

Request For Proposal

**An Actionable, Comprehensive, Integrated
2040 Strategic Economic Development Plan**

On Behalf Of

The Laredo - Webb County Region

By

The Laredo Economic Development Corporation (LEDC)

Issue Date: April 8th, 2026

Proposal Due: June 12th, 2026

TABLE OF CONTENTS

1. ADMINISTRATIVE OVERVIEW & INTENT	3
1.1 Overview	3
1.2 Purpose	3
1.3 Procurement Contact.....	3
1.4 Anticipated Schedule (Subject to Change).....	3
2. REGIONAL CONTEXT & STRATEGIC CHALLENGE	4
3. COMMUNITY, STAKEHOLDER & CONSENSUS FRAMEWORK	4
4. SCOPE OF WORK	5
4.1 Economic & Market Analysis	5
4.2 Competitive Benchmarking & Strategic Assessment.....	5
4.3 Diversification & Target Industry Strategy.....	6
4.4 Business Retention, Expansion & Attraction (BRE).....	6
4.5 Workforce & Talent Development.....	6
4.6 Infrastructure, Mobility & Quality of Place.....	6
4.7 Marketing, Branding & Governmental Relations.....	7
4.8 Implementation Framework & Performance Management	7
5. DELIVERABLES	7
6. PROPOSAL SUBMISSION REQUIREMENTS	8
7. BUDGET	8
8. EVALUATION CRITERIA.....	9
9. TERMS, CONDITIONS & RESERVATIONS	9
10. AWARD OF CONTRACT.....	9

1. ADMINISTRATIVE OVERVIEW & INTENT

1.1 Overview

The Laredo Economic Development Corporation (LEDC), in coordination with the City of Laredo and Webb County, Texas, invites proposals from qualified and experienced 3rd party consultant firms to develop an **Actionable, Comprehensive, Integrated, and Strategic Economic Development Plan** for the Laredo–Webb County region. The resulting Plan shall establish a shared long-range economic vision for 2040, supported by clearly defined short-, mid-, and long-term implementation strategies, measurable Key Performance Indicators, and governance and accountability frameworks. The resulting plan would be time-framed and goal oriented. The intent is to produce a living, execution-ready plan that builds consensus, informs investment decisions, policy direction, infrastructure priorities, workforce development, and organizational alignment.

1.2 Purpose

The purpose of this RFP is to retain an outside economic development consultant firm capable of:

- Conducting rigorous economic, market, and policy analysis;
- Designing and facilitating meaningful community engagement, visioning, and consensus-building;
- Identifying strategies to diversify, strengthen, and future-proof the regional economy;
- Translating strategy into implementable programs, projects, and investments;
- Establishing performance metrics, accountability mechanisms, and implementation tools.

1.3 Procurement Contact

All communications regarding this RFP shall be directed solely to:

David A. Stedman

President & CEO

Laredo Economic Development Corporation

Email: dstedman@laredoedc.org

Website: www.LaredoEDC.org

Mobile: 281-744-9886

Office: 956-722-0563

Unauthorized contact with elected officials, board members, or staff outside this process may result in disqualification.

1.4 Anticipated Schedule (Subject to Change)

Milestone	Date
RFP Issued	April 30, 2026
Deadline for Written Questions	May 15, 2026
Responses to Questions Issued	May 22, 2026
Proposal Submission Deadline	June 12, 2026
Shortlisting / Interviews (if any)	June 22–26, 2026
Selection & Notice of Intent	July 6, 2026
Contract Negotiation & Execution	July 6 – August 31, 2026
Project Commencement	October 1, 2026

2. REGIONAL CONTEXT & STRATEGIC CHALLENGE

Laredo is the nation's largest inland port and one of the most strategically significant trade gateways in the Western Hemisphere. The regional economy is anchored by international trade, logistics, transportation, and warehousing, supported by extensive highway, rail, bridge, customs, and foreign trade zone infrastructure.

At the same time, the region faces critical transition pressures and strategic choices, including:

- Overconcentration/ dependence on logistics-related activity;
- Limited diversification relative to our significant assets;
- Workforce attraction and retention challenges;
- Infrastructure capacity and quality-of-place constraints;
- Shifting federal and state trade, immigration, energy, and security policies;
- Perception and competitiveness challenges in national and international markets.

The Strategic Economic Development Plan must confront these realities directly, assess capacity for growth and tradeoffs, and position Laredo and Webb County to capitalize on emerging opportunities in advanced manufacturing, energy, technology, data-enabled logistics, binational investment, and next-generation infrastructure.

