



City of Denton

City Hall
215 E. McKinney St.
Denton, Texas 76201
www.cityofdenton.com

Meeting Agenda

Economic Development Partnership Board

Wednesday, April 15, 2026

11:00 AM

Development Service Center

SPECIAL CALLED

After determining that a quorum is present, the Economic Development Partnership Board of the City of Denton, Texas, will convene in a Special Called Meeting on Wednesday, April 15, 2026, at 11:00 a.m. in the Development Service Center Training Rooms 3, 4, and 5 at 401 N. Elm Street, Denton, Texas at which the following items will be considered:

1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

Citizens may complete one Request to Speak "Public Comment" card per night for the "Presentations from Members of the Public" portion of the meeting and submit it to City Staff. Presentations from Members of the Public time is reserved for citizen comments regarding item not listed on the agenda. No official action can be taken on these items. Presentation from Members of the Public is limited to five speakers per meeting with each speaker allowed a maximum of three (3) minutes.

2. ITEMS FOR CONSIDERATION

- A. [EDP26-008](#) Consider approval of the minutes of the March 11, 2026, Economic Development Partnership Board Regular Meeting.
Attachments: [March 11, 2026 EDPB Meeting Minutes - DRAFT](#)
- B. [EDP26-009](#) Consider approval of the minutes of the March 23, 2026 Economic Development Partnership Board Retreat Special Called Meeting.
Attachments: [March 23, 2026 Special Called EDPB Minutes - DRAFT](#)
- C. [EDP26-010](#) Consider approval of the minutes of the March 24, 2026 Economic Development Partnership Board Retreat Special Called Meeting.
Attachments: [March 24, 2026 Special Called EDPB Minutes - DRAFT](#)
- D. [EDP26-011](#) Receive a report, hold a discussion, and consider recommending approval to City Council regarding an incentive agreement for KratoeSky for a sales tax rebate on construction materials up to \$94,500, a job-based grant up to \$227,000, an ad valorem rebate on real property improvements and business personal property up to \$498,564 and a headquarters grant up to \$50,000 under Chapter 380 of the Local Government Code.
Attachments: [Exhibit 1 - Agenda Information Sheet](#)
[Exhibit 2 - Incentive Evaluation Matrix](#)
[Exhibit 3- Economic Impact Report](#)
[Exhibit 4 - Presentation](#)

3. WORK SESSION

- A. [EDP26-012](#) Receive a report and hold a discussion regarding the Green Business Program and recent sustainability award winners.

Attachments: [Exhibit 1 - Agenda Information Sheet](#)
 [Exhibit 2 - Presentation](#)

- B. [EDP26-013](#) Staff Reports:
1. DEDC Report - Rick Woolfolk
 2. Quarterly Director's Report - Brittany Sotelo
 3. Future Agenda Items - Brittany Sotelo

Attachments: [Exhibit 1 - Agenda Information Sheet](#)
 [Exhibit 2 - Director's Report Presentation](#)
 [Exhibit 3 - Future Agenda Items](#)

4. CONCLUDING ITEMS

A. Under Section 551.042 of the Texas Open Meetings Act, respond to inquiries from the Economic Development Partnership Board or the public with specific factual information or recitation of policy, or accept a proposal to place the matter on the agenda for an upcoming meeting AND Under Section 551.0415 of the Texas Open Meetings Act, provide reports about items of community interest regarding which no action will be taken, to include: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition of a public official, public employee, or other citizen; a reminder about an upcoming event organized or sponsored by the governing body; information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality; or an announcement involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda.

NOTE: The Economic Development Partnership Board reserves the right to adjourn into a Closed Meeting on any item on its open meeting agenda consistent with Chapter 551 of the Texas Government Code, as amended, or as otherwise allowed by law.

CERTIFICATE

I certify that the above notice of meeting was posted on the official website (<https://tx-denton.civicplus.com/242/Public-Meetings-Agendas>) and bulletin board at City Hall, 215 E. McKinney Street, Denton, Texas, on April 9, 2026, in advance of the three (3) business day posting deadline, as applicable, and in accordance with Chapter 551 of the Texas Government Code.

OFFICE OF THE CITY SECRETARY

NOTE: THE CITY OF DENTON'S DESIGNATED PUBLIC MEETING FACILITIES ARE ACCESSIBLE IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT. THE CITY WILL PROVIDE ACCOMMODATION, SUCH AS SIGN LANGUAGE INTERPRETERS FOR THE HEARING IMPAIRED, IF REQUESTED AT LEAST TWO (2) BUSINESS DAYS IN ADVANCE OF THE SCHEDULED MEETING. PLEASE CALL THE CITY SECRETARY'S OFFICE AT 940-349-8309 OR USE TELECOMMUNICATIONS DEVICES FOR THE DEAF (TDD) BY CALLING 1-800-RELAY-TX SO THAT REASONABLE ACCOMMODATION CAN BE ARRANGED.

**MINUTES
CITY OF DENTON
ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
March 11, 2026**

After determining that a quorum was present, the Economic Development Partnership Board convened in a Regular Meeting on Wednesday, March 11, 2026, at 11:06 a.m. in Training Rooms 3, 4, and 5 at the City of Denton Development Services Center, 401 N Elm St, Denton, Texas, 76201 at which the following items were considered:

PRESENT: Aimee Bissett, Vicki Byrd, Erin Carney (ex-officio), Brian Danhof, Kimberley Garza Turner, Kerry Goree, Lucy Hedari, Jill Jester, Leo Morales, Lee Ramsey, Jason Tomlinson, and Clyde Rick Woolfolk

ABSENT: Jeremy Fykes, Sara Hensley (ex-officio), Susannah O'Bara (ex-officio)

STAFF: Scott Bray, Christina Davis, Vanessa Esparza, Clay Parker, Kristen Pulido, Brittany Sotelo, Erica Sullivan, and Matilda Weeden

1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

Citizens may complete one Request to Speak "Public Comment" card per night for the "Presentations from Members of the Public" portion of the meeting and submit it to City Staff. Presentations from Members of the Public time is reserved for citizen comments regarding item not listed on the agenda. No official action can be taken on these items. Presentation from Members of the Public is limited to five speakers per meeting with each speaker allowed a maximum of three (3) minutes.

No presentations from members of the public.

2. ITEMS FOR CONSIDERATION

A. EDP26-002 Consider approval of the minutes of the January 14, 2026 Economic Development Partnership Board Regular Meeting.

Woolfolk made a motion to approve the January 14, 2026, minutes as presented. Jester seconded the motion. Motion carried (11-0).

AYES (11): Bissett, Byrd, Danhof, Garza Turner, Goree, Hedari, Jester, Morales, Ramsey, Tomlinson, and Woolfolk
NAYS (0): None

3. WORK SESSION

A. **EDP26-004 Receive a report and hold a discussion from a guest speaker.**

Maher Maso, Principal of Credits & Incentives at Ryan LLC, presented about site selection trends and discussion followed.

Bisset left the room at 11:19 a.m.

Bisset returned to the room at 11:20 a.m.

Tomlinson left the room at 11:33 a.m.

Tomlinson returned to the room at 11:34 a.m.

Carney left the room at 11:38 a.m.

Carney returned to the room at 11:40 a.m.

The following item EDP26-005 was moved to be presented before the Closed Meeting item.

B. **EDP26-005 Staff Reports:**

1. Annual Report – Brittany Sotelo
2. Economic Development Partnership Report – Jamie Adams
3. Future Agenda Items – Brittany Sotelo

Staff presented each item and discussion followed. No action was taken.

4. CLOSED MEETING

Closed Meeting convened at 12:12 p.m.

A. **EDP26-003 Deliberations regarding Economic Development - Under Texas Government Code Section 551.087. Receive a report and hold a discussion regarding the potential offer of a financial or other incentive to a business prospect code-named Project Orange which the City seeks to have locate, stay, renovate, or expand in or near the territory of the City and with which the City is conducting economic development negotiations. This discussion shall include commercial and financial information, including an economic development incentive request the City has received from Project Orange.**

Staff presented the item and discussion followed. No action was taken.

Open meeting reconvened at 12:36 p.m.

5. CONCLUDING ITEMS

With no further business, the meeting adjourned at 12:36 p.m.

Brian Danhof, Chair
Economic Development Partnership Board

Vanessa Esparza
Administrative Assistant

Minutes Approved On: _____

**MINUTES
CITY OF DENTON
ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
SPECIAL CALLED
March 23, 2026**

After determining that a quorum was present, the Economic Development Partnership Board convened in a Special Called Meeting on Monday, March 23, 2026, at 1:04 p.m. in the Civic Center Redbud Meeting Room at 321 E McKinney St, Denton, Texas, 76201 at which the following items were considered:

PRESENT: Aimee Bissett, Vicki Byrd, Erin Carney (ex-officio), Brian Danhof (Chair), Jeremy Fykes (Vice-Chair), Kim Garza Turner, Lucy Hedari, Jill Jester, Leo Morales, Lee Ramsey, Jason Tomlinson, and Clyde Rick Woolfolk

ABSENT: Kerry Goree, Sara Hensley (ex-officio), and Susannah O’Bara (ex-officio)

STAFF: Scott Bray, Christina Davis, Vanessa Esparza, Clay Parker, Kristen Pulido, Brittany Sotelo, Erica Sullivan, and Matilda Weeden

1. WORK SESSION

- A. EDP26-006 Hold a retreat, workshop, and discussion facilitated by Opportunity Strategies, LLC and advise staff on priorities regarding the City's economic development challenges, strengths, and goals for the 25-26 and 26-27 fiscal years. [Estimated Presentation/Discussion Time: 4 hours]**

Fykes joined at 1:06 p.m. Hedari joined at 1:14 p.m.

Alysia Cook, from Opportunity Strategies, LLC, presented the City of Denton Economic Development Program board member and staff survey responses and SWOT Analysis on the following pages. Discussion followed.

The board recessed at 2:30 p.m.

Bissett and Morales left at 2:35 p.m.

The board reconvened at 2:40 p.m.

Jester joined at 2:49 p.m. Bissett rejoined at 3:07 p.m.

No action was taken.

2. CONCLUDING ITEMS

With no further business, the meeting adjourned at 4:59 p.m.

