** 2006 – 2007

Helped identify market segment opportunities and isolated and established goals for short and long term growth. Developed a co-branding relationship with the Susan G. Komen foundation. Successfully expanded the international market, extending brand penetration into Europe, and growing the national network of dealers through a revamped distribution agreement. Developed a new distribution network with regional distributors warehouse spaces acting as distribution points for product, which reduced costs and grew smaller retailers.

## **Director** 2003 – 2006 **Viking Marketing, San Antonio, TX 09/03- 2006**

Provided print, web, and electronic content for a diverse portfolio of clients. Developed a database-driven site for Radio Stations of America. This included a categorized and cataloged production library, banner ads, and a community building newsgroup. Business plan development was a key component to this major project, as was brand development, graphics design and creation, and value added partner inclusion. Developed jingles, voiced, and produced radio commercials in conjunction with local media affiliates, utilizing all contacts and facilities to keep production costs down for clients.

## **Photographer, Writer, Voice-over Talent and Business Consultant** 2007 – Current

Award winning Texas photojournalist and photographer who has had work published locally, regionally, and nationally. Recognized by the Texas Outdoor Writers for Excellence in Craft. Written work has appeared in *American Angler* and *Ride Texas* magazines, as well as *Lonestar Outdoor News*. Photography is regularly featured in numerous outdoor publications, including *Texas Parks & Wildlife* (several covers), *Texas Sporting Journal* (several 2 page spreads), *Cabela's Outfitters Journal* (multi-page photo essay) and more. Clients include architectural firms, businesses, and such prestigious groups as the Nature Conservancy. Assists as consultant to both retail and quasi-governmental entities, helping shape and form public relations and other campaigns. Assists with newsletter design, content, and acts as copy editor on a regular basis. Has voiced commercials and videos for both commercial, governmental and university clients. Samples available on request.

## **Education**

Master of Science – Systems Management  
University of Southern California  
B.A., Computer Studies - University of Maryland

## **United States Air Force**

Augsburg, Germany 4/81 – 4/85  
Linguist/Analyst - Top Secret / SCI clearance held

## **U.S. Army 69th Signal Command**

Augsburg, Germany 5/87 – 01/90  
Department of the Army Civilian

## **Co-Founder / Chairman / Specialist / Advisor**

- Co-founder - Heroes on the Water 2007
- Committee Chair Local/District - Ducks Unlimited, Inc.
- National Marketing & Communications Committee Specialist appointed by Ducks Unlimited, Inc. President

# Christie Billioni

GIS Analyst  
Calderon Economic Development Strategies, LLC

ChristieBillioni@yahoo.com | 832-385-9618

Providing GIS consulting services on economic development projects including TIRZ and management districts since 2017. Creating data and analyses in the form of maps that are cartographically complete and clear. Also, building spatial databases using various data sources and develop workflows to ensure accurate and current information.

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GIS Analyst / Advisor  
Shell Oil Company - Houston

2010— 2015

- Managed, analyzed and visualized spatial data for business project teams
- Embedded with the New Ventures Business Development team to provide GIS support for regional geologic evaluations of basins for potential entry
- Assisted in the evaluation of acreage opportunities offered by third parties or public lease sales by providing maps displaying the spatial relationships of available data
- Prepared and maintained spatial data obtained from multiple sources in a variety of formats while preserving geodetic integrity and corporate standards
- Provided GIS coaching to project team members and technical support colleagues
- Used GIS to provide visualization of corporate geospatial datasets and licensed 3rd party data using Shell's mapping standards

GIS Analyst  
Marathon Oil - Houston

2006 — 2009

- Responsible for lease mapping and custom map requests in Oklahoma, North Dakota, Montana, Alaska and Wyoming
- Prepared quarterly lease expiration maps and annual lease rationalization maps for analysis
- Built a competitor lease database using information obtained from Drilling Info and other various sources
- Trained ArcMap users in Houston and field offices

Senior GIS Specialist  
LandWorks, Inc.