3. COMMUNITY, STAKEHOLDER & CONSENSUS FRAMEWORK

Meaningful community input, inclusive stakeholder engagement, facilitated visioning exercises, and deliberate consensus building are central to the success of this planning effort.

The consultant shall design and facilitate a structured, transparent, and inclusive engagement process that ensures the Plan reflects both data-driven analysis and the lived experience, stakeholder priorities, and shared aspirations of the community. Engagement must directly inform the vision, priorities, implementation sequencing, and key performance indicators of the final Plan.

Engagement activities shall include, at a minimum:

- Preliminary community listening sessions and visioning workshops;
- Detailed mission - driven stakeholder roundtables and focus groups;
- One-on-one interviews with key public, private, institutional, and binational leaders;
- Consensus-building techniques that surface priorities, tradeoffs, and points of alignment;
- Clear documentation of how input informed recommendations.

Key stakeholder groups include, but are not limited to:

- City of Laredo elected officials, management, and departments;
- Webb County elected officials, management, and departments;
- Laredo Economic Development Corporation;
- Laredo Planning & Zoning Commission;

- Laredo Chamber of Commerce;
- Laredo Convention and Visitors Bureau;
- Port of Laredo and Laredo International Airport;
- TxDOT District and Metropolitan Planning Organization (MPO);
- Educational institutions (TAMIU, Laredo College, UT Education & Research Center);
- Healthcare Providers (Gateway Hospital, Doctors Hospital, Laredo Medical Center, Cigarroa Clinics, etc.);
- Energy Providers & Transmission (AEP, Medina Electric Co-op);
- Railroads (CPKC and Union Pacific);
- Regional Partners (San Antonio, Rio Grande Valley, Corpus Christi, Brownsville, etc.);
- Binational Partners (Nuevo Laredo, Nuevo León);
- Business, workforce, utility, and infrastructure partners.

4. SCOPE OF WORK

Upon reviewing the 2016 Viva Laredo Plan and the Competitive Assessment done by the Texas A&M Engineering & Extension Service, the selected consultant shall collaborate with LEDC to conceive an actionable strategic plan focused upon growing and diversifying the Laredo economy. Proposals must, at a minimum, address the following components.

4.1 Economic & Market Analysis

- Review and synthesis of demographic, economic, labor force, and fiscal data;
- Identification of key trends, forecasts, and inflection points;
- Sector and cluster analysis, including location quotient and competitiveness metrics;
- Market demand analysis for industrial, commercial, office, and mixed-use development;
- Assessment of trade and supply chain dynamics, including the role of the Port of Laredo, cross-border flows, and North American production networks;
- Evaluation of freight corridor capacity and performance (bridges, rail, highways) and implications for competitiveness and growth;
- Scenario and sensitivity analysis tied to policy, trade, and technology shifts, including federal trade and border policy scenarios (e.g., tariffs, USMCA review);
- Clear documentation of data sources and assumptions, supported by decision-oriented data visualization.

4.2 Competitive Benchmarking & Strategic Assessment

- Benchmarking against peer border regions, Texas metros, and relevant national and international competitors;
- Identification of competitive advantages, strategic gaps, and best practices;
- Assessment of supply chain competitiveness, including comparative performance on cross-border throughput, reliability, and cost;

- Assessment of Laredo and Webb County’s business climate and reputation as a business-friendly environment;
- Evaluation of permitting, development review, zoning, inspections, incentives, and interagency coordination;
- Recommendations for expedited, streamlined, and more efficient processes and procedures.

4.3 Diversification & Target Industry Strategy

- Identification and evaluation of priority and emerging sectors aligned with leveraging regional assets and overcoming constraints;
- Explicit assessment of whether and how certain sectors should be pursued or foregone;
- Focused evaluation of nearshoring-driven opportunities and cross-border production linkages, including advanced manufacturing tied to North American supply chains;
- Assessment of Webb County’s natural gas, wind and solar resources for power generation and its four (4) aquifers as strategic assets;
- Recommendations to leverage these assets to recruit viable new industries, including Data Centers, AI-enabled industries, and Advanced Manufacturing;
- Industrial land and site readiness assessment, including availability, zoning, utilities, transportation access, and scalability for large industrial users;
- Scenario-based diversification pathways rather than a single prescriptive outcome.

4.4 Business Retention, Expansion & Attraction (BRE)

- Evaluation of existing BRE programs and incentive tools;
- Identification of catalyst projects capable of producing material economic impact;
- Evaluation of Laredo International Airport both in terms of carriers, flights and routes and benchmark vs similarly sized and positioned airports.
- Investigate adjacent airport property regarding potential for aerospace manufacturing and/or distribution;
- Evaluation of the airport’s carriers, flights and routes
- Assessment of airport-controlled and adjacent land for aerospace manufacturing, aviation-related services, and distribution;
- Recommendations to strengthen the Airport’s role in business attraction.

4.5 Workforce & Talent Development

- Analysis of workforce supply, skills gaps, and commuting dynamics;
- Alignment of education and training systems with target industries;
- Strategies to attract, retain, and upskill talent.

4.6 Infrastructure, Mobility & Quality of Place

- Evaluation of infrastructure capacity and investment priorities;
- Coordination with TxDOT, MPO, utilities, and local agencies;
- Quality-of-place strategies including housing, healthcare access, and placemaking;

- **Downtown Revitalization:** Specifically evaluate the Laredo Central Business District with respect to ingress and egress, infrastructure, mobility, rail crossings, retail vitality, availability of Class A office space, and overall quality of place, and provide actionable recommendations to strengthen downtown as a competitive economic, employment, and destination center.

4.7 Marketing, Branding & Governmental Relations

- Assessment of regional brand perception and positioning;
- Review of marketing and lead-generation efforts;
- Data-driven marketing and advocacy strategies;
- Evaluation of binational economic relationships (including Nuevo León, Tamaulipas, and other key regions in Mexico) and how they translate into coordinated economic development opportunities, partnerships, and joint value propositions.

4.8 Implementation Framework & Performance Management

- Phased implementation to identify and prioritize geographic investment zones over next 15 years;
- Linkage between strategy, funding, organizational capacity, and outcomes;
- Identification of realistic revenue sources;
- Definition of responsibilities, timelines, costs, and funding sources;
- Development of meaningful KPIs and monitoring processes.

5. DELIVERABLES

Deliverables shall include, at a minimum:

- Economic and market analysis technical memorandum;
- Stakeholder and community engagement summary;
- Recommended policies and procedures (internal & external);
- Quantification of potential impacts on population growth, job creation, capital investment, and economic impact;
- Recommended economic development tools and guidelines (incentives, special districts, etc.)
- Best recommended practices for leveraging assets for maximizing growth and diversification;
- Presentation of economic impact and return on investment for recommended actions;
- Draft and final Strategic Economic Development Plan;
- Prioritized Long - Range, Mid - Range and Short -Term Objectives/ Action Items
- Key Performance Indicators;
- Identify responsible parties for implementing and executing recommended milestones;
- Executive summary suitable for public and investor use;
- Implementation Matrix and Adjustments;
- Presentation materials for Board, elected officials, and stakeholders.

6. PROPOSAL SUBMISSION REQUIREMENTS

Proposals shall be concise, decision-oriented, and implementation-focused. Excessively generic or boilerplate responses will be scored lower.

Required proposal components include:

1. Letter of Transmittal
2. Firm Qualifications and Experience
3. Project Understanding and Approach
4. Methodology and Work Plan
5. Community Engagement, Visioning, and Consensus-Building Approach
6. Project Team and Roles
7. Relevant Experience and References
8. Schedule and Milestones
9. Value-Driven Cost Proposal
10. Risks & Constraints Memorandum
11. "What We Will Not Do" Statement
12. Budget–Scope Tradeoff Options
13. Required Forms and Certifications

7. BUDGET

Consultants shall submit a value-driven, itemized cost proposal aligned with the sections of the Scope of Work and summed to a total project cost.

LEDC anticipates that budget parameters will likely fall within a range of \$50,000 to \$100,000, depending on scope, depth of analysis, and overall value delivered.

8. EVALUATION / SCORING CRITERIA

Criterion	Points
Understanding of Scope & Quality of Proposal	20
Firm & Team Qualifications	20
Methodology & Approach	20
Community Engagement Capability (including facilitated visioning and consensus-building methodologies)	15
Implementation & Performance Framework	15
Cost & Value	10
Total	100

* LEDC reserves the right to pick and structure semifinal and finalist competitive interviews and/or presentations.

9. TERMS, CONDITIONS & RESERVATIONS

This procurement is subject to all applicable Texas law, including the Texas Local Government Code, conflict-of-interest disclosures, ethics requirements, and public information laws. LEDC reserves the right to reject any or all proposals, waive informalities, and negotiate terms in the best interest of the community.

10. AWARD OF CONTRACT

The selected consultant will be required to enter into a professional services agreement with LEDC. No work shall commence until execution of a written contract and issuance of a Notice to Proceed.