

CITY OF COPPELL

RFP #220

SMART CITIES MASTER PLAN PROPOSAL

Prepared By :



INNOCITY PARTNERS





INNOCITY PARTNERS

August 26, 2025

Procurement Services Department
City of Coppell
255 Parkway Blvd.
Coppell, TX 75019

To the Selection Committee,

On behalf of the InnoCity Partners (ICP) team, comprised of locally-based leadership with an average of 15 years experience in innovation and smart cities, and a national partner with decades of subject matter expertise in strategy, policy frameworks and funding models, we are pleased to submit this proposal in response to RFP #220 for the City of Coppell Smart City Master Plan.

What sets our team apart::

We Know the Assignment: Our team has successfully delivered regional strategic roadmaps, including the Dallas County Smart County Blueprint, City of Dallas Strategic Mobility Plan, and Frisco Economic Development Corporation's Innovation, Entrepreneurship and Smart City Roadmap. National projects include the Smarter Joplin Strategic Plan and Harris County Broadband Roadmap.

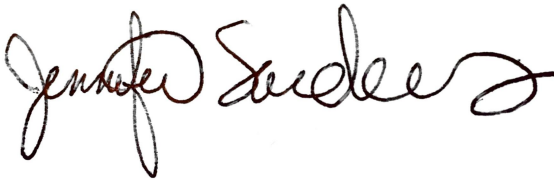
We Know the Local Innovation & Smart Cities Ecosystem: With decades of experience, we've helped build innovation districts and ecosystems, such as the Dallas Innovation Alliance, North Texas Innovation Alliance, and the Dallas Innovation District. We've also provided strategic guidance to innovation hubs in West Lafayette, IN, and Greensboro, NC.

We Know the National Smart Cities Landscape: We have cultivated networks with over 100 cities nationwide, exchanging best practices, lessons learned, and technology insights. Our team has collaborated with hundreds of practitioners and vendors to stay at the forefront of smart city innovation.

Together, we'll craft a Smart City Master Plan that's locally grounded, regionally connected, and nationally informed. We look forward to partnering with Coppel to develop an innovative, equitable, and resilient smart city strategy.

Thank you for your consideration.

Sincerely,

A handwritten signature in dark ink, reading "Jennifer Sanders". The signature is fluid and cursive, with the first name "Jennifer" written in a more compact, looped style and the last name "Sanders" in a more extended, flowing script.

Jennifer Sanders
CEO, InnoCity Partners
jennifer.sanders@innocitypartners.com
(214) 909-0400

Table of Contents

Introduction: It's Not Our First Rodeo	5
Executive Summary	6
Firm Introductions	8
Project Approach & Methodology	13
Phase I: Discovery, Inventory & Gap Analysis	14
Phase 2: Strategy Development	16
Phase 3: Final Delivery and Adoption	20
Roadmap & Implementation Plan	21
Conclusion	23
Project Team & Qualifications	24
Project Team Bios	26
Project Experience	30
Representative Projects	31
Strategic Plans & Roadmaps	31
Smart City Project Implementation	37
References	42
Project Schedule	43
Project Cost	45
Appendices: Resumes & Required Forms	47

Introduction: It's Not Our First Rodeo

We Know the Local Innovation & Smart Cities Ecosystem - in Fact, we Helped Build it.

For over a decade, InnoCity Partners' leadership has built and grown local and regional coalitions dedicated to helping local governments close the gap between innovation and implementation. Dozens of projects spanning benchmarking, strategic planning, policy, and pilot deployments have been conducted, measured and delivered. This approach has been sought after by cities around the globe. There is no one with stronger regional knowledge nor more experience in both the strategy and execution of smart city initiatives.

By connecting with trusted peers, cutting-edge pilots, and a regional knowledge network, Coppel benefits from resources that move from concept to action faster. Cross-sector partnerships across public, private, academic and civic entities amplify regional capacity, whether launching a smart infrastructure project, tackling workforce, resilience, or navigating emerging technologies like AI to make informed decisions that mitigate risk.

We Know the National Landscape

US Ignite partners with federal agencies, foundations, and industry leaders to guide communities nationwide through the challenges of digital transformation. With our national programs in broadband, smart city innovation, and workforce development we've created proven strategies, scalable frameworks, and measurable outcomes that communities can adopt and adapt. Cities across the U.S. look to US Ignite as a trusted resource for best practices and a convener of innovation.

By connecting local governments to federal opportunities, national models, and a broad peer network, communities accelerate progress from vision to implementation. Partnerships that span the public, private, academic, and civic sectors expand capacity and reduce risk, enabling cities to pursue ambitious initiatives from broadband expansion to AI and cybersecurity with the backing of a strong national perspective and a track record of results.

From towns of 4,500 to a region of nearly eight million, the team has supported both high-level strategy and in-the-trenches execution here in North Texas and beyond. We've handled approvals for technology in historic districts, we've put drones in the air to manage illegal dumping, we've created programs connecting communities to the internet, skills and online services, and we're lending expertise to working groups preparing for the World Cup in 2026. We're ready to support the next phase of Coppel's evolution.

Executive Summary

The City of Coppel is at a critical inflection point in shaping its future as a Smart City that is innovative, resilient, equitable, and sustainable. Coppel demonstrates commitment to innovation through advanced metering infrastructure, digital twin exploration, and preparation for autonomous vehicle deployment. These efforts set the stage for a Smart City Master Plan that provides a clear roadmap, a sustainable governance framework, and actionable strategies aligned with Coppel's Vision 2040. The concurrent timing with Coppel's refresh of the Vision 2040 plan provides a fortuitous path to the integration and coordination of these efforts. These represent critical elements of a successful approach to meaningful progress, resilience, and efficiencies from a natural, financial, and human resources perspective, as well as ensuring that resident needs are at the center of City priorities. Full visibility across the city, as well as current data from these outreach and planning efforts, support solid foundations for future planning.

Coppel has already shown leadership amongst its peers in the early development of a dedicated smart city board, providing city leadership with informed recommendations for consideration. The project portfolio has seen prioritized areas developed, designed and tested. Coppel is starting in an excellent position to accelerate progress through intentional strategy, and a readiness to take pragmatic risks for the benefit of residents and city objectives.

There are many success stories and cautionary tales to draw from that inform best practices in approaching this work. Our team has decades of specialized experience in this work, industry, and relevant specialties Coppel has prioritized, and a substantial network to tap in the development of this plan.

Without a unifying framework, Coppel risks fragmentation across departments and missed opportunities to scale early successes. Individual pilots in mobility, energy, and data management deliver value in isolation, but without integration they create silos that limit efficiency and dilute impact. The absence of a coordinated governance model also reduces Coppel's competitiveness for state and federal funding, where readiness and cross-department alignment often determine award decisions. A Smart City Master Plan provides the structure to convert promising pilots into sustained, citywide benefits.

InnoCity Partners (ICP), a certified Women's Business Enterprise located in North Texas, partners with US Ignite, a national nonprofit focused on

broadband and smart city strategy. The core team brings more than 80 years of combined smart cities and technology sector expertise, and four decades of consulting experience. Value is delivered through provision of trusted local leadership and project management, bringing to bear a deep and broad cross-sector network, leveraging regional coalitions (NTXIA) for both immediate and ongoing resources for Coppell, and experience in smart cities strategic planning and pilot deployment. US Ignite contributes more than 13 years of national best practices, technical expertise, and design capacity for drafting and producing deliverables. Specifically, US Ignite leadership brings a collective of more than 80 years of technical and policy expertise in technology systems, cybersecurity and governance, among other relevant specialties. This partnership unites local presence with national perspective to create a plan that is both actionable and community-driven.