Brian Danhof, Chair
Economic Development Partnership Board

Vanessa Esparza
Administrative Assistant

Minutes Approved On: _____

*City of Denton Economic Development Partnership Board
Strategic Work Plan Retreat
March 23-24, 2026*

Location:
Denton Civic Center
321 E McKinney St.
Denton, TX 76201

Agenda

DAY ONE – March 23, 2026

- 12:50pm Arrive
- 1:00pm Celebration of 2025-2026 Successes
Brittany Sotelo, Economic Development Director
Look Ahead for 2026-2027 *Brian Danhof, EDPB Board Chair*
- 1:10pm Introductions/Expectations
*Facilitator: Alysia A. Cook, PCED, IOM
Opportunity Strategies LLC*
- 1:45pm Discussion of Pre-Work Results
- 2:30pm Break
- 2:45pm Desired Outcomes
- Goal Review: Foster Growth (Recruitment and BRE)
Attract long-term economic growth aligned with community priorities.
- Goal Review: Strengthen Local Inclusion
*Align economic, workforce, and community development efforts to
meet critical community needs and to strengthen community inclusion.*
- 4:00pm FY 2026-2027 Work Plan Development
- 5:00pm Wrap-Up & Suspend until tomorrow

See you tomorrow at 8am.



*City of Denton Economic Development Partnership Board
Strategic Work Plan Retreat
March 23-24, 2026*

DAY TWO – March 24, 2026

- 7:50am Arrive/Coffee
- 8:00am FY 2026-2027 Work Plan Development Continued
Strategy Development
- 9:30am Break
- 9:45am Strategy Development Continued
Metrics/Key Performance Indicators Development
Timetables
- Noon Wrap Up & Adjourn

City of Denton Economic Development Pre-Retreat Survey 2025/2026

Synopsis of Responses (Prioritized by Frequency)

1. What are the greatest 2-3 strengths of the City of Denton's Economic Development Program?

1. Geographic location and proximity to DFW/Alliance *(6 mentions)*
2. Educational partnerships (UNT, TWU, NCTC, DISD) *(5 mentions)*
3. Chamber/Public-private partnership structure *(4 mentions)*
4. Denton Enterprise Airport and logistics potential *(3 mentions)*
5. Committed and dedicated staff *(3 mentions)*
6. Diverse board with varied expertise *(2 mentions)*
7. Existing business base *(2 mentions)*
8. Track record of attracting companies *(1 mention)*
9. Future-focused approach *(1 mention)*

2. What are the greatest 2-3 weaknesses of the City of Denton's Economic Development Program?

1. Siloed city departments and lack of interdepartmental collaboration *(5 mentions)*
2. Difficult permitting process and Development Services challenges *(5 mentions)*
3. Lack of funding mechanisms (no sales tax corp, limited catalyst fund) *(4 mentions)*
4. Infrastructure not in place for development areas *(3 mentions)*
5. Staff turnover *(2 mentions)*
6. Lack of strategic alignment (short vs. long-term goals) *(2 mentions)*
7. Negative attitude/reputation of city toward business *(2 mentions)*
8. Political instability/unstable political climate *(2 mentions)*
9. Small business retention challenges *(1 mention)*
10. Public awareness issues *(1 mention)*
11. EDP Board not fully utilized for strategic decisions *(1 mention)*

3. What are the greatest 2-3 potential opportunities facing the City of Denton's Economic Development Program?

1. TIRZ expansion (Westpark or new TIRZ for industrial areas) *(4 mentions)*
2. Logistics/Supply Chain Center of Excellence (leveraging Peterbilt, UNT, airport) *(3 mentions)*

3. Public-private partnerships (P3s) for creative incentives *(3 mentions)*
4. Geographic location advantages and continued regional growth *(3 mentions)*
5. Streamlined permitting/Fast-track development services *(2 mentions)*
6. Airport development *(2 mentions)*
7. Infrastructure solutions for industrial areas *(2 mentions)*
8. Entrepreneurship and EdTech ecosystem development *(1 mention)*
9. UNT tenure track changes creating R&D opportunities *(1 mention)*
10. Financial services relocation from other states *(1 mention)*
11. Chamber partnership strengthening *(1 mention)*
12. Affordable housing as economic driver *(1 mention)*

4. What are the greatest 2-3 potential threats that could possibly harm the City of Denton's Economic Development Program?

1. Competition from surrounding cities (Frisco, Dallas, Fort Worth) *(6 mentions)*
2. Negative reputation as a difficult place to develop *(5 mentions)*
3. Lack of shared vision among City, Chamber, EDP, and residents *(4 mentions)*
4. Infrastructure limitations and utility timeline challenges *(3 mentions)*
5. Political/Leadership instability and transition *(3 mentions)*
6. Not planning/preparing for projected rapid growth *(2 mentions)*
7. MUDs and special districts using infrastructure without paying city taxes *(1 mention)*
8. Heavy environmental regulations *(1 mention)*
9. Workforce retention and recruitment challenges *(1 mention)*
10. Citizen perception of ED as corporate handouts *(1 mention)*
11. Disconnect with Chamber of Commerce *(1 mention)*
12. Negative employee attitudes toward developers *(1 mention)*

5. What does the City of Denton's Economic Development Program need to start doing that we are currently not doing?

1. Extend utilities and infrastructure to developable areas *(4 mentions)*
2. Educate and collaborate with other city departments (Dev Services, Public Works, etc.) *(3 mentions)*
3. Streamline RFI/RFP response process with industry collaboration *(2 mentions)*
4. PR campaign to residents and council on ED successes *(2 mentions)*
5. Engage community on economic development potential *(2 mentions)*
6. Leverage existing businesses as catalysts (FEMA, hospitals, universities) *(1 mention)*

7. Pursue financial services relocations *(1 mention)*
8. Evaluate current programs before adding new ones *(1 mention)*
9. Utilize EDP Board for site visits *(1 mention)*

6. What do you consider to be a waste of time, money, effort, etc. that we need to stop doing?

1. Visitor/Tourism activities (leave to CVB) *(2 mentions)*
2. Conferences that don't align with key sectors *(1 mention)*
3. Programs encouraging business creation that haven't produced results *(1 mention)*
4. Eliminate waste and unaligned initiatives *(1 mention)*
5. Many respondents unsure or satisfied with current direction *(4 mentions)*

7. What is working so well that we need to put the accelerator on?

1. Chamber partnership and business retention efforts *(3 mentions)*
2. TIRZ expansion (Westpark or new) *(2 mentions)*
3. Stakeholder and university coordination with industry recruitment *(2 mentions)*
4. Lead generation and bidding on opportunities *(1 mention)*
5. PR to citizens and council on successes *(1 mention)*
6. Talking to existing successful business owners for recruitment ideas *(1 mention)*
7. Creating irresistible package (schools, rec, business) *(1 mention)*

8. What do you think need to be the top 2 goals inside the upcoming Economic Development 2-Year Work Plan?

1. Unify and align key partners around one economic vision *(4 mentions)*
2. Infrastructure investment and utilities extension *(3 mentions)*
3. Increase competitiveness in industry recruitment *(2 mentions)*
4. Rebuild trust and clarify City's role in economic development *(2 mentions)*
5. Streamline incentive processes across programs *(1 mention)*
6. Community engagement *(1 mention)*
7. Funding improvements *(1 mention)*
8. Managing expectations of what's achievable *(1 mention)*
9. Cast larger vision with idea sharing mechanism *(1 mention)*
10. Review comparable cities and compete better *(1 mention)*

8. What do you think need to be the top 2 goals inside the upcoming Economic Development 2-Year Work Plan? (Word-for-Word Responses)

- Community engagement
- Cast a larger vision. Have a place to post ideas for future discussions, or topics that a board member might think of outside of regular meetings. Staff can distill and share different ideas. Have staff talk about what one really creative idea they observed at a Conference that we have not considered or talked about previously or recently as new information is available.
- How do we overcome obstacles presented by current regulations or attitude of the Community?
- Bring a laser-focus on infrastructure needs in the area of town that is designated for future economic development projects (industrial-designated areas). This needs to be a collaborative effort that evaluates priorities, funding, and creative solutions.
- Engaging the EDP Board on more strategic-level decisions and opportunities.
- Become more competitive in industry recruitment.
- Review of comparable cities, what are they funding/doing right, and how to compete better. Become a city known for fast and easy business moves.
- Utilities in town
- Funding
- Managing expectations of what is achievable and what the Council will support, streamline incentive processes across programs.
- Unify and align key partners around one economic vision
- Establish strong, strategic alignment among the City, Chamber, EDP, universities, and other key organizations so that everyone is working from the same vision, priorities, and message to support Denton's economic growth.
- Lead the effort to rebuild trust and clarify the City's role
- While the EDP may not be solely responsible for fixing the City's negative perception, we should act as the tip of the spear in driving positive change - by aligning EDP goals with a City that clearly understands, communicates, and fulfills its role in achieving Denton's long-term economic objectives.
- As the city growth and development builds, also the of benefit and value to the community.

DENTON OFFICE OF ECONOMIC DEVELOPMENT

Economic Dev. Program SWOT Analysis

S

Strengths

- Business Recruitment - Since 2024, there have been increased recruitment and incentivized projects since 2020.
- Business Retention and Expansion:
 - Since 2024, staff has significantly increased support for small businesses.
 - Ongoing support for existing and recently recruited businesses - including Southwire, USCS, Enginetech & Stulz
- Downtown District:
 - Nov. 2023 - Main Street Manager was employed by the city providing greater support to businesses, building rapport and serving as city liaison for development services, transportation, etc.
 - Improved Downtown Reinvestment Grant Program
- Improved working relationships and goal setting with City Council and City Management continuously showcasing importance of economic development.
- Marketing - Improved marketing materials and promotion of Denton
- University Partnerships - Building relationships and programming

W

Weaknesses

- Shovel Ready Sites
 - Greenfield sites lack appropriate infrastructure
 - Available sites sell quickly - quality of development is low priority
 - High number of warehouse space limits recruitment to companies only seeking to lease
- Funding:
 - Lack of sales tax corporation
- Incentives:
 - Incentive policies restrictive
 - Funding for incentives
 - Approval process lengthy and administratively burdensome
- High industrial and downtown building rents
- Housing: Lack of executive and affordable housing
- Median Family Income: limits retail recruitment
- Unfriendly business practices: City Development services, incentive processes
- Regional Perspective of Denton: Unfriendly to businesses, polarized politics
- Duplication: Several organizations and city departments duplicating efforts or promoting conflicting missions

DENTON OFFICE OF ECONOMIC DEVELOPMENT

Economic Dev. Program SWOT Analysis

O

Opportunities

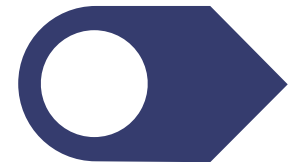
- Building a Tech Ecosystem:
 - Targeting start-ups in mobility, AI and life sciences
 - Test Pilot City initiatives
- Retail Recruitment
- Recruitment opportunities for the airport (Available land)
- Niche Tourism (Related to the City operations):
 - Sports - building and incentivizing sports field infrastructure
 - Film, music and business related outreach
- Infill Development: Incentivizing building on vacant or underutilized land within existing developed areas (empty lots or old parking lots)
- Creative P3's with the universities
- Upskilling Programs