2002 — 2006

- Provided GIS support services to clients predominately in the oil and gas industry including Anadarko, BP, Oxy, Chevron, ConocoPhillips and Harris County Flood Control
- Mapped oil and gas leases, contracts, units, right of ways using methods including metes and bounds, Jeffersonian quarter calls, survey data, and aerial photos
- Focused GIS support at ConocoPhillips on natural gas pipeline and facility data located in South Texas
- Prepared annual regulatory reports for submittal to Texas Railroad Commission in compliance with state regulations on behalf of ConocoPhillips and Lobo Pipeline Company
- Submitted pipeline locations to Dig TESS one call system
- Trained field office employees in use of ArcMap
- Responded to user help requests and worked with them to resolve their issues

## Education

Texas A&M University, College Station, TX  
Bachelor of Science in Geography

## Post-Graduate Research Associate

Texas A&M University, College Station, TX  
Compiled reference data for use in published articles  
Analyzed demographic and socioeconomic data for several major U.S. cities and Implemented various research methods to obtain requested information,



# MALLORY WELCH

*Helping professionals tell their story through networking, digital marketing and data-driven design and usability.*

User Experience Designer

832-763-5235

malloryamandawelch@gmail.com

www.behance.net/mallory-welch

Experienced designer/developer/marketing professional with a demonstrated history of working in the marketing and advertising industry. Skilled in UI/UX Design, Adobe Creative Suite, AutoCAD, Search Engine Optimization (SEO), Content Writing, Audio/Video Engineering, Social Media, Digital Marketing, Graphics Design. Strong media and communication skills with a degree focused in Computer Aided Drafting & Design.

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## UX DESIGNER

Rice University

2020— Current

Working within the OIT team to help the Rice University platform achieve goals for the 2020 school year, as well as assist in building, designing, and maintaining sites such as Information Security, Study Abroad Office, Center for Research Computing, the future OIT News site and Rice News blog, as well as commonly used application and tool resource cards, user guides used for assisting others with more efficient access with Remote Learning. Coordinated with department heads and staff to migrate and improve their content and infrastructure into a new updated version within the Rice.edu platform. Assisted in helping ensure that their sites are viewed properly through all devices with mobile responsive design. Using HTML and CSS as well as other coding languages, I also customized sites to adhere to the Rice Branding Guidelines.

## UI UX / WEB DESIGNER

Houston First

2016— 2018

Designed and maintained websites and digital presence of The Greater Houston Convention and Visitors Bureau to provide new visual direction for sister sites and organizations. Helped analyze SEO data and metrics to find key demographics for targeting ad and media buys for 15 different websites and departments of the city. Managed projects like design and build VisitHouston and Houston First Employee Help Desk and Knowledge Base, as well as websites and landing pages for The Final Four, The World Series, The Super Bowl, and assisted with official City of Houston tourism committee efforts, Houston Theater District, Houston Film Commission, and Houston Culinary Tours. Worked with partners from various marketing development firms for promotional partnership deals with local hotels and members of the GHCVB. Helped Comicpalooza go from 35,000 attendees to 55,000+. Met with The Houston Partnership and GHCVB Board of Executives for business project discussions and media plans as well as City Council and Hotel & Hospitality.

## SEO ANALYST/ WEB DESIGNER & DEVELOPER

Malone Media Group

2018 — 2020

Created, designed, and optimized websites for real estate and mortgage brokers as well as leading Auto Dealerships globally. Assisted the SEO team in meeting goals and deadlines for content deliverables. Prototype and build UX/UI mockups and landing pages for WordPress, CDK, DealerFire, Dealer On, Dealer Inspire, AutoFusion CMS & CRMS for building and designing sites as well as migrating them to other platforms. Provided daily updates to content, as well as test and analyze sites across the organization to ensure high ranking with search engines and peak qualitative metrics to ensure a great ROI. Google Tag Manager, Google My Business, and Google Analytics certified. Trained in SEMRush, Moz, YEXT, and other tools to assure a site is reaching the highest in domain authority.

## E-COMMERCE / UI/UX DESIGNER

Americommerce

2012— 2016

Created new e-Commerce websites and assisted clients on how to use the platform. One of the key functions of this position was writing articles and using the CMS platform to design sites as well as utilizing tools to connect with social media and other apps. Assisted the sales team with knowledge based articles using flowcharts and images as well as the creation and editing of tutorial videos. Worked to organize and design the Knowledge Base Helpdesk Support Center. Wrote copy and created graphics for knowledge base articles, blogs, and social media posts for marketing promos.

## Education

FARIS TECHNICAL INSTITUTE

Computer Aided Drafting & Design



THANK YOU FOR YOUR CONSIDERATION



Calderon Economic Development Strategies, LLC  
INTEGRITY | PROFESSIONALISM | CREATIVITY

[calderoneds.com](http://calderoneds.com)