The project approach follows three structured phases, each aligned with Coppell's RFP requirements:

- **Phase 1: Discovery, Inventory, and Stakeholder Engagement**

The team conducts department workshops and stakeholder interviews, creates a comprehensive inventory of Coppell's current smart city initiatives, and develops a gap analysis report to highlight opportunities and strengths.

- **Phase 2: Strategy Development**

The team produces a governance framework and decision-making matrix, policy recommendations based on best practices, and a data privacy and security framework. A phased roadmap identifies short-, mid-, and long-term priorities. This roadmap connects to measurable KPIs and funding strategies that look into public-private partnerships, federal and state resources to support implementation.

- **Phase 3: Final Delivery and Adoption**

The team develops two draft versions of the Smart City Master Plan, refines the plan based on City feedback, and delivers a final plan. In addition, the team provides up to five presentations, including sessions with City Council, Boards, and community groups, as well as an executive presentation to City leadership.

This partnership equips Coppell with a Smart City Master Plan rooted in local priorities, connected to regional opportunities, and informed by national best practices. The plan aligns with ongoing investments, satisfies the RFP requirements, and charts a practical path forward. Coppell will gain a strategy

that is both innovative in design and achievable in implementation, delivered by the most qualified, credible, and reliable partners. These teams have led this work for more than 15 years and are known and trusted across communities nationwide.

Firm Introductions



INNOCITY PARTNERS

Founded in 2018, InnoCity Partners is a boutique consulting firm focused on supporting organizations working to develop solutions that support and create the best places for their citizens to live, work, and play. InnoCity Partners provides counsel to organizations across the public, private, academic and civic sectors to design, build and execute innovation-based and smart city programs. Executive leadership brings expertise in strategy, coalition-building, economic development, entrepreneurship, process improvement, citizen engagement and taking projects from concept to implementation. InnoCity Partners is committed to helping clients navigate both the current reality and the distant future, exploring new market opportunities and demands of comprehensive overhaul of 'the way things have always been done'. By working to understand the key needs an organization is facing, ICP will develop customized and comprehensive solutions to ensure sustainable, human-centered priorities that improve economic vitality and the quality of life for all stakeholders in our communities of impact. For more information, please visit www.InnoCityPartners.com.

InnoCity Partners holds certifications as a Women Owned Small Business from WBENC, Texas Historically Underutilized Business (HUB), NCTCRA Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE).

Familiarity with North Texas

As a local firm on the ground in North Texas and deep experience working with public, agency, civic, private and academic institutions, ICP is uniquely positioned to convene stakeholders from elected leaders to residents. Through principals' formation of the Dallas Innovation Alliance and North Texas Innovation Alliance, both nonprofit P3 consortiums dedicated to collaborative solutions in technology, data and community, they maintain strong familiarity to regional challenges, implemented projects, strategic plans, and emerging

priorities. Principals leadership in establishing the National Smart Coalitions Partnership showcases national reach and relationships in knowledge of trends, successes and challenges in smart city strategy development.

Smart Cities, Stakeholder Engagement, Global Network and Local Presence

ICP brings to the team proven experience with smart city technologies across data, infrastructure, transportation/mobility, conservation, citizen services, process improvement, among others. ICP has led the design, strategy, coalition building, public engagement, driving community support and ultimately, adoption of initiatives by elected officials. ICP leadership has led the execution and measurement of projects in Dallas, and throughout North Texas. This experience has included speaking with, assessing and working with hundreds of vendors in the space; and relationships with cities around the world provides connection points to seek counsel on their experiences, best practices and pitfalls.

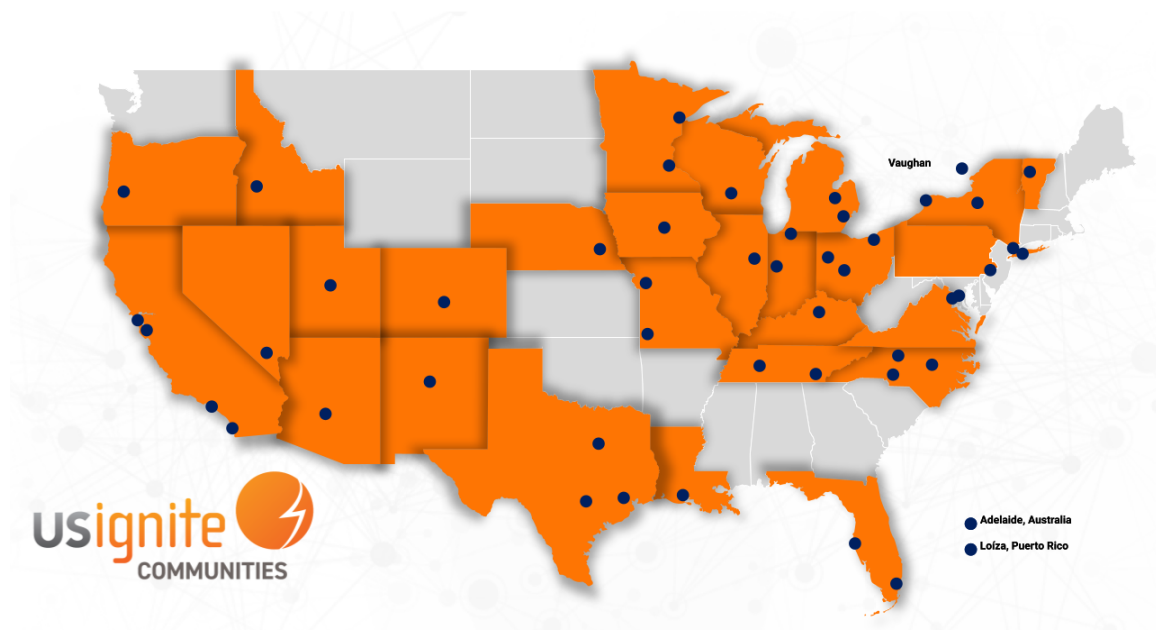
Our role on the team will include providing subject matter expertise around current and future technologies and best practices, relationships and established consortiums throughout North Texas, and experience in stakeholder engagement, including in-depth community engagement strategies. The incorporation of multi-channel strategies for engagement is critical in an uncertain time for in-person engagements and town hall forums, and ICP has experience in adapting to changing conditions and mitigating 'survey fatigue'.

Entrepreneurship and Economic Development

ICP principals bring decades of experience in working with startups, ecosystems, economic development corporations, chambers of commerce and corporations alike. Geographically, we have worked with entities across the United States, Europe, Australia and Asia. Examples of impact include supporting the Opportunity Austin strategic plan, founding and building the DEC Network, advising McKinney EDC on Innovation Fund structure and evaluation process, Frisco's Entrepreneurial Ecosystem, Venture Capital and Smart City Strategic Plan, the Innovation plan and steering committee at the Dallas Regional Chamber and Co-Chairing the Mayor's Taskforce on Innovation & Entrepreneurship, among others.



Founded in 2012, US Ignite is a national nonprofit that collaborates with smart communities and research testbeds to drive high-impact solutions to their toughest challenges. Operating like a high-tech startup, US Ignite delivers timely results by applying technical expertise, stakeholder engagement, and targeted tools. The organization works tirelessly to ensure programs are effective and reach the communities that need them the most. Executive leadership brings expertise in technology innovation, stakeholder coalition-building, program design and evaluation, economic development, and applied research. By working to understand the key needs communities face, US Ignite develops customized and scalable solutions that empower local leaders and improve residents' quality of life. For more information, please visit www.us-ignite.org.



Mission, Vision & Values

The US Ignite Communities Program supports municipalities in diagnosing needs, designing solutions, and delivering new technologies that improve residents' quality of life and community economic vitality. We empower local leaders with tools, resources, and support to create smart community strategies based on model practices from our network, tailored to each community's unique needs. We foster innovation, drive new services, and

promote job growth and startup activity by drawing on leaders from the municipal, academic, private, and nonprofit sectors.

Vision: We envision a landscape where technological advancements contribute to connected societies, equipped startups, developed workforces (regardless of zip code), and increased national visibility. This vision centers on building smarter, more connected communities that thrive through collaboration, innovation, and the responsible use of technology.

Values: Our work is guided by the following core beliefs:

- Community Engagement: Equipping local leaders to deliver innovative, resident-focused solutions via human centered design methodologies.
- Collaboration and Partnerships: Encouraging peer community collaboration and building diverse stakeholder networks.
- Transparency and Trust: Promoting innovative practices through accessible playbooks, resources, and model practices.
- National Impact: Elevating community successes nationally through events, media outreach, and partnerships.
- Replicating Success: Creating sustainable, scalable initiatives supported by public and private funding sources.
- Knowledge Sharing: Facilitating continuous exchange of lessons learned and best practices.
- Capacity Building: Providing technical assistance that accelerates progress and leaves a durable institutional impact.

Smart Communities, Capacity Building, and National Impact

US Ignite brings proven expertise in smart community development across infrastructure, data, mobility, sustainability, digital equity, and municipal innovation. Our work includes supporting strategy development, piloting new technologies, scaling successful programs, and fostering public-private partnerships. By leveraging our network of research testbeds and community coalitions, we provide access to national best practices, technical knowledge, and funding opportunities that accelerate local progress.

US Ignite also emphasizes capacity building, working closely with municipal staff to strengthen internal capabilities across smart community pillars. Through technical assistance, applied research, and peer learning networks, we ensure knowledge and processes remain embedded within communities for the long term.

Strategy & National Reach

Our strategy involves supporting communities through different stages of digital transformation, from planning and strategy development to pilot implementation and long-term scaling. With a revenue target of \$1M, US

Ignite employs a funnel approach to expand partnerships and communicate value through:

- Original research and policy papers
- National thought leadership through conferences and keynotes
- Media and communications outreach
- Facilitated community engagement and networking
- One-on-one partner discovery and relationship-building
- Ongoing value delivery and partnership development

Through these approaches, US Ignite drives national visibility, fosters replication of successful models, and helps communities implement sustainable innovation-based programs that improve economic vitality and quality of life.

Project Approach & Methodology

Ensuring a Comprehensive View of Citywide and Department-Level Plans



We know that there is deep investment in every planning exercise undertaken by the City of Coppell. A thorough review of plans, including - of course - the Coppell 2030 Master Plan and the Coppell Vision 2040 plan, as well as annual community surveys conducted across several departments. Keeping in mind the goals of these plans against proven and emerging smart city solutions allows for an aligned and value-driven approach to this strategic planning effort, roadmap and KPI development. Our team brings experience in designing and implementing several of the stated approaches in Coppell 2030 and Vision 2040 goals outlined, which include:

- Creating Business & Innovation Nodes
- Innovative Transportation Networks
- Smart City Approach to Resource Management
- City Facility Building Standards
- Advancing Accessibility [physical and digital]
- Creating vibrant and future-ready neighborhood design
- Creating 'laboratories of learning' and youth engagement strategies

Smart City Board Recommendations including:

- Smart City Branding Initiative
- Fiber Master Plan Implementation

- Autonomous Vehicle Study Partnership

More details on our team's direct experience in these programs can be found throughout our proposal, as well as in the representative project section.

Prioritization of In-Person Engagement

Innocity Partners (ICP) and US Ignite will prioritize in-person collaboration throughout the project. ICP's local presence ensures face-to-face engagement during workshops, interviews, and presentations. This approach extends beyond the five presentations required by the RFP. While virtual tools allow efficient coordination, direct interaction, wherever possible, fosters trust, sharper feedback, and productive ideation. Coppel will benefit from a team that remains accessible and committed to ongoing dialogue.

Phase I: Discovery, Inventory & Gap Analysis

Step 1: Discovery

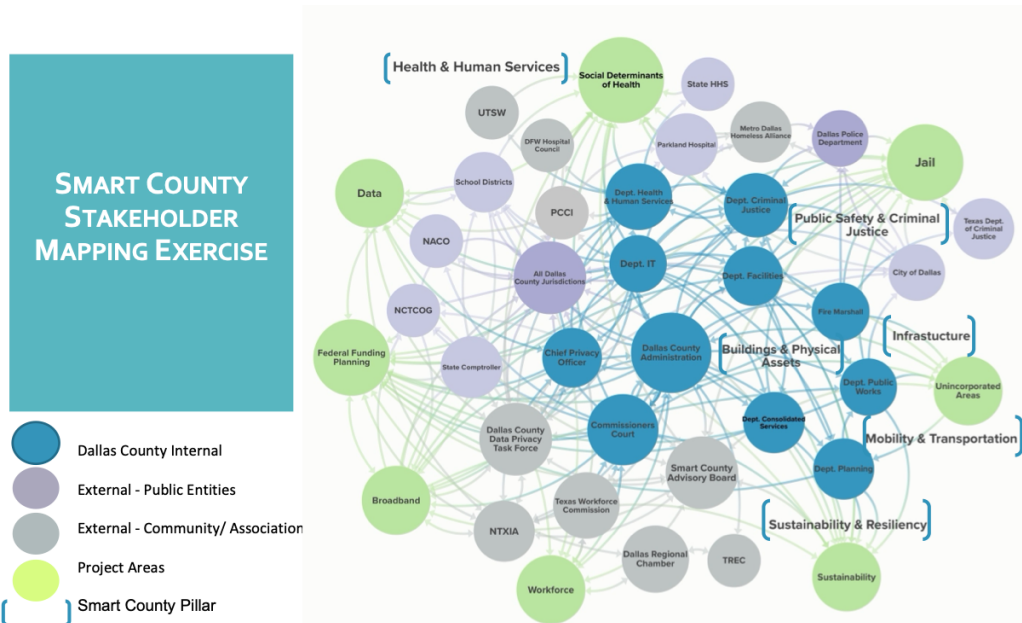
The project begins with a comprehensive discovery phase. ICP will convene department workshops, internal and external stakeholder interviews, and sessions with the Smart City Board. These conversations will surface current strengths, challenges, and opportunities. Benchmarking against peer cities and national leaders ensures Coppel's efforts align with best-in-class practices.

US Ignite will support this work by reviewing documentation, drafting interview guides, and synthesizing findings into a structured analysis of common themes, priorities and outliers; identifying points of collaboration and co-investment.

Following a kickoff with a central Smart Cities Working Group, composed of the Smart City Board, city management, and departmental leadership, Discovery will include internal and external stakeholder partner organizations; leading with a kickoff session open to all city staff - from 'frontline to front office'. Ideally, the Discovery phase will coincide with public engagement and planning efforts for Coppel 2040 to maximize data gathered in tandem. Regardless, Discovery will include review of all public meeting recordings for the updated 2040 plan.

Identification of key organizations within the Coppel ecosystem directly contributing to quality of life, economic development and resiliency will be engaged for discovery interviews. Best practices would include school districts, academic institutions, chambers of commerce, PID or TIF districts, major

employers and anchors inside or adjacent to Coppell, such as DFW Airport and Cypress Waters. All have a stake in Coppell's success, and all have similar initiatives in the works or in-planning that offer opportunities for collaboration and coordinated investment.



Example: Stakeholder Mapping Exercise, Dallas Smart County Blueprint Discovery Phase

Step 2: Current Initiative & Asset Inventory Alignment

To ensure alignment with Existing and In-motion Strategic Planning initiatives, the team will create a full inventory of Coppell's existing smart city portfolio initiatives, including implemented and in-discovery projects, such as AI-enabled inspections, digital twin pilots, and smart meter programs. Each initiative will be reviewed to ensure a full understanding of projects completed in Coppell.

To establish a baseline of current foundational systems and policies, this exercise will also include:

- Cataloging IT systems, assets, data platforms, and ongoing projects.
- Review existing privacy policies and governance structures.
- Review planned capital investments directly or tangentially connected to potential smart city investments. This can identify new opportunities for value-add incremental investments.

Step 3: Gap Analysis

Building on the inventory, ICP will conduct a gap analysis to identify where technology and innovation can have the greatest impact in areas like mobility, sustainability, service delivery, digital inclusion, and resilience. Factors including overlaps and silos across departments; alignment with city plan priorities; and rating opportunities based on impact, feasibility and benefit.

US Ignite will support this work by reviewing documentation, attending sessions virtually, and synthesizing data from document review and interview findings into a structured gap analysis. That report will highlight areas where smart technologies can directly improve mobility, sustainability, service delivery, digital inclusion, and resilience. This approach mirrors the experiences in peer communities across Texas and the region where ICP, US Ignite, and local partners engaged stakeholders to create detailed baselines of existing conditions before shaping recommendations.

Phase 2: Strategy Development

Informed by the inventory and gap analysis, ICP and US Ignite will create an updated governance framework that clarifies roles, responsibilities, and decision-making structures. A decision-making matrix will guide how Coppell evaluates investments and selects projects. Our teams have developed frameworks that guide cities in establishing core criteria that qualifies projects for smart cities portfolio evaluation, measures against interdepartmental priorities, and internal exercises to gain early evaluation and identification of risks and barriers, among others. The team brings to bear this ‘running start’ to bring to bear learnings on how best to design an approach for Coppell.

Step 1: Define Coppell Smart City Principles & Framework

Through continued engagement with the internal Smart Cities Working Group, following Phase 1’s discovery findings, foundational questions and areas of consensus for this go-forward effort include:

- Coppell’s definition of a ‘Smart City’
- Shared vision statement for Smart Coppell
- Define the principles that guide this vision
- What are the smart city pillars / categories to focus on
- Define criteria that qualifies an initiative or project as ‘Smart’

Step 2: Policy, Governance & Management Structure

Policy recommendations will draw from national leaders and local peers. For example, Chicago's open data and privacy frameworks, Lake Cities collective broadband strategy, policies and infrastructure sharing across four cities, Dallas's Strategic Mobility Plan, and Frisco's Smart City entrepreneurship roadmap each demonstrate strategies that balance innovation, growth, and accountability.

Step 3: Establish Best Practices for Integration and Implementation

Many technology projects launch directly into implementation without first establishing a foundational step that defines goals, governance, and alignment. Skipping this groundwork often leads to inefficiency, duplication, and missed opportunities for scale. An understanding of the true baseline for readiness to implement advanced technologies is a step that can be easily missed if you don't know the right questions to ask. Real-world examples include an AI project deployed by a local city, where the vendor didn't take the time to ensure the city had fully and accurately tagged and categorized their department data. As a result, the project was implemented with virtually no valuable insights - the model had insufficient data to 'learn' from. In another example, a new camera solution with built in analytics was purchased by a public works department for predictive street infrastructure maintenance monitoring without coordinating with IT, who would have told them that the current infrastructure couldn't support the 'out of the box' solution. The project was scrapped. Establishment of best practices and evaluation of smart city projects is critical to risk management and feasibility, whether infrastructure or privacy related.

US Ignite's experience in designing frameworks for IT infrastructure interoperability, security, and governance will bring critical expertise in establishing best practice processes for Coppel to ensure successful planning and deployment of solutions. These practices will guide Coppel's plan to maximize resources, align with existing assets, and ensure interoperability, security and governance.

Step 4: Draft the Smart City Roadmap & Key Performance Indicators (KPIs)

The team will design a phased roadmap that lays out short-, mid-, and long-term priorities and milestones.

This roadmap will include KPIs tied to equity, service efficiency, sustainability, and engagement, as well as a measurement and reporting framework. It will also feature a funding strategy that identifies opportunities at the federal, state, philanthropic, and private levels. Proven financial and operational structures will be outlined for consideration and part of feasibility assessments for Coppel.

In other communities, this structured roadmap helped secure alignment across elected and appointed leaders and created a dedicated Broadband Task Force to guide implementation. Coppel can expect similar clarity and momentum from this strategy development phase.

At a zoomed-out level, we operate from the view that key elements of an effective smart city approach include:

- **‘While we’re at it’:** These are the most expensive words in home improvement, but the most effective ones for city planning. Identifying planning investments and viewing through a lens of identifying technology elements that can be incorporated to enhance value at an incremental cost far less expensive than tackling it later [after the road has already been trenched and repaved].
- **Two-Birds, One Stone:** It is only through cross-departmental visibility and practiced coordination that this can be achieved. Smart technologies are themselves designed to be cross-functional. With visibility and a zoomed-out view of planned investments, projects that are led by one department may have applications impacting multiple, reducing cost to the city. To ensure early identification of these opportunities, the intentionality in broad strategic planning and muscle-memory in communication cadences are key.

The initial phase efforts to understand broad city investments in planning are a critical tool in identifying smart priorities and feasibility timelines through leveraging budget wisely - as well as resident headaches from multiple street projects that could have been done at once.

Plan Elements & Considerations

Equity, Privacy, and Sustainability

The Coppel Smart City Master Plan will focus on people-first outcomes. ICP and US Ignite will engage underrepresented groups, broaden civic participation, link ecosystem nodes, and recommend policies that ensure safe, secure, and ethical use of data.

Coppell's explicit focus on privacy and transparency at the inset is laudable, and a foundation for success. As outlined below, data strategy includes the critical component of public education, awareness and engagement around new technologies.

Sustainability and resilience will run through every stage, from mobility and broadband initiatives to climate adaptation and energy resilience. Drawing on work and experience from other communities, the plan will incorporate frameworks that protect residents while expanding opportunity.

Reviewing long-term needs and investment surrounding natural resources and emergency response will also be a critical layer in plan assessment and development.

Our approach ensures Coppell's Smart City strategy is people-first and equitable. We will:

- Engage underrepresented communities and broaden civic participation.
- Develop policies to ensure safe, secure, and ethical use of data.
- Incorporate sustainability and resilience at every stage, from green building standards to microgrids and climate adaptation.
- Leverage ICP leadership's work creating RethinkAI to integrate safe AI frameworks into Coppell's Smart City planning.

Data Strategy

We will create a data governance and utilization strategy that defines:

- What data Coppell should collect, share, and analyze.
- How to ensure community education, awareness and engagement are predicate steps to ensuring transparency, trust and the success of data-driven initiatives. Other cities have experienced public and pricey failures when they have lacked to take this first step.
- How to manage and secure data using best-in-class practices.
- Opportunities for open data platforms and dashboards to enhance transparency and trust..

Coppell will benefit from US Ignite's experience in developing nationally-adopted frameworks around technology and data governance, security and privacy provide additional insights resulting from hundreds of hours of research and development. Additional subject matter expertise from public sector practitioners, including former Chicago CTO, bring on the ground best practices on implementing data policies and scaled deployment.

Governance & Organizational Framework

The team will collaborate with the current Smart City Board and propose the establishment of an Internal Staff Working Group to oversee implementation. This organizational framework will ensure regular coordination with broader City bodies focused on the overarching pillars of the Coppel 2040 plan to ensure strategies are most effectively aligned and adapted over the coming decade. This governance model will combine lessons from Dallas County's Smart County Blueprint, Chicago's cross-departmental structures, and US Ignite's experience building public-private partnerships across the country. A decision-making matrix will guide investments with transparency and accountability. Of course, all recommendations will be informed by the building blocks put in place along our phased development.

KPIs & Reporting

We will recommend KPIs aligned with Coppel's mission, including:

- Equity (inclusive access to services).
- Efficiency (cost/time savings).
- Sustainability (carbon reduction, resource optimization).
- Engagement (resident satisfaction, participation).

Reporting will include dashboards, annual reports, and public scorecards that align with data reporting for other citywide metrics. KPIs will track equity, efficiency, sustainability, and engagement, aligning with Coppel's mission and Vision 2040.

Phase 3: Final Delivery and Adoption

The final phase translates strategies into actionable outputs. ICP and US Ignite will produce two draft versions of the Smart City Master Plan and refine the plan based on City feedback. The final plan will synthesize all findings into a comprehensive, visually compelling document that is well-informed and goes beyond the theory to a plan of immediate action. Deliverables will highlight priority projects, phased timelines, funding strategies, and governance models.

ICP will lead in-person presentations to the City Council, Boards, and community groups. The team will also deliver an executive presentation to City leadership. US Ignite will manage the design and layout of deliverables, ensuring consistency and professional quality across reports, presentations, and visualizations.

Roadmap & Implementation Plan

Phased Plan:

- Immediate-term (0-8 months): Strategic plan development including discovery, analysis, strategy development and plan delivery.
- Short-term (0-12 months): Inventory, governance, pilot projects, initial KPIs, and data strategy.
- Mid-term (1-3 years): Expansion of mobility, energy, broadband, and open data programs.
- Long-term (3-5 years): Full deployment of digital twins, microgrids, and large-scale connected infrastructure.

Initial Smart City Project Assessment & Roadmap

A project portfolio gathered and assessed during this process will be created as a living document, assessing initial projects based on strength of City plan alignment, feasibility, price and speed to deployment, among other factors as defined by the City of Coppell. This document can serve as a touchstone in both planned and opportunistic programs as they arise.

Example Initiatives for Coppell Could Include:

- Smart Asset Management and Predictive Maintenance System
- 'Connected' parks and trails - through physical and technological infrastructure
- AI-enabled parking and mobility optimization
- Microgrid and Smart Resilience Hub
- Broadband expansion and digital inclusion initiatives
- Open Data Portal and Civic Engagement Tools
- Resident-facing website redesign and multi-language services

The Smart City Master Plan will also embed equity measures, privacy protections, and engagement strategies into its recommendations. By including these elements as formal deliverables, Coppell ensures that technical innovation advances resident trust, equitable access, and responsible use of data. This guarantees that adoption reflects community priorities and maintains long-term sustainability.

Funding & Risk Mitigation

Our team brings strong expertise in identifying and securing federal/state grants, philanthropic funding, and public-private partnerships.

The roadmap will deliver near-term actions that bring low-cost, low-risk outcomes, including asset inventory, establishing governance structure and adopting data and privacy policies, initiating discovery and partnerships for pilots addressing existing portfolio projects, and collaborative input into additional department priorities around real estate and economic development.

Mid-term growth opportunities could include mobility systems and linkage into surrounding community networks, broadband deployment and resident access, on-the-ground and in-the-air autonomous vehicles, and technology-driven solutions streamlining asset maintenance and operations.

Long-term strategic initiatives could include resiliency initiatives such as microgrid powered community spaces or data center sustainability co-investment, cross-departmental and cross-function strategies for citywide digital twins, and connected infrastructure.

All planning is designed to have risk and funding strategies in place, alignment with broader city priorities and investments, and mitigation 'pivot' opportunities as the plan is refined over time.

Each phase will connect to funding options and risk mitigation strategies. In other communities where we have worked and led similar efforts, this approach provided clarity for decision-makers and created the structure for ongoing investment. Coppell will gain a similarly actionable, phased plan that reflects community priorities and positions the City as a leader in smart innovation.

Ensuring for continuous improvement and opportunities for plan adjustments, a framework for conducting annual assessment and audit of the plan will be delivered.

Every planning effort carries risks that must be addressed proactively. For Coppell, the team identifies four priority risks and corresponding mitigation strategies:

- **Stakeholder fatigue:** Multiple departments and community groups juggle competing demands. Mitigation: streamline engagement through combined workshops, tight interview scripts, and clear value statements for participants.
- **Data-sharing barriers:** Departments follow different standards or constraints. Mitigation: establish a governance framework with documented protocols, privacy safeguards, and an approvals path that builds confidence.
- **Funding uncertainty:** Priority projects require sustainable financing. Mitigation: deliver a funding strategy that maps projects to state, federal, and private sources, and sequences applications against roadmap phases.
- **Leadership changes:** Elections or staff turnover can disrupt momentum. Mitigation: anchor decision rights in a standing advisory structure and publish a playbook that preserves continuity across administrations.

This approach gives Coppel a roadmap that stays innovative, actionable, and achievable despite uncertainty.

Conclusion

This combined expertise ensures Coppel will receive a plan that is locally grounded, regionally connected, and nationally informed. This approach fully complies with Coppel's RFP, provides a clear path for adoption, and positions Coppel as a regional leader in smart city innovation. The expertise of our team, combined with an approach aligned with Coppel's existing investments, guarantees delivery of a smart cities strategy that is innovative, actionable, and achievable.

Project Team & Qualifications

Team Structure

Innocity Partners (ICP) serves as the lead firm for the Coppel Smart City Master Plan. ICP manages the overall process, coordinates with City staff, and provides in-person engagement throughout the project. As a subcontractor, US Ignite supports ICP and contributes national expertise, technical depth, and design capacity. This partnership ensures Coppel benefits from both trusted local leadership and proven national best practices.

Value of the Partnership

ICP offers trusted North Texas leadership, strong regional relationships, and a proven record of guiding municipal innovation strategies. US Ignite adds national expertise, technical depth, and experience producing actionable roadmaps for some of the nation's largest and most complex jurisdictions. Together, ICP and US Ignite will deliver a Smart City Master Plan that combines local priorities with national best practices and positions Coppel as a leader in smart city innovation.

Division of Responsibilities

ICP and US Ignite divide tasks to align strengths with Coppel's needs. ICP leads local program leadership and in-person presentations, convening partners and ecosystem stakeholders, community-facing activities, and inputs regional experience and best-practices. US Ignite focuses on benchmarking, technical analysis, and production of high-quality deliverables.

- **Project Management & Coordination:** ICP manages relationships with Coppel's Director of Enterprise Solutions and serves as the primary liaison and engagement manager. US Ignite provides risk tracking tools, reporting templates, and governance best practices.
- **Stakeholder Engagement & Interviews:** ICP identifies participants, conducts interviews in person, and leads workshops. US Ignite co-develops interview guides, attends virtually, and synthesizes input into findings. A collaborative report will be delivered to Coppel.
- **Assessment & Benchmarking:** ICP provides local context and regional and national peer input. US Ignite leads comparative analysis with national peers, structures the gap analysis, and drafts findings.
- **Strategy & Best Practice Framework:** ICP provides facilitation to create a shared vision statement, strategic pillars, and direct alignment to

additional city plans, priorities and resources. US Ignite supports the development of supporting templates and guides toward cementing framework and internal cadence.

- **Governance & Policy Development:** ICP grounds recommendations in local feasibility, peer learnings and regional consistency, where appropriate. US Ignite drafts the governance framework, decision-making matrix, and national model policies.
- **Roadmap & Implementation Plan:** ICP provides insights on feasibility, political context, pilot deployments, and practiced P3 models. US Ignite drafts the phased roadmap, identifies funding pathways, and produces risk-benefit analysis.
- **Deliverables & Presentations:** ICP delivers in-person presentations to Council, Boards, and community groups. US Ignite manages design and layout, ensuring consistent and professional deliverables.

Project Team Bios

Please note: Resumes are available in the Appendices

Project Team Bios- InnoCity Partners



Jennifer Sanders
Co-founder & CEO

Jennifer Sanders is a social impact and relationship-driven professional with more than 20 years of experience in consulting, nonprofit and P3 leadership with a focus on strategy, innovation, change management and coalition building. She executes initiatives through deep and diverse networks, community engagement, and interdisciplinary teams. She has been globally recognized for her expertise in smart cities, and advised cities on complementary initiatives. She graduated from the University of Virginia.

She co-founded ICP, North Texas Innovation Alliance and the Dallas Innovation Alliance and has directed the fastest-to-market smart cities initiative in the country in the Smart Cities Living Lab, and the largest regional smart cities consortium in the country in the North Texas Innovation Alliance. Jennifer leads the project and serves as the primary point of contact for Coppell. She ensures strong coordination with Coppell staff and facilitates engagement with stakeholders and Boards.

Role: Jen will serve as the primary Account Lead, overseeing execution and bringing subject matter expertise and regional knowledge to the initiative.



Trey Bowles
Co-Founder and President

Trey Bowles is a nationally recognized entrepreneur and Smart City strategist who co-founded the Dallas Innovation Alliance, leading the City of Dallas' first integrated Smart Cities program. Through InnoCity Partners, he has guided municipalities and corporations in building governance models, equity-driven frameworks, and scalable innovation roadmaps. His leadership spans civic, corporate, and policy arenas, including appointments to the U.S. Secretary of Commerce's National Advisory Council on Innovation and Entrepreneurship and the Dallas Mayor's Task Force on Innovation. With a track record of convening cross-sector stakeholders and creating actionable evaluation templates for Smart City initiatives, Trey brings unmatched expertise to help Coppell design a resilient, equitable, and future-ready Smart City plan.

Role: For Coppel, Trey contributes strategy development, stakeholder engagement, and alignment with Vision 2040 priorities. He brings Subject Matter Expertise in Smart Cities, Ecosystem Strategy, Entrepreneurship & Startup

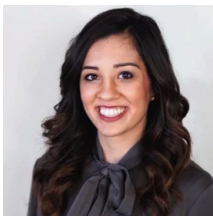


Brenna Berman
*Strategic Counsel
and Subject
Matter Expert*

Brenna Berman has been a leader at the intersection of innovation, technology, and government for more than two decades. She has held positions as CEO and CIO across both private and public sector organizations, centered on the adoption of technology and solutions in urban environments. As founder and CEO of City Tech, she launched more than 30 collaborative solutions to solve global urban challenges – focused on issues no single sector or organization could manage. Brenna served in Chicago Mayor Rahm Emanuel's administration as Chief Information Officer and Commissioner for the Department of Innovation & Technology (DoIT), implementing a vision of data-driven resident services for more efficient, effective, and innovative city services.

Brenna is currently a Senior Fellow at New America, where she is leading the development of Rethink AI, a program focused on helping government and communities raise the level of AI application to address stubborn policy challenges.

Role: For Coppel, she serves as key Strategic Counsel and Subject Matter Expert across domains.



Yumna Bham
*Program
Manager*

Yumna Bham brings more than a decade of experience delivering sustainable mobility, environmental, and civic innovation projects; she excels at turning strategy into measurable outcomes. She has driven transformative initiatives at the North Texas Innovation Alliance, such as the Urban Resilience Fellowship Program, building cross-sector pipelines that connect academia, public agencies, and private industry to solve local challenges. Previously, Yumna held leadership roles at Via, Toyota, Southwest Airlines, and Hitachi Consulting, where she implemented mobility, sustainability, and digital transformation solutions. Her proven expertise in stakeholder engagement and program management uniquely positions her to guide Coppel's Smart City program to success.

Role: For Coppell, she supports workshops, logistics, stakeholder engagement, and project documentation to ensure smooth execution of the plan.

Project Team Bios- US Ignite



Glenn Ricart,
Ph.D.
*Co-Founder and
CTO*

Dr. Glenn Ricart is an Internet Hall of Fame inductee recognized for creating the first Internet interconnection point and leading SURAnet, the first operational part of the NSFnet. He served in senior leadership roles at DARPA, Novell, PwC, and National LambdaRail, in addition to founding multiple startups. Glenn brings deep expertise in cyber-physical infrastructure, advanced networking, and innovation ecosystems. He played a central role in establishing the first Internet interconnection point and continues to advise communities on infrastructure, interoperability, and technical resilience.

Role: For Coppell, he ensures the Smart City framework rests on robust and scalable technical foundations.



Lee Davenport
*Director of
Community
Development*

Lee Davenport is the Director of Community Development at US Ignite, where he leads the US Ignite Communities program and served as Project Director for Project OVERCOME. With over 20 years of experience, he has worked with nonprofits, corporations, federal agencies, and local governments to design and deliver technology-driven economic empowerment strategies nationwide.

Lee manages the portfolio of more than 50 US Ignite Communities nationwide. He helps cities, regions, and states use digital transformation to improve public safety, economic development, and connectivity for underserved residents.

Role: For Coppell, he provides governance frameworks, funding strategies, and integration of national best practices into the roadmap.



Domenick Lasorsa
Community Innovation Manager

Domenick Lasorsa is a Community Innovation Manager at US Ignite, where he manages tech-enabled community projects, leads small business training for federal Economic Development Administration grants, and supports business development and outreach across the organization's portfolio. He previously held roles at Paralyzed Veterans of America, National League of Cities, the Mayor's Office in Little Rock, AR, and City Year Little Rock.

Dom managed the Harris County Broadband Roadmap, coordinating stakeholders and departments across the nation's third-largest county. That work led to the unanimous approval of a Broadband Task Force.

Role: For Coppell, he supports project management, stakeholder synthesis, and roadmap development.



Catherine Forrest
Technology and Entrepreneurship Program Specialist

Catherine Forrest is the Technology and Entrepreneurship Program Specialist at US Ignite, leading smart city business development initiatives for startups and small businesses in Opportunity Zones across Washington, DC, and Northern Virginia. She holds a B.S. in Information Management & Technology from Syracuse University, where she founded student tech organizations, conducted award-winning research in blockchain and digital twin technologies, and launched a secure digital twinning startup accepted into the inaugural HUSTLE Defense Accelerator cohort.

Role: For Coppell, she supports interviews and stakeholder engagement and helps design KPIs and reporting frameworks to track equity, efficiency, sustainability, and engagement.

Project Experience

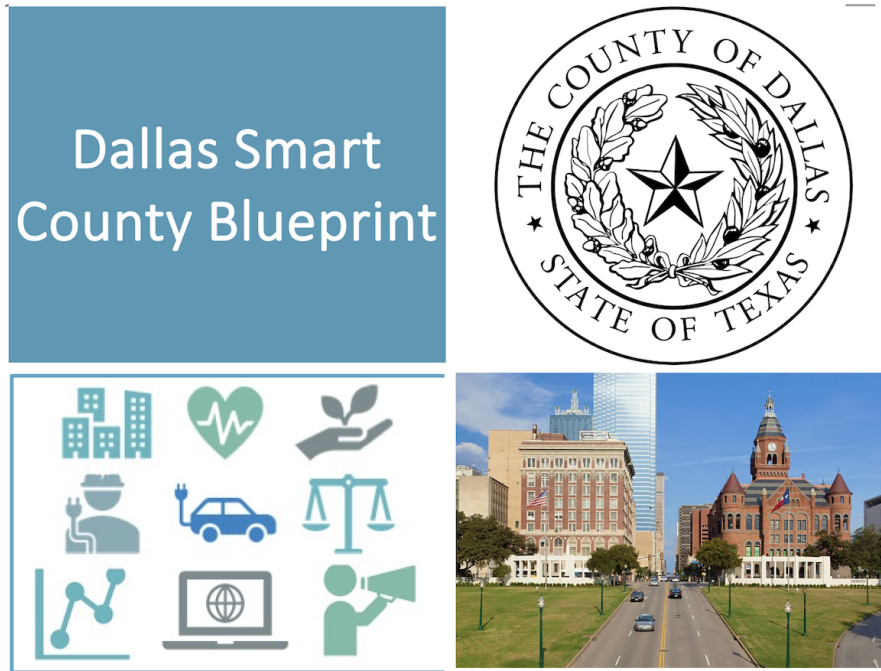
ICP brings to the team proven experience with smart city development. ICP provides a holistic and integrated view across key components of successful urban strategies including: data, infrastructure, transportation/mobility, resilience, economic development, urban planning, housing, citizen services, process improvement, among others. ICP has led the design, strategy, coalition building, execution and measurement of projects in Dallas and North Texas, while advising peer networks across the US, comprising more than 100 municipalities and public agencies. This experience has included speaking with, assessing and working with hundreds of vendors and developers in the space; and relationships with cities around the world provides connection points to seek counsel on their experiences, best practices and pitfalls.

US Ignite brings national scale, technical expertise, and proven project management for broadband, digital equity, and smart city strategies. With more than 12 years of experience and an active portfolio spanning 50 communities, hundreds of private sector partners and academic institutions, US Ignite's work connects directly to Coppell's needs for governance, data strategy, and a phased roadmap. The following case studies demonstrate the organization's strength in convening diverse stakeholders, producing actionable deliverables, and securing political and community buy-in for complex projects.

Representative Projects

Strategic Plans & Roadmaps

Dallas Smart County Blueprint - InnoCity Partners



Location: Dallas County, TX

Areas of Focus: Strategic planning, smart cities, cross-sector cross-department collaboration, governance, infrastructure, health, mobility, data, criminal justice, technology

Project Description: Dallas County leadership sought to create the Dallas Smart County Blueprint, an action-oriented agenda and strategic guide that mirrors leadership's priorities & leverages existing plans/programs to support internal, cross-agency and resident outcomes. The Blueprint also provides the design and implementation plan of a project portfolio that elevates outcomes, conserves financial and internal investments, and enhances quality of life for Dallas County jurisdictions, staff, customers and residents.

Action: Executed the full strategic plan development, including discovery, engagement, peer benchmarking, planning templates and assessment frameworks, strategic plan and project portfolio inventory.

Result: Strategic plan, initial project roadmap and governance framework delivered to the County.

Outcome: Dallas Smart County Blueprint was presented and adopted by the County Commissioner's Court. Projects immediately put into practice with short-term wins across multiple departments.

Reference: Jonathon Bazan, Assistant County Administrator, Jonathon.Bazan@dallascounty.org

Harris County Broadband Roadmap (TX) - US Ignite

Location: Harris County, TX

Areas of Focus: Strategic planning, broadband, cross-sector, cross-department collaboration, digital equity, infrastructure, partnerships, funding, and governance.



Brief Problem Description: Harris County, the third-largest county in the U.S., required a broadband strategy to coordinate 15 departments, address access and adoption gaps, and align investments with equity goals and funding opportunities.

Action: US Ignite organized stakeholder engagement, coordinated discovery sessions, and created an equity-focused roadmap.

Result: Created a countywide broadband strategy with governance, funding recommendations, and actionable projects.

Outcome: Commissioners Court approved the plan unanimously and formed a Broadband Task Force.

Reference: Sindhu Menon, CIO, Harris County – sindhu.menon@us.hctx.net

Dallas Strategic Mobility Plan – InnoCity Partners



Innovation and Transformation SME for Dallas' first comprehensive Strategic Mobility Plan

Location: Dallas, TX

Areas of Focus: Mobility strategy, land use, urban design, community engagement, future of transportation, integrated multi-modal transit, 'smart' built environment

Brief Project Description: The City of Dallas Department of Transportation has undertaken the city's first-ever Strategic Mobility Plan to encompass transformative strategies serving the current and future vision of multimodal, equitable, sustainable and innovative mobility to serve the residents of Dallas.

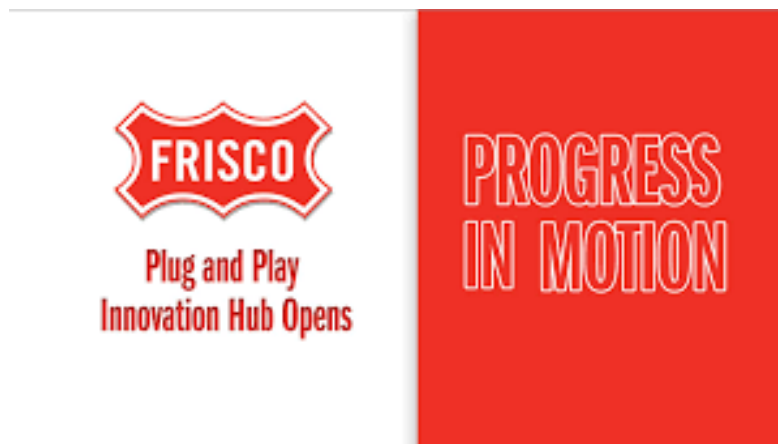
Action: Engaged as Subject Matter Expert to incorporate an innovation layer and project advisement throughout the strategic plan.

Result: Dallas' first Strategic Mobility Plan was delivered and adopted by the City Council.

Outcome: Several signature projects identified in the Plan have moved forward, incorporating key plan elements and funding structures that have contributed to their success.

Reference: Michael Rogers, Transportation Director (former)
Contact information upon request

Frisco Economic Development Corporation: Entrepreneurial Ecosystem, Venture Capital and Smart City Strategic Plan – InnoCity Partners



Location: Frisco, TX

Areas of Focus: Economic development, smart cities, entrepreneurship, ecosystem design, institutional structure and processes

Brief Project Description: The City of Frisco and Frisco EDC sought a Smart City Analysis that presents findings and recommendations addressing Frisco's ecosystem, present a Startup Founder Snapshot (for Frisco EDC targeted verticals) and Investor Survey results; and Final Strategic Plan identifying how to build an innovation ecosystem for Frisco that tracks KPIs and performance-based metrics on startup growth, investor funding, and Smart City development tied to step-by-step implementation phases.

Action: Initiated comprehensive stakeholder interviews across public, corporate, venture capital, startup and academic research leadership; drafted assessment, roadmap, timeline and recommended project efforts.

Result: Plan produced, presented and adopted by the Economic Development Corporation Board and the City Council.

Outcome: Initiatives have been completed, including the establishment of the Origin Innovation Hub, the VC in Residence program, and the smart city project expansion in drone delivery and inspection, AI resident service delivery, and more.

Reference: Gloria Salinas, SVP, Frisco Economic Development Corporation
gsalinas@friscoedc.com

Smarter Joplin (MO) – US Ignite

Location: Joplin, MO

Areas of Focus: Digital equity, economic recovery, broadband adoption, entrepreneurship, workforce development



Brief Project Description: Following multiple natural disasters, Joplin sought to rebuild infrastructure and strengthen its economy through broadband adoption and smart city planning. The city required a working roadmap to link digital inclusion with entrepreneurship and workforce programs.

Action: US Ignite partnered with the city to design smart city initiatives for fiber connectivity to the homes in Joplin and to increase entrepreneurship activities.

Result: Helped the city release an RFP that secured private investment commitments exceeding \$80 million for fiber-to-the-home deployment.

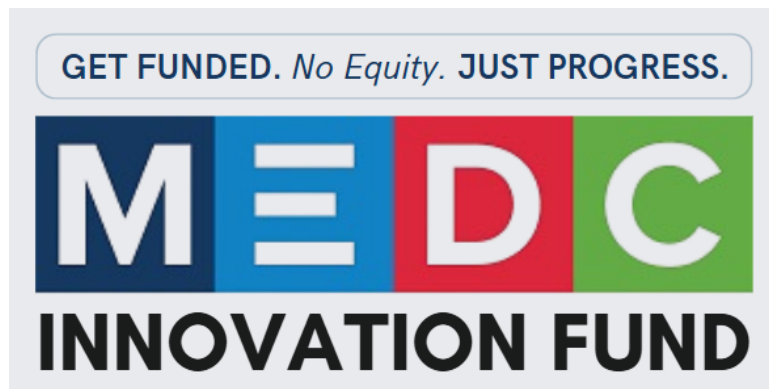
Outcome: Joplin is now prepared to advance digital equity at scale by deploying fiber to every household across its footprint.

Reference: Troy Bolander, Director of Neighborhood and Economic Development, Joplin – tbolande@joplinmo.org

McKinney Economic Development Corporation Innovation Fund – InnoCity Partners

Location: McKinney, TX

Areas of Focus: Public and Private sector engagement, project design and evaluation, ecosystem development, fund development and KPI metrics



Brief Project Description: McKinney EDC sought to design an evaluation and measurement framework/process for its Innovation Fund applicants and streamlined, trackable impact metrics throughout the incentive period. The scope of work included addressing both the near-term objectives, and recommended opportunities to take the work through the broader strategic vision, planning and execution.

Action: Conducted audit and assessment of current evaluation framework to identify improvements, and incorporate best-practices in value creation and measurement.

Result: Updated framework, reporting criteria, and assessment rubrics were created.

Outcome: McKinney Innovation Fund has implemented the new evaluation and assessment framework, allowing for additional KPIs to be measured and reported.

Reference: Michael Talley, SVP, McKinney Economic Development Corporation, mtalley@mckinneyedc.com

Smart City Project Implementation

Smart Cities Living Lab – Downtown Dallas West End Historic District – InnoCity Partners



West End Historic District, Downtown Dallas, TX

Areas of Focus: Neighborhood-focused community engagement and comprehensive/integrated strategic planning, infrastructure design, public health, green space development, commercial real estate, public-private partnerships

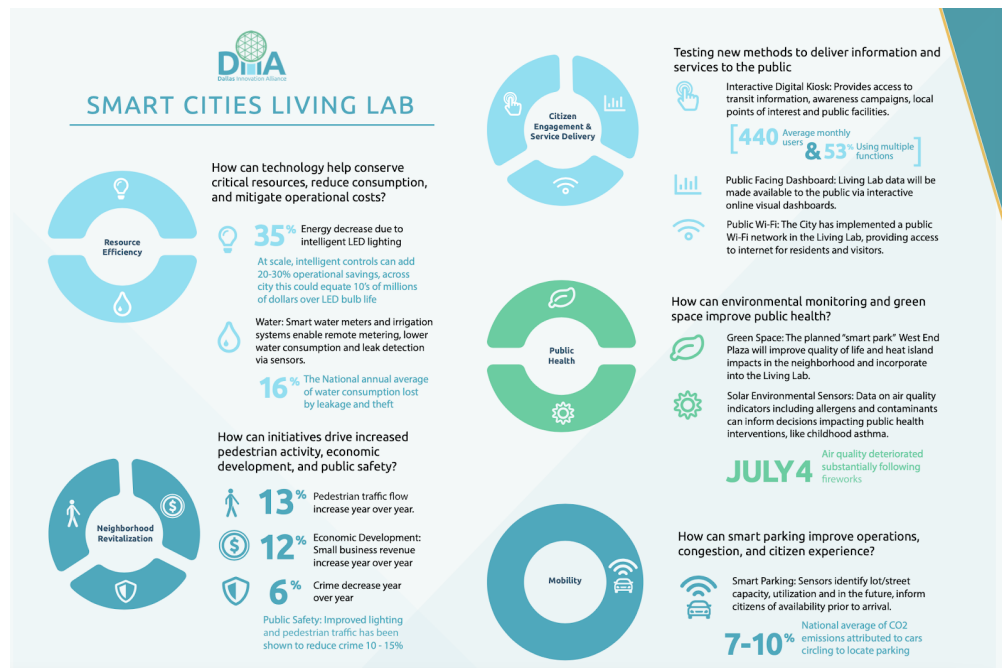
Brief project description: The Smart Cities Living Lab is a testing ground for 11 integrated smart city projects and is located in a six-block corridor down Market Street in the West End District of Downtown Dallas. Through a strategic planning and use case ideation process, projects were identified to test in a public R&D lab that engaged the city, Fortune 50, local startup companies, nonprofits, residents and academic institutions. Results of the year-long pilot will inform a case study and recommendations on project deployment throughout Dallas, and examples of new financial models enabling low CapEx implementation at scale.

Action: Created coalition of partners, oversaw the design, strategy, contractual agreements, funding, deployment and measurement of the Smart Cities Living Lab.

Result: The Smart Cities Living Lab was the fastest-to-market smart city initiative in the country, from ideation to launch in under 12 months.

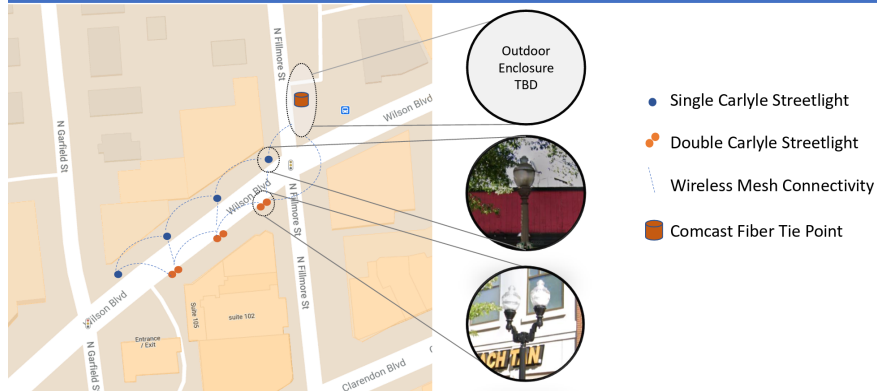
Outcome: The 12-month pilot and case study were released, and learnings utilized in select city initiatives, as well as incorporated into other peer city planning.

Reference: Girish Ramachandran, (former) CTO, City of Dallas, Girish.Ramachandran@us.hctx.net



Arlington County (VA) Public Safety Pilot – US Ignite

Clarendon Safety & Innovation Zone – Project Definition



5

Location: Arlington County, VA

Areas of Focus: Pilots, public safety, IoT, Connectivity,

Brief Project Description: Arlington sought to modernize its public safety infrastructure by testing connected sensors and retrofitted light poles with microwave backhaul. The county required guidance in designing and implementing pilot projects that aligned with community needs and national best practices.

Action: US Ignite designed and supported pilots focused on sensors, mobility, and safety technologies to improve economic development

Result: Launched sensor-backed demonstration project deployments supported by governance, privacy, and community engagement frameworks.

Outcome: Arlington advanced public safety innovation while preparing for larger-scale connected infrastructure.

Reference: Holly Hartell, CIO, Arlington County – Hhartell@arlingtonva.us

Dallas County Records Building: Smart Restoration – InnoCity Partners

Location: Downtown Dallas, TX

Areas of Focus:

Smart buildings, commercial real estate, municipal buildings, building retrofits, building and operational efficiencies, LEED and WELL building standards.



Brief Project Description: The Dallas County Records Building is the primary administrative, records and partial court facility serving Dallas County. It underwent a \$200 million-dollar complete historic restoration that incorporated LEED standards, automation, creative design and transformation of a 'smart' municipal building.

Action: Advised lead