T

Threats

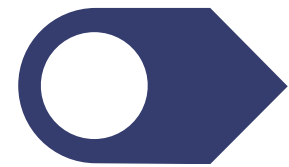
- Denton is a hot market - Land is selling and developing quickly
 - Limited ability to influence development for visionary projects
- Increasing industrial rents/utilities/insurance pushing companies to other cities (Alliance)
- Current local and global economy
 - Tariffs affecting expansions in Texas
 - Lack of local funding to assist with retention
 - Increased utility rates
- As population increases, infrastructure is costly to build-out and maintain
- Upcoming City Council Elections and new city management

5. WHAT DOES THE CITY OF DENTON'S ECONOMIC DEVELOPMENT PROGRAM NEED TO START DOING THAT WE ARE CURRENTLY NOT DOING?



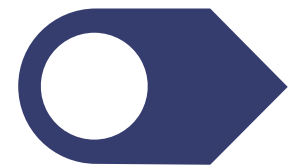
- Certified Sites "Qualified"
- Updating Incentive Policy
- Building a Tech Ecosystem
- improved Data reporting
- Workforce Development: Upskilling
- Infill development

6. WHAT DO YOU CONSIDER TO BE A WASTE OF TIME, MONEY, EFFORT, ETC. THAT WE NEED TO STOP DOING?



- Board Administration Frequency - City manages and reports to 4 E.D. Boards and 2 indirect (52+ board members)

7. WHAT IS WORKING SO WELL THAT WE NEED TO PUT THE ACCELERATOR ON?



- Marketing - promoting Denton to site selectors, brokers, etc.
- Expanded BRE: Our BRE program has been successful with several business expansions (USCS, Southwire incentives and USCS and Tetra Pak TEZ). We have also provided an incentive for a Peterbilt supplier (Enginetech).
 - There is an opportunity to incorporate recruitment of suppliers into current strategy.
 - Retention - Lost Ariat, Moonshot, UPS
- Entrepreneur support - Our chapter 380 policy includes an entrepreneur grant. There is opportunity to update and expand.

8. WHAT DO YOU THINK NEED TO BE THE TOP 2 GOALS INSIDE THE UPCOMING ECONOMIC DEVELOPMENT 2-YEAR WORK PLAN?



- Certified Sites Program
- Building Tech Ecosystem and Recruitment plan
- Identifying Funding opportunities
- Updating Incentive policies

Economic Development Definitions

Business Recruitment: In economic development, business recruitment is the proactive strategy of marketing a community to, and encouraging, companies from outside the local region to establish new operations or relocate their headquarters there. The primary goal is to inject "outside" capital into the local economy and create new jobs.

Business Retention and Expansion: A foundational economic development strategy focused on nurturing existing local businesses to encourage their growth and commitment to the community. It is a proactive approach, recognizing that 60% to 80% of all new jobs and capital investment typically come from within a community's existing firms, rather than from attracting new companies.

Infill Development: A strategic process aimed at restoring physical, social, and economic vitality to areas that are obsolete, distressed, or "blighted". It involves transforming existing developed land, often through significant public and private investment, to meet current market demands and enhance community value

**MINUTES
CITY OF DENTON
ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
SPECIAL CALLED
March 24, 2026**

After determining that a quorum was present, the Economic Development Partnership Board convened in a Special Called Meeting on Tuesday, March 24, 2026, at 8:03 a.m. in the Civic Center Redbud Meeting Room at 321 E McKinney St, Denton, Texas, 76201 at which the following items were considered:

PRESENT: Aimee Bissett, Vicki Byrd, Erin Carney (ex-officio), Brian Danhof (Chair), Jeremy Fykes (Vice-Chair), Kim Garza Turner, Lucy Hedari, Jill Jester, Leo Morales, Lee Ramsey, Jason Tomlinson, and Clyde Rick Woolfolk

ABSENT: Kerry Goree, Sara Hensley (ex-officio), and Susannah O’Bara (ex-officio)

STAFF: Scott Bray, Christina Davis, Vanessa Esparza, Clay Parker, Kristen Pulido, Brittany Sotelo, Erica Sullivan, and Matilda Weeden

1. WORK SESSION

- A. EDP26-007 Hold a retreat, workshop, and discussion facilitated by Opportunity Strategies, LLC and advise staff on priorities regarding the City's economic development challenges, strengths, and goals for the 25-26 and 26-27 fiscal years. [Estimated Presentation/Discussion Time: 4 hours]**

Leo joined at 8:05 a.m. Ramsey joined at 8:10 a.m. Jester joined at 8:21 a.m.

The item was presented and discussion followed.

Bissett joined at 9:04 a.m.

The board recessed at 9:33 a.m. The board reconvened at 9:45 a.m.

Jester and Fykes left at 11:49 a.m.

No action was taken.

2. CONCLUDING ITEMS

With no further business, the meeting adjourned at 11:57 a.m.

Brian Danhof, Chair
Economic Development Partnership Board

Vanessa Esparza
Administrative Assistant

Minutes Approved On: _____

*City of Denton Economic Development Partnership Board
Strategic Work Plan Retreat
March 23-24, 2026*

Location:
Denton Civic Center
321 E McKinney St.
Denton, TX 76201

Agenda

DAY ONE – March 23, 2026

- 12:50pm Arrive
- 1:00pm Celebration of 2025-2026 Successes
Brittany Sotelo, Economic Development Director
Look Ahead for 2026-2027 *Brian Danhof, EDPB Board Chair*
- 1:10pm Introductions/Expectations
*Facilitator: Alysia A. Cook, PCED, IOM
Opportunity Strategies LLC*
- 1:45pm Discussion of Pre-Work Results
- 2:30pm Break
- 2:45pm Desired Outcomes
- Goal Review: Foster Growth (Recruitment and BRE)
Attract long-term economic growth aligned with community priorities.
- Goal Review: Strengthen Local Inclusion
*Align economic, workforce, and community development efforts to
meet critical community needs and to strengthen community inclusion.*
- 4:00pm FY 2026-2027 Work Plan Development
- 5:00pm Wrap-Up & Suspend until tomorrow

See you tomorrow at 8am.



*City of Denton Economic Development Partnership Board
Strategic Work Plan Retreat
March 23-24, 2026*

DAY TWO – March 24, 2026

- 7:50am Arrive/Coffee
- 8:00am FY 2026-2027 Work Plan Development Continued
Strategy Development
- 9:30am Break
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Metrics/Key Performance Indicators Development
Timetables
- Noon Wrap Up & Adjourn

City of Denton Economic Development Pre-Retreat Survey 2025/2026

Synopsis of Responses (Prioritized by Frequency)

1. What are the greatest 2-3 strengths of the City of Denton's Economic Development Program?

1. Geographic location and proximity to DFW/Alliance *(6 mentions)*
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3. Chamber/Public-private partnership structure *(4 mentions)*
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8. Track record of attracting companies *(1 mention)*
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3. Public-private partnerships (P3s) for creative incentives *(3 mentions)*
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6. Airport development *(2 mentions)*
7. Infrastructure solutions for industrial areas *(2 mentions)*
8. Entrepreneurship and EdTech ecosystem development *(1 mention)*
9. UNT tenure track changes creating R&D opportunities *(1 mention)*
10. Financial services relocation from other states *(1 mention)*
11. Chamber partnership strengthening *(1 mention)*
12. Affordable housing as economic driver *(1 mention)*

4. What are the greatest 2-3 potential threats that could possibly harm the City of Denton's Economic Development Program?

1. Competition from surrounding cities (Frisco, Dallas, Fort Worth) *(6 mentions)*
2. Negative reputation as a difficult place to develop *(5 mentions)*
3. Lack of shared vision among City, Chamber, EDP, and residents *(4 mentions)*
4. Infrastructure limitations and utility timeline challenges *(3 mentions)*
5. Political/Leadership instability and transition *(3 mentions)*
6. Not planning/preparing for projected rapid growth *(2 mentions)*
7. MUDs and special districts using infrastructure without paying city taxes *(1 mention)*
8. Heavy environmental regulations *(1 mention)*
9. Workforce retention and recruitment challenges *(1 mention)*
10. Citizen perception of ED as corporate handouts *(1 mention)*
11. Disconnect with Chamber of Commerce *(1 mention)*
12. Negative employee attitudes toward developers *(1 mention)*

5. What does the City of Denton's Economic Development Program need to start doing that we are currently not doing?

1. Extend utilities and infrastructure to developable areas *(4 mentions)*
2. Educate and collaborate with other city departments (Dev Services, Public Works, etc.) *(3 mentions)*
3. Streamline RFI/RFP response process with industry collaboration *(2 mentions)*
4. PR campaign to residents and council on ED successes *(2 mentions)*
5. Engage community on economic development potential *(2 mentions)*
6. Leverage existing businesses as catalysts (FEMA, hospitals, universities) *(1 mention)*

7. Pursue financial services relocations *(1 mention)*
8. Evaluate current programs before adding new ones *(1 mention)*
9. Utilize EDP Board for site visits *(1 mention)*

6. What do you consider to be a waste of time, money, effort, etc. that we need to stop doing?

1. Visitor/Tourism activities (leave to CVB) *(2 mentions)*
2. Conferences that don't align with key sectors *(1 mention)*
3. Programs encouraging business creation that haven't produced results *(1 mention)*
4. Eliminate waste and unaligned initiatives *(1 mention)*
5. Many respondents unsure or satisfied with current direction *(4 mentions)*

7. What is working so well that we need to put the accelerator on?

1. Chamber partnership and business retention efforts *(3 mentions)*
2. TIRZ expansion (Westpark or new) *(2 mentions)*
3. Stakeholder and university coordination with industry recruitment *(2 mentions)*
4. Lead generation and bidding on opportunities *(1 mention)*
5. PR to citizens and council on successes *(1 mention)*
6. Talking to existing successful business owners for recruitment ideas *(1 mention)*
7. Creating irresistible package (schools, rec, business) *(1 mention)*

8. What do you think need to be the top 2 goals inside the upcoming Economic Development 2-Year Work Plan?

1. Unify and align key partners around one economic vision *(4 mentions)*
2. Infrastructure investment and utilities extension *(3 mentions)*
3. Increase competitiveness in industry recruitment *(2 mentions)*
4. Rebuild trust and clarify City's role in economic development *(2 mentions)*
5. Streamline incentive processes across programs *(1 mention)*
6. Community engagement *(1 mention)*
7. Funding improvements *(1 mention)*
8. Managing expectations of what's achievable *(1 mention)*
9. Cast larger vision with idea sharing mechanism *(1 mention)*
10. Review comparable cities and compete better *(1 mention)*

8. What do you think need to be the top 2 goals inside the upcoming Economic Development 2-Year Work Plan? (Word-for-Word Responses)

- Community engagement
- Cast a larger vision. Have a place to post ideas for future discussions, or topics that a board member might think of outside of regular meetings. Staff can distill and share different ideas. Have staff talk about what one really creative idea they observed at a Conference that we have not considered or talked about previously or recently as new information is available.
- How do we overcome obstacles presented by current regulations or attitude of the Community?
- Bring a laser-focus on infrastructure needs in the area of town that is designated for future economic development projects (industrial-designated areas). This needs to be a collaborative effort that evaluates priorities, funding, and creative solutions.
- Engaging the EDP Board on more strategic-level decisions and opportunities.
- Become more competitive in industry recruitment.
- Review of comparable cities, what are they funding/doing right, and how to compete better. Become a city known for fast and easy business moves.
- Utilities in town
- Funding
- Managing expectations of what is achievable and what the Council will support, streamline incentive processes across programs.
- Unify and align key partners around one economic vision
- Establish strong, strategic alignment among the City, Chamber, EDP, universities, and other key organizations so that everyone is working from the same vision, priorities, and message to support Denton's economic growth.
- Lead the effort to rebuild trust and clarify the City's role
- While the EDP may not be solely responsible for fixing the City's negative perception, we should act as the tip of the spear in driving positive change - by aligning EDP goals with a City that clearly understands, communicates, and fulfills its role in achieving Denton's long-term economic objectives.
- As the city growth and development builds, also the of benefit and value to the community.

DENTON OFFICE OF ECONOMIC DEVELOPMENT

Economic Dev. Program SWOT Analysis

S

Strengths

- Business Recruitment - Since 2024, there have been increased recruitment and incentivized projects since 2020.
- Business Retention and Expansion:
 - Since 2024, staff has significantly increased support for small businesses.
 - Ongoing support for existing and recently recruited businesses - including Southwire, USCS, Enginetech & Stulz
- Downtown District:
 - Nov. 2023 - Main Street Manager was employed by the city providing greater support to businesses, building rapport and serving as city liaison for development services, transportation, etc.
 - Improved Downtown Reinvestment Grant Program
- Improved working relationships and goal setting with City Council and City Management continuously showcasing importance of economic development.
- Marketing - Improved marketing materials and promotion of Denton
- University Partnerships - Building relationships and programming

W

Weaknesses

- Shovel Ready Sites
 - Greenfield sites lack appropriate infrastructure
 - Available sites sell quickly - quality of development is low priority
 - High number of warehouse space limits recruitment to companies only seeking to lease
- Funding:
 - Lack of sales tax corporation
- Incentives:
 - Incentive policies restrictive
 - Funding for incentives
 - Approval process lengthy and administratively burdensome
- High industrial and downtown building rents
- Housing: Lack of executive and affordable housing
- Median Family Income: limits retail recruitment
- Unfriendly business practices: City Development services, incentive processes
- Regional Perspective of Denton: Unfriendly to businesses, polarized politics
- Duplication: Several organizations and city departments duplicating efforts or promoting conflicting missions

DENTON OFFICE OF ECONOMIC DEVELOPMENT

Economic Dev. Program SWOT Analysis

O

Opportunities

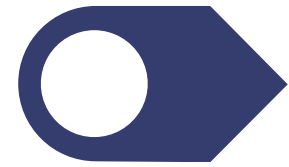
- Building a Tech Ecosystem:
 - Targeting start-ups in mobility, AI and life sciences
 - Test Pilot City initiatives
- Retail Recruitment
- Recruitment opportunities for the airport (Available land)
- Niche Tourism (Related to the City operations):
 - Sports - building and incentivizing sports field infrastructure
 - Film, music and business related outreach
- Infill Development: Incentivizing building on vacant or underutilized land within existing developed areas (empty lots or old parking lots)
- Creative P3's with the universities
- Upskilling Programs

T

Threats

- Denton is a hot market - Land is selling and developing quickly
 - Limited ability to influence development for visionary projects
- Increasing industrial rents/utilities/insurance pushing companies to other cities (Alliance)
- Current local and global economy
 - Tariffs affecting expansions in Texas
 - Lack of local funding to assist with retention
 - Increased utility rates
- As population increases, infrastructure is costly to build-out and maintain
- Upcoming City Council Elections and new city management

5. WHAT DOES THE CITY OF DENTON'S ECONOMIC DEVELOPMENT PROGRAM NEED TO START DOING THAT WE ARE CURRENTLY NOT DOING?



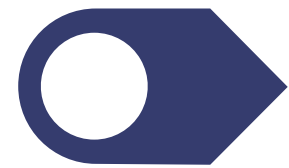
- Certified Sites "Qualified"
- Updating Incentive Policy
- Building a Tech Ecosystem
- improved Data reporting
- Workforce Development: Upskilling
- Infill development

6. WHAT DO YOU CONSIDER TO BE A WASTE OF TIME, MONEY, EFFORT, ETC. THAT WE NEED TO STOP DOING?



- Board Administration Frequency - City manages and reports to 4 E.D. Boards and 2 indirect (52+ board members)

7. WHAT IS WORKING SO WELL THAT WE NEED TO PUT THE ACCELERATOR ON?



- Marketing - promoting Denton to site selectors, brokers, etc.
- Expanded BRE: Our BRE program has been successful with several business expansions (USCS, Southwire incentives and USCS and Tetra Pak TEZ). We have also provided an incentive for a Peterbilt supplier (Enginetech).
 - There is an opportunity to incorporate recruitment of suppliers into current strategy.
 - Retention - Lost Ariat, Moonshot, UPS
- Entrepreneur support - Our chapter 380 policy includes an entrepreneur grant. There is opportunity to update and expand.

8. WHAT DO YOU THINK NEED TO BE THE TOP 2 GOALS INSIDE THE UPCOMING ECONOMIC DEVELOPMENT 2-YEAR WORK PLAN?



- Certified Sites Program
- Building Tech Ecosystem and Recruitment plan
- Identifying Funding opportunities
- Updating Incentive policies

Economic Development Definitions

Business Recruitment: In economic development, business recruitment is the proactive strategy of marketing a community to, and encouraging, companies from outside the local region to establish new operations or relocate their headquarters there. The primary goal is to inject "outside" capital into the local economy and create new jobs.

Business Retention and Expansion: A foundational economic development strategy focused on nurturing existing local businesses to encourage their growth and commitment to the community. It is a proactive approach, recognizing that 60% to 80% of all new jobs and capital investment typically come from within a community's existing firms, rather than from attracting new companies.

Infill Development: A strategic process aimed at restoring physical, social, and economic vitality to areas that are obsolete, distressed, or "blighted". It involves transforming existing developed land, often through significant public and private investment, to meet current market demands and enhance community value



AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: April 15, 2026

SUBJECT

Receive a report, hold a discussion, and consider recommending approval to City Council regarding an incentive agreement for KrateoSky for a sales tax rebate on construction materials up to \$94,500, a job-based grant up to \$227,000, an ad valorem rebate on real property improvements and business personal property up to \$498,564 and a headquarters grant up to \$50,000 under Chapter 380 of the Local Government Code.

BACKGROUND

KrateoSky is an autonomous UAS manufacturing company focused on building the foundational infrastructure for large-scale autonomy. Founded in 2025, KrateoSky is undergoing rapid growth and is exploring Texas sites to assemble a large-scale manufacturing facility that will enable the company to establish itself as a dual use producer of autonomous aerial robotics. The manufacturing facility will design, produce, test, and refine the company's autonomous aerial robotics product offerings.

The current UAS landscape is fragmented, and the company is seeking to unify this space by creating a single, secure, sovereign autonomy stack that can operate across defense, infrastructure, agriculture, and logistics.

Krateo's leadership is highlighted as a major strength: former executives from aerospace, defense, industrial manufacturing, AI, and national security organizations form a team designed to scale both technology and operations.

Project

KrateoSky is considering leasing a 167,874 sq. ft. building at the 288/380 Logistics Park located at 3411 Mingo Road. The company will improve the building by adding a new manufacturing floor, office space, climate control systems, and power upgrades. Additionally, they will install new manufacturing equipment including tooling, assembly fixtures and testing equipment.

The company will begin exploring a location for their future global headquarters after the manufacturing site is chosen to provide a central hub for ongoing corporate acquisitions, product management, and strategic planning.

The company estimates to inject \$23.5 Million in capital investment into the project with \$12.6 Million in improvements and \$10.9 in business personal property. Additionally, they plan on creating 258 jobs with an average salary of \$78,787 within a five-year period.

STRATEGIC AND POLICY ALIGNMENT

City of Denton Strategic Plan

- Key Focus Area #3: Foster Economic Opportunity and Affordability
 - Grow Denton's Economic Vitality

Economic Development Strategic Plan

- Goal 2: Foster Growth
 - Attract New Investment in the aerospace, defense, industrial manufacturing, AI, and national security industry

Policy Considerations

The project addressed the following SGA considerations detailed in the Incentive Evaluation Matrix (Exhibit 2):

- Expand the Tax Base
- Increases High Wage Jobs
- Encourage Knowledge Base Jobs
- Pays a Living Wage for All Employees
- Encourages New Business Markets/Suppliers and Entrepreneurship
- Benefits Package

Economic Development Evaluation Matrix Score: 84 (Acceptable Range)

Project Benefits

Staff conducted analysis on the information provided by the company to ensure stated policy criteria were met and determine both qualitative and quantitative public benefits. Staff also used an economic impact analysis model to quantify the economic impact and rate of return. Total Impact, by Austin-based Impact DataSource, is a customized economic development modeling tool that performs economic and fiscal impact analysis and incentive analysis. The economic impact is based on a Regional Input-Output Modeling System (RIMS II) created by the U.S. Department of Commerce, Bureau of Economic Analysis, which is widely used to estimate the direct and secondary impacts of an event on the regional economy using input and output methods.

Quantitative Benefits and Economic Impact for the Community

- Capital Investment: \$23.5 million
- Total Jobs: 575
 - Direct Jobs: 258
 - Spin Off: 317
- 10-year net benefits estimated at \$950,755
- Rate of Return: 20.6%
- Payback period: 4.6 years

Qualitative Benefits and Community Impact

- Catalyst project that will create additional opportunities in the UAS industry.
 - 258 new jobs created to help support the local economy

STAFF RECOMMENDATION AND DIRECTION

Chapter 380 Agreement: total not to exceed \$870,064

- Sales tax grant for construction materials of 50% (value: \$94,500)
- Jobs-based grant on qualified jobs up to \$227,000
- Headquarters grant: \$50,000
- Performance-based real property tax abatement of 65% for 8 years on new improvements and business personal property (value: \$498,564)

Next Steps

If recommended for an incentive, the next steps include:

- Final City Council individual consideration: April 21, 2026

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Incentive Evaluation Matrix

Exhibit 3 – Economic Impact Report

Exhibit 4 – Presentation

Respectfully Submitted:
Brittany Sotelo
Director of Economic Development

Prepared By:
Clay Parker
Business Recruitment Specialist

Evaluation Matrix

(125 points) + (30 "Other" bonus points) = 155 total points

SGA Targets by NAICS	Target: 10 points (Total 15 Points)	Points
	NAICS:	
	Connected	10
	Creative	
	Sustainable	
	Competitive	
	Other Target Areas (Max 5 points): autonomous aerial applications are a new target	4
	SGA Targets Subtotal	14
Economic and Fiscal Impacts	Economic and Fiscal Impacts (50 points)	Points
	Expand The Tax Base (Max Points 10) Project provides new property, sales, HOT, or other taxes to the City, County, DISD, and DCTA through the development of property or facility or by making improvements to an existing property or facility, a new business or expansion, a new multi-tenant complex, or increase in jobs	6
	Public-Private Partnership (Max Points 10) Project includes development of public infrastructure or amenities deemed beneficial, or developer assumes responsibility for development of infrastructure or public facilities beyond what is required. Project will involve a significant relationship with DISD or institution of higher education	4
	Increases High Wage Jobs (Max Points 10) Project includes new jobs with an average or has a significant percentage of jobs that earn an annual base salary of \$65,000 or more	9
	Encourage Knowledge Base Jobs (Max Points 5) Project includes new jobs or has a significant percentage of jobs that require specialized and theoretical knowledge, usually acquired through experience or a college education, or other training which provides comparable knowledge; requires some research, analysis, or requires special licensing, certification	4
	Pays a living wage for all new employees (Max 10 points) From the most current MIT Living Wage Calculator for Denton County	8
	Other (Max 5 points):	
	Economic and Fiscal Impacts Subtotal	31
Connective	Connective (15 points)	Points
	Generates New Utility Customers (Max Points 10) Project is a customer of City utilities focusing on electric. Higher points awarded for larger customers.	10
	Other Target Areas (Max 5 points):	
	Connective Subtotal	10
Creative	Creative (30 points)	Points
	Community Investment (Max Points 5) Project, company, or developer demonstrates a commitment to community support or involvement through monetary or in-kind support of local nonprofits, public institutions, or community organizations	2
	Encourages New Business Markets/Suppliers And Entrepreneurship (Max Points 10) Project is from an industry not significantly represented in local economy or company is a new business startup or entrepreneurial endeavor	6
	Benefits Package (Max Points 10) Provides on-site child care; adult care; vouchers or other financial assistance; backup services; flexible or remote work accommodations; flexible spending accounts; 401K matching/pension; tuition reimbursement; or other benefits	4
	Other Considerations (Max 5 points):	
Creative Subtotal	12	
Sustainable	Sustainable (25 Points)	Points
	Engages in Sustainable Practices (Max Points 10) Project has adopted sustainable or green business practices (e.g. LEED certification, renewable energy commitment or use, energy efficient construction)	0
	Spur Infill Development Or Redevelopment (Max Points 10) Project is to develop/redevelop a property or facility in a manner that reduces urban sprawl and or increases density in a desirable area; project includes use of existing facility that has been vacant for at least 2 years	4
	Other Considerations (Max 5 points):	
Sustainable Subtotal	4	
Competitive	Competitive(20 Points)	Points
	Headquarters (Max Points 10) The project is an international or national headquarters facility	10
	Use of Local Contractors/Construction Vendors (Max Points 5) Project agrees to use vendors that have their principal place of business within the Denton City Limits	3
	Other Factors (Max 5 points):	
	Competitive Subtotal	13
Total by Category	Total by Category	Score
	Total	84
	Poor (0-44 points)	
	Acceptable (45-84 points)	X
	Excellent (85-155 points)	



IMPACT REPORT - EXPANSION ONLY

CLOUD

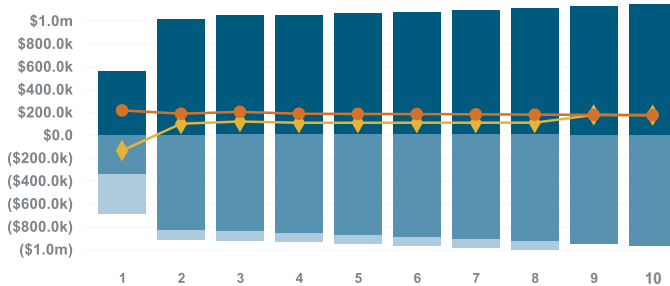
8 Yrs Ad Valorem @ 65%, 50% Construction Materials Sales Tax

Business Retention & Expansion

31-33 - Manufacturing

City of Denton

BENEFITS	COSTS	INCENTIVES
\$10,246,534	(\$8,395,896)	(\$899,882)
NET BENEFITS	NET BENEFITS LESS INCENTIVES	
\$1,850,637	\$950,755	



NET BENEFITS LESS INCENTIVES	\$950,755
Present Value	\$670,748

NET BENEFITS	\$1,850,637
Present Value	\$1,440,294

BENEFITS	
Sales Taxes	\$514,947
Real Property Taxes	\$630,462
FF&E Property Taxes	\$479,211
Inventory Property Taxes	\$0
New Residential Property Taxes	\$130,076
Hotel Occupancy Taxes	\$0
Building Permits and Fees	\$0
Utility Revenue	\$7,647,562
Utility Franchise Fees	\$49,532
Miscellaneous Taxes and User Fees	\$794,744
Benefits Subtotal	\$10,246,534

COSTS	
Cost of Government Services	(\$908,979)
Cost of Utility Services	(\$7,486,917)
Costs Subtotal	(\$8,395,896)

INCENTIVES	
Sales Tax Rebate - Capital Investment	(\$35,437)
Property Tax Rebate	(\$587,445)
Non-Tax Incentive	(\$277,000)
Incentives Subtotal	(\$899,882)

JOB



575.0 Total
258.0 Direct
317.0 Spin-off

258.0 New Jobs @ \$78,787

*This summary does not include the impact from the company's current activity including:
0 Retained Jobs @ \$0*

SALARIES



\$57,836 Avg
\$78,787 Direct
\$40,787 Spin-off

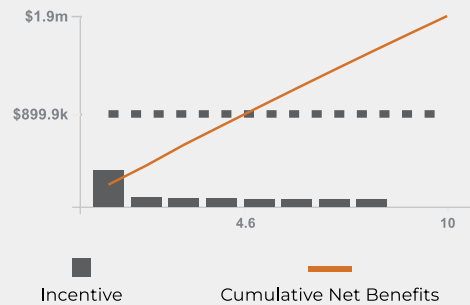
CAPITAL INVEST.



\$23.5M
Buildings + FF&E

INCENTIVE ANALYSIS

\$899,882	\$3,488
Total Incentive	Per Job
20.6%	4.6 Yrs
Rate of Return	Payback Period



NET BENEFITS LESS INCENTIVES OVER 10 YEARS

CITY	\$950,755
COUNTY	\$411,531
SCHOOL DISTRICT	\$1,003,740
TRANSIT DISTRICT	\$188,617



April 15, 2026

KrateoSky

ECONOMIC DEVELOPMENT INCENTIVE APPLICATION

EDP Board Meeting

Presented By:

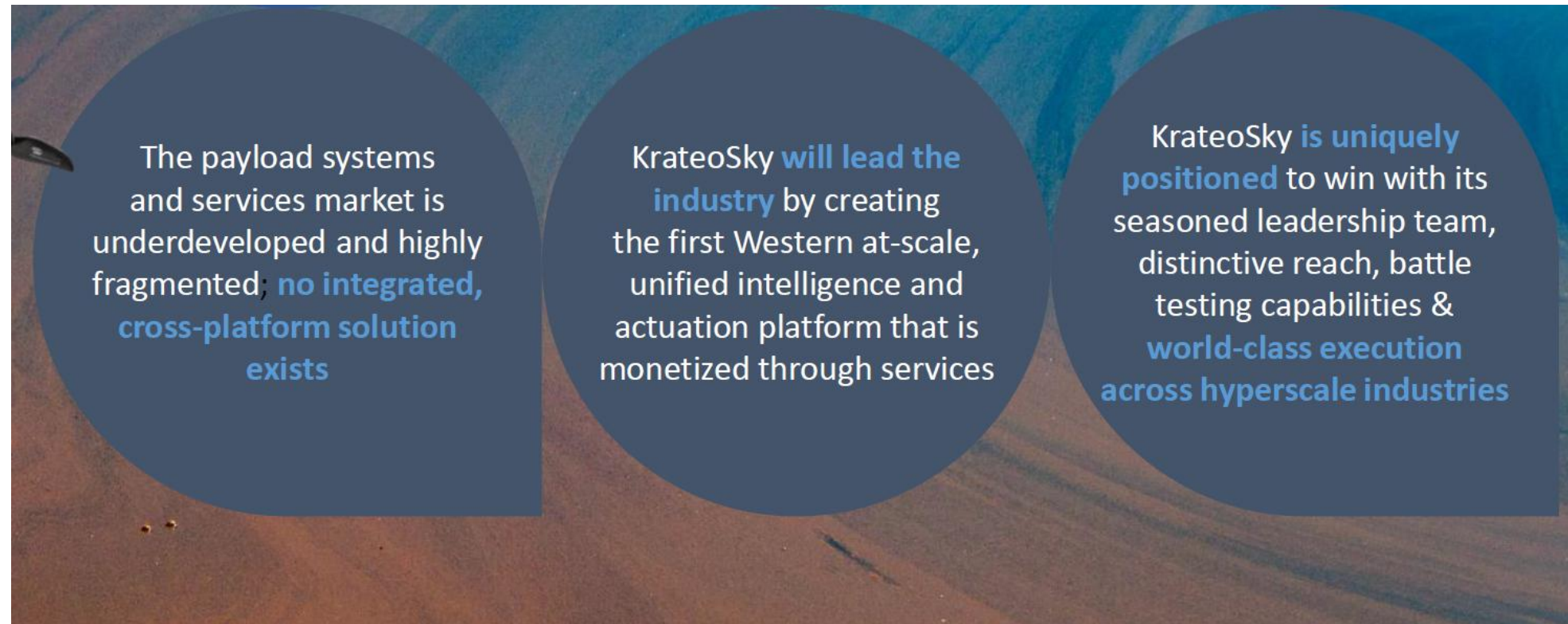
Brittany Sotelo, Director of Economic Development



Background

- Founded in 2025, KrateoSky is undergoing rapid growth and is exploring Texas sites to assemble a large-scale manufacturing facility that will enable the company to establish itself as a dual use producer of autonomous aerial robotics.
- The manufacturing facility will design, produce, test, and refine the company's autonomous aerial robotics product offerings.
- In final stages of closing the acquisition of multiple operating UAS assets in the very near future.
- Strongly capitalized with initial funding raised through existing partners and additional funding commitments from outside investors.
- KrateoSky is also evaluating options for their future global headquarters, providing a central hub for ongoing corporate acquisitions, product management, and strategic planning within the next few years.

Project Overview



- The Autonomous Aerial Robotics industry is rapidly growing, and the country has an immediate requirement for American made at scale UAS.
- KrateoSky is a dual use drone manufacturer focusing on both military and commercial markets.
- KrateoSky will lead the industry by creating the first Western at-scale, unified intelligence and actuation platform that is monetized through services
- KrateoSky is uniquely positioned to win with its seasoned leadership team, distinctive reach, testing capabilities & world-class execution across hyperscale industries.

Company Leadership

Experienced Leadership Team

Proven experience scaling industrial platforms and executing M&A

Deep expertise in AI, autonomy, and advanced manufacturing

Extensive national security and government relationships



Scott W. Wine
CEO

Former CEO of Polaris and CNH Industrial, leading multi-billion-dollar global manufacturers

Expertise in scaling industrial platforms, manufacturing, and operations



Brian Grubel
CTO

20+ years deep tech leadership across defense, maritime, air, space, and cyber

Former Boeing CTO leading autonomy and intelligence operations; PhD Electrical Engineering, Johns Hopkins



Thibault Bridel
CAIO

AI leader in aerospace engineering and enterprise software integration

PhD Applied Mathematics; French Space Agency, University of Michigan



Lisa Marie Cheney
Co-President of Defense

Senior national security advisor across White House and DoD

Former Deputy Assistant Secretary of Defense



Alexandre Donnadieu
Industrial Strategy

10+ years in venture building in advanced manufacturing.

Actively engaged in Ukraine's defense-tech ecosystem



N. Ellen McCarthy
Government Relations

Secured \$200M+ in Congressional funding and tax programs

Former Senate Finance Committee advisor; retired Marine Lt. Colonel



Robert Smith
Co-President of Defense

Retired U.S. Navy SEAL; senior military advisor to Navy and DoD leadership

Advisor to U.S. SOCOM on AI/ML, data analytics, and mission readiness



Sona Raziabeegum
Corporate Development

\$2B+ in tech acquisition integration; bridges corporate development with hands-on delivery

20+ years scaling technology delivery across industrial and manufacturing platforms

LOCATION: 3411 Mingo Rd #2



Real Property Improvements

- Manufacturing Floor / Office Space Build-Out
- Facility Modifications
- Climate Control Systems
- Power Distribution Upgrades

Equipment / Personal Property Installation

- Manufacturing Equipment
- Tooling and Assembly Fixtures
- Testing Equipment
- Other Personal Property

- Seeking to lease 167,874 sq. ft. Building at the 288/380 Logistics Park

PROJECT ESTIMATES

TOTAL CAPITAL
INVESTMENT

\$23.5

Million

IMPROVEMENTS

\$12.6

Million

BUS. PERSONAL
PROPERTY

\$10.9

Million

NEW JOBS

258

TAX SUMMARY - 2025

Evaluated Property Type	Current Estimated Valuation	Estimated Increase in Valuation	Estimated New Valuation
Land	\$ 1,581,816	\$ -	\$ 1,581,816
Improvements	\$ 14,890,644	\$ 10,080,000	\$ 24,970,644
BPP	\$ -	\$ 8,720,000	\$ 8,720,000
Total Valuation	\$ 16,472,460	\$ 18,800,000	\$ 35,272,460

Current Annual City Revenue	Estimated Increase in Annual City Revenue	Estimated New Annual City Revenue
\$ 9,418	\$ -	\$ 9,418
\$ 88,662	\$ 60,018	\$ 148,680
\$ -	\$ 51,921	\$ 51,921
\$ 98,080	\$ 111,939	\$ 210,019

INCENTIVE PROPOSAL

- 65% Chp. 380 Ad Valorem Rebate for 8 years on real property improvements & BPP
- 50% Sales Tax Rebate for construction materials*
- Job-Based Grant
- Headquarters grant**

Proposed Incentive	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
65% New Improvements Rebate for 8 years	\$ 54,570	\$ 61,893	\$ 69,681	\$ 67,445	\$ 65,209	\$ 62,594	\$ 59,936	\$ 57,236	\$ -	\$ -	\$ 498,564
50% Sales and Use Tax Rebate on Construction Materials	\$ 70,875	\$ 11,813	\$ 11,813	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,500
Jobs-Based Grant	\$ 214,500	\$ 12,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 227,000
Headquarters Grant	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Cumulative Incentive/Total	\$ 389,945	\$ 476,151	\$ 557,645	\$ 625,089	\$ 690,299	\$ 752,892	\$ 812,828	\$ 870,064	\$ 870,064	\$ 870,064	\$ 870,064

City Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Existing Real Property for 10 Years	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 98,080	\$ 980,803
35% New Improvements Revenue for 10 years	\$ 15,755	\$ 18,381	\$ 21,006	\$ 21,006	\$ 21,006	\$ 21,006	\$ 21,006	\$ 21,006	\$ 60,018	\$ 60,018	\$ 280,211
35% BPP Revenue for 10 Years	\$ 13,629	\$ 14,947	\$ 16,514	\$ 15,310	\$ 14,106	\$ 12,698	\$ 11,267	\$ 9,813	\$ 23,494	\$ 19,665	\$ 151,443
50% Sales and Use Tax on Construction Materials	\$ 70,875	\$ 11,813	\$ 11,813	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,500
Cumulative City Revenue/Total	\$ 198,339	\$ 341,559	\$ 488,973	\$ 623,369	\$ 756,562	\$ 888,347	\$ 1,018,700	\$ 1,147,600	\$ 1,329,193	\$ 1,506,957	\$ 1,506,957

*Dependent upon Texas Direct Pay Permit

*Provides company two years to choose a headquarters site

JOB/WAGE INFORMATION

- Position types:
 - Production Technician(s)
 - Quality/Test Technician(s)
 - Supply Chain/Warehouse Staff
 - Production Engineers
 - Facilities Staff
 - Controller and HR personnel
 - Site/Plant Manager and executive staff

Company will provide health, dental, vision and 401(k) match



AVERAGE SALARY

\$78,787

JOB GRANT PROPOSAL

Salary YEAR 1	Grant per New Eligible Job	Eligible Jobs	Grant amount
Jobs equal to or > than \$100,000	\$ 5,000	34	\$ 170,000
Jobs equal to \$90,000-\$99,999	\$ 2,500	5	\$ 12,500
Jobs equal to \$75,000-\$89,999	\$ 1,000	5	\$ 5,000
Jobs equal to \$65,000-\$74,999	\$ 500	54	\$ 27,000
Denton Residency Bonus	\$ 500	25	\$ 12,500
TOTAL		123	\$ 227,000

ECONOMIC IMPACT REPORT

(10 Years)

City of Denton

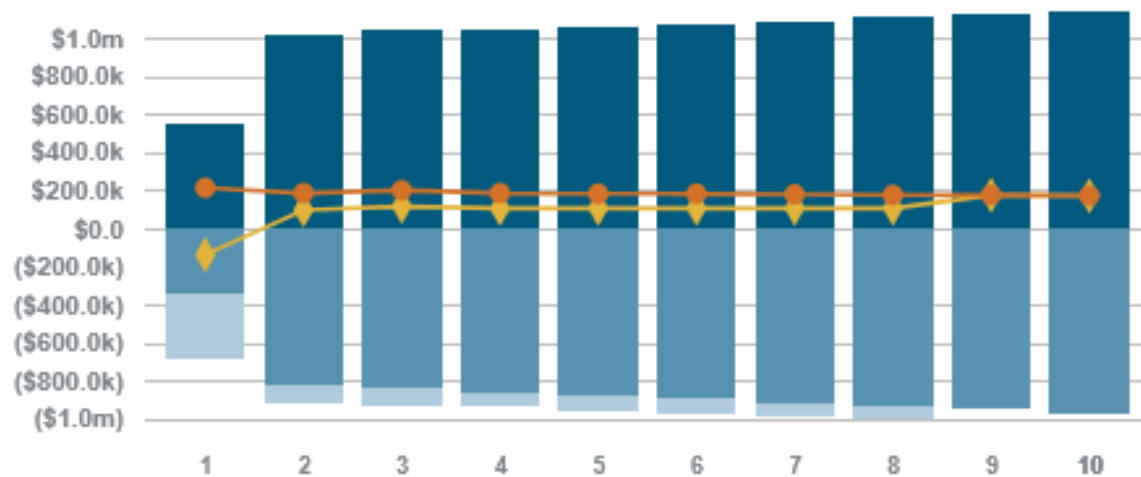
BENEFITS
\$10,246,534

COSTS
(\$8,395,896)

INCENTIVES
(\$899,882)

NET BENEFITS
\$1,850,637

NET BENEFITS LESS INCENTIVES
\$950,755



NET BENEFITS LESS INCENTIVES OVER 10 YEARS

CITY	\$950,755
COUNTY	\$411,531
SCHOOL DISTRICT	\$1,003,740
TRANSIT DISTRICT	\$188,617

JOBS



575.0 Total
258.0 Direct
317.0 Spin-off

258.0 New Jobs @ \$78,787

This summary does not include the impact from the company's current activity including: 0 Retained Jobs @ \$0.

SALARIES



\$57,836 Avg
\$78,787 Direct
\$40,787 Spin-off

CAPITAL INVEST.



\$23.5M
Buildings + FF&E

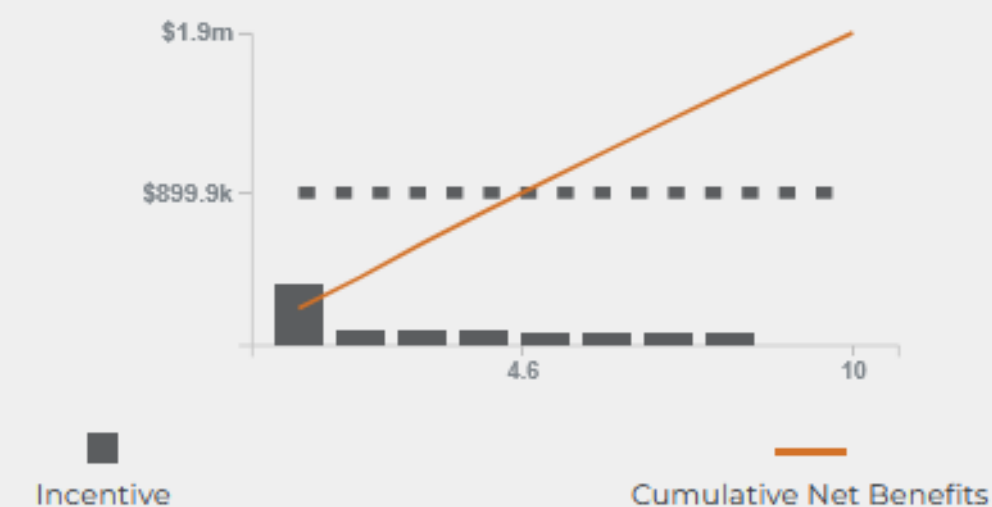
INCENTIVE ANALYSIS

\$899,882
Total Incentive

\$3,488
Per Job

20.6%
Rate of Return

4.6 Yrs
Payback Period

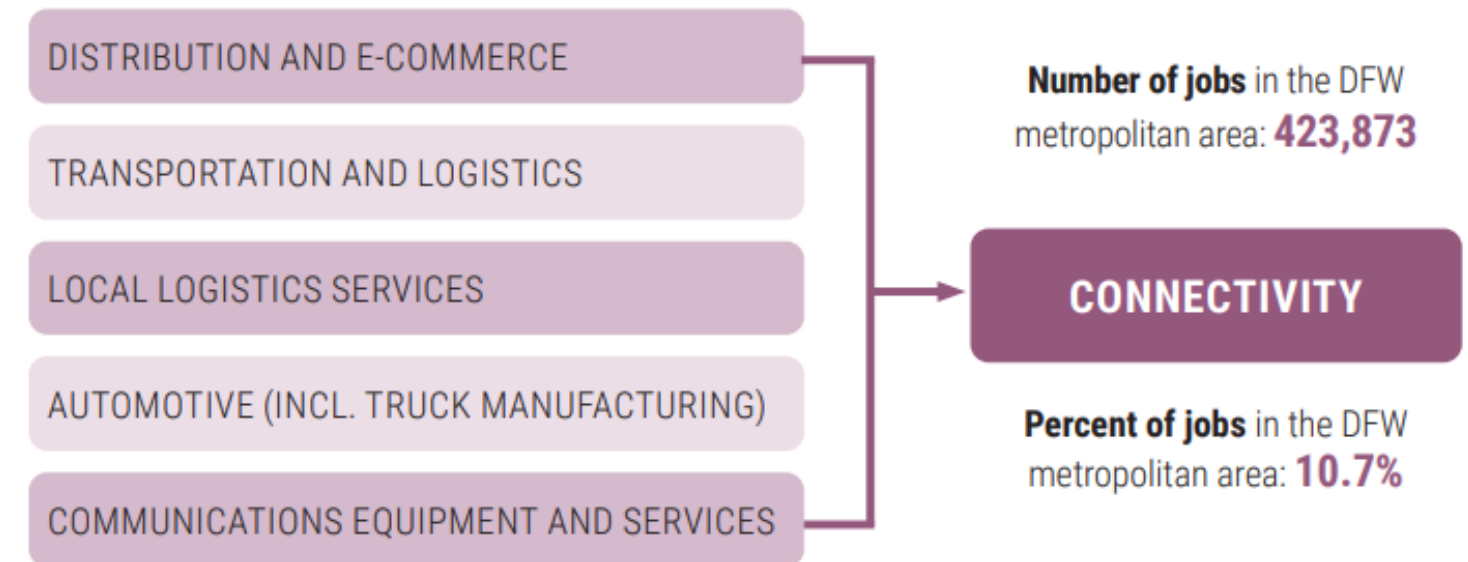


STAFF RECCOMENDATION

- Chp. 380 Ad Valorem Rebate on real property improvements & Business Personal Property at 65% up to eight years
- 50% Sales Tax Rebate at for construction materials
- Job-Based Grant up to \$227,000
- Headquarters grant up to \$50,000

RELATED INDUSTRIES AND SECTORS

Sectors and industries that keep Denton connected include all aspects of transportation, distribution, logistics, and communication systems, as well as manufacturing of vehicles and parts related to these systems. Representative Economic Development Administration (EDA) clusters include the following.



Sources: US Bureau of Labor Statistics; Emsi 2020.1—QCEW Employees, Non-Quarterly Census of Employment and Wages (QCEW) Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School (HBS); TIP Strategies.

Note: The cluster methodology developed at HBS has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

NEXT STEPS

- City Council Individual Consideration – April 21, 2026

QUESTIONS?



City of Denton

City Hall
215 E. McKinney Street
Denton, Texas
www.cityofdenton.com

AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: April 15, 2026

SUBJECT

Receive a report and hold a discussion on the Green Business Program and recent sustainability award winners.

BACKGROUND

Economic Development staff occasionally invite guest speakers to attend the Economic Development Partnership Board meetings to present on their areas of expertise. The City's Sustainability department will be presenting on the Green Business Program, including participants and award winners.

The Green Business Program launched in 2019 as a one-year pilot program. In 2020 the pilot ended and was placed on hold through the pandemic and staff changes. The program was relaunched in January 2025.

The purpose of the Green Business Program is to encourage sustainability within businesses and provide resources to highlight or initiative green practices. The focus areas of this program are: water, energy, transportation, materials management, wildlife, and community resilience. Participating businesses are able to learn from and network with other businesses in the Green Business Program, cultivating a community of practice. Additionally, participants can receive awards upon completion of the program, a selling point to corporate companies looking for achievements to share with customers, parent companies, shareholders, and other stakeholders.

The 2025 Green Business Program award winners were ESAB and Peterbilt. ESAB received the Resource Conservation, Wildlife & Community, and Project of the Year awards. Peterbilt won the Transportation Award.

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Presentation

Respectfully Submitted:
Matilda Weeden
Economic Development Specialist



Green Business Awards

Karen Boerner

Environmental Services & Sustainability

Today's Focus

- Background on Green Business Program
- Overview of Program
- Green Business Participation
- Awards and Recognition
- 2025 Green Business Awards
- Project of the Year Highlight
- Next Steps

Background

- Pilot program launched in 2019 – 9 businesses participated
- Pilot ended in 2020
- Program on hold through pandemic and staff changes
- Program relaunch January 1, 2025
- Completion of 2025 calendar year

Overview of Program

- Encourage sustainability within businesses and provide resources to highlight or initiate green practices
- Focus areas:
 - Water
 - Energy
 - Transportation
 - Materials Management
 - Wildlife
 - Community resilience
- Opportunity for businesses to network and collaborate

Green Business Participation



Awards and Recognition

- Based on the following category and by employer size
 - Resource conservation (Water, Energy, and Materials Management)
 - Transportation
 - Wildlife and Community Resilience
- Project of the Year

2025 Green Business Awards



Project of the Year Highlight

- ESAB Water Bottle Initiative
 - 8 water filling stations
 - Eliminating 155,843 plastic water bottles
 - 4,600 pounds of plastic waste



Questions?





City of Denton

City Hall
215 E. McKinney Street
Denton, Texas
www.cityofdenton.com

AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: April 15, 2026

SUBJECT

Staff Reports:

1. DEDC Update – Rick Woolfolk
2. Director Report – Brittany Sotelo
3. Future Agenda Items – Brittany Sotelo

BACKGROUND

DEDC Update:

A report on projects and meetings coming through the Downtown Economic Development Committee in the last quarter.

Director's Report:

Receive a report and hold a discussion regarding recent Office of Economic Development activities.

Future Agenda Items:

Receive a report and hold a discussion regarding an overview of current items in the Agenda Queue and discussion of possible future agenda items.

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Director's Report Presentation

Exhibit 3 – Future Agenda Items

Respectfully Submitted:
Matilda Weeden
Economic Development Specialist

April 15, 2026

DIRECTOR'S REPORT - Q1 2026

OFFICE OF ECONOMIC DEVELOPMENT

Brittany Sotelo
Economic Development Director

IN THE NEWS



PG Packaging Gateway on MSN · 5d

Tetra Pak initiates facility expansion at Denton, Texas

The project is aimed at enhancing support for food and beverage companies seeking to develop and commercialise new products.

5 NBC 5 Dallas-Fort Worth

Denton Walmart now offering drone delivery

Walmart is partnering with Zipline to launch drone delivery. Orders are limited to 5.5 lbs. and a roughly 2.5-mile radius.



D D Magazine · 3d

Germany-based Arvato Launches 270,000-Square-Foot Logistics Hub in Denton

Plus: Munsch Hardt opens new Fort Worth Office and Frost Bank teams up with Texas Rangers on literacy initiative.



B Bisnow

Denton Aims To Go From DFW's 'Best-Kept Secret' To Next Boomtown

Denton Aims To Go From DFW's 'Best-Kept Secret' To Next Boomtown ... Denton's population and labor force were both significantly bigger than...



B Bisnow

As Life Sciences Chases Recovery, DFW Aims To Attract More Corporations And Capital

Life sciences companies like DFW because it offers easy access to utilities, an abundance of available land and less regulation than larger...



WFAA

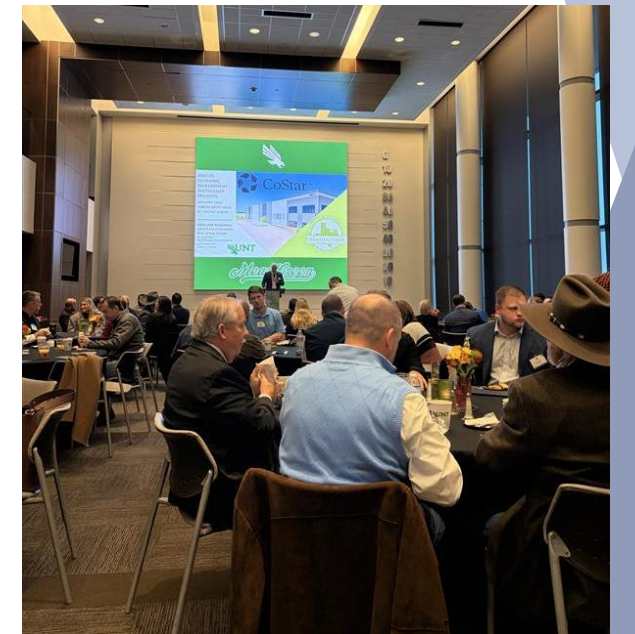
Novartis selects Denton for new factory as part of \$23 billion US expansion

DENTON, Texas — Read this story and more North Texas business news from our content partners at the Dallas Business Journal.



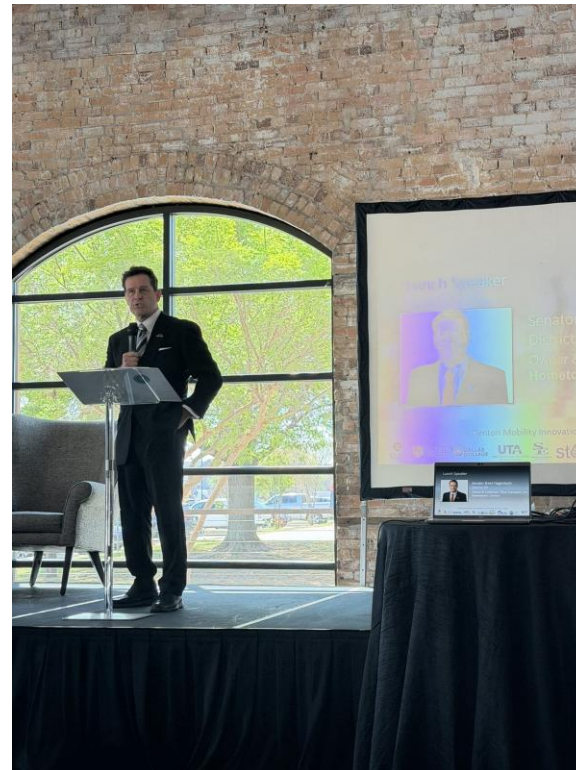
PARTNER EVENTS

- 1/21: EDP CoStar Event
- 2/3: American Cancer Society BrightEdge Texas Innovation Summit
- 2/24: North Texas UAS Safety and Integration Task Force Meeting
- 3/18: Denton Chamber of Commerce Small Business Awards Mixer
- 3/25: STULZ Ribbon Cutting
- 3/30: Denton Chamber of Commerce City Council Candidate Forum
- 3/30: Tetra Pak Groundbreaking



Events Continued

3/26 Mobility Summit



3/23-3/24 Board Retreat



PARTNER EVENTS - OED LED

- 1/14: Federal Reserve Meeting & Visit
- 1/20: Know More Grow More: Market Research for Your Business Workshop
- 1/30: UNT Media Arts Facility Tour
- 3/17: UNT UAS Testing Center Tour
- 3/23: Zipline Launch Event



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GROW MORE**

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- ✓ Make smarter, data-driven decisions

Register here!



**TUESDAY
JAN. 20
10 - 11AM**

HTDPS@OEDS.OFFICE.COM/VMZALEGUM



TRAININGS, WORKSHOPS, CONFERENCES

- 1/8: National Independent Venue Association Town Hall: Bringing Communities Together Through Music
- 2/12: TEDC Basic Training Workshop – Vanessa Esparza
- 2/22: Opportunity Zone Training
- 2/23 – 2/25: DCAD Business Personal Property Training
- 2/24: TWU EmBOLDenHER: Leading with Integrity Training
- 3/18: Cities Model Good Economic Development Transparency Webinar – Erica Sullivan, Panelist



Q1 RECRUITMENT STATS

25

ACTIVE PROJECTS

- 2.7k Potential Jobs
- \$124.5M Potential Cap. X

Active Projects Stage	Count
Lead (5%)	20
Awaiting App. (10%)	3
Qualification (15%)	1
Incentive Prop. Sent (70%)	1
Total	25

10

NEW LEADS

Sources:

- Local Partner - 1
- Broker - 2
- Denton Chamber - 2
- EDP Website - 1
- Direct - 2
- Site Selector - 1
- Other - 1

5

RECRUITMENT VISITS

14

LEADS RECLASSIFIED

- (7) Cold
- (1) Transferred to Business Support
- (3) Lost
- (1) Won without incentives
- (2) Active

2

INCENTIVE APPLICATIONS

- 2 City applications

266

RECRUITMENT OUTREACH ATTEMPTS

Q1 DOWNTOWN STATS

4

BRE VISITS

4

LEADS LOST

- (2) Not moving forward with project
- (2) Cold

4

**NEW
DOWNTOWN
GRANT LEADS**

20

**RECRUITMENT
OUTREACH
ATTEMPTS**

Q1 RFI STATS

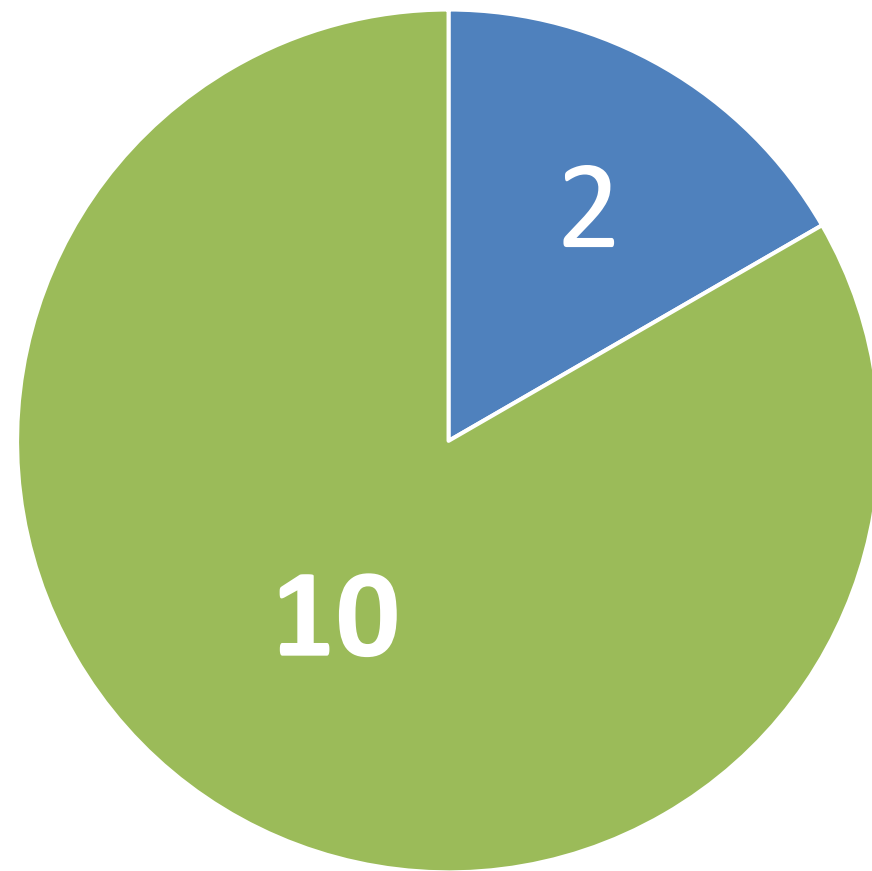
RFI's RECEIVED
18

SUBMITTED
12

NO SUBMITTAL
8

LEAD CONVERSION
0

RFI LEAD SOURCE



Potential Capital Investment

\$5.2B

Potential Jobs

8,708

*Submitted for Q1

12
ANNUAL RFI'S SUBMITTED

■ Dallas Regional Chamber ■ Governor's Office

MUSIC & FILM

FILM

- Film permits issued Q1: 2 Commercial, 1 Student
- Attended UNT Media Arts Career Kickstarter
- Conversations with Fine Arts Theatre about collaboration and partnerships to support film in Denton
- 1 RFI submitted

Denton's historic Fine Arts Theatre sets tentative reopening date for August

By Penny Kimble Content Producer Mar 31, 2026 Updated Apr 2, 2026

MUSIC

- Meeting with Dallas Music Office, learning about new projects they have been working on.

Denton Record-Chronicle · 7d

Denton rock band Smothered in top 10 vying for \$20,000 Jambaloo Music Prize

This Dallas-Fort Worth music contest could provide one local band with a major promotional boost and \$20,000. Denton rock band Smothered is one of 10 finalists in the Jambaloo Music Prize contest.



[Jambaloo.live/vote/](https://jambaloo.live/vote/)

UPCOMING EVENTS

- 4/16: Denton Job Fair – Civic Center
- 4/20 – 4/22: EarthX Conference – Dallas
- 4/24: Getting Started on Upward Mobility: Tools and Strategies for Local Leaders
- 5/3 – 5/9: National Small Business Week
- 5/11 – 5/14: Xponential Trade Show – Detroit, Michigan
- 5/27: Bisnow Denton County State of the Market



DENTON COUNTY STATE OF THE MARKET

MASTER-PLANNED COMMUNITIES, INDUSTRIAL GROWTH & THE CAPITAL POWERING THE REGION'S NEXT WAVE

Wednesday May 27 2026 @ 8:00 AM CDT

City Transitions

- Sara Hensley – Going Away Celebration held on March 27
- Cassey Ogden – Appointed Interim City Manager
- Christina Davis – Retiring in May



THANK YOU

Economic Development Partnership Board

Wednesday, May 13, 2026		
IC - Items for Consideration	April 8, 2026 Minutes	Chair
WS - Work Session	Guest Speaker	
WS - Staff Report	Denton Young Professionals Report	Vanessa Esparza/Dan Dickenson
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, June 10, 2026		
IC - Items for Consideration	May 13, 2026 Minutes	Chair
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, July 8, 2026		
IC - Items for Consideration	June 10, 2026 Minutes	Chair
IC - Items for Consideration	DEDC Reappointments & Appointments	Brittany Sotelo & Kristen Pulido
WS - Staff Report	Quarterly Director's Report (Apr, May, Jun)	Brittany Sotelo
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, August 12, 2026		
IC - Items for Consideration	July 8, 2026 Minutes	Chair
WS - Staff Report	Jamie EDP Report	Jamie Adams
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, September 9, 2026		
IC - Items for Consideration	August 12, 2026 Minutes	Chair

Economic Development Partnership Board

WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, October 14, 2026		
IC - Items for Consideration	September 9, 2026 Minutes	Chair
WS - Staff Report	Quarterly Director's Report (Jul, Aug, Sep)	Brittany Sotelo
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, November 4, 2026		
IC - Items for Consideration	October 4, 2026 Minutes	Chair
WS - Staff Report	Jamie EDP Report	Jamie Adams
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time
Wednesday, December 9, 2026		
IC - Items for Consideration	November 4, 2026 Minutes	Chair
WS - Staff Report	Future Agenda Items	Brittany Sotelo
		Total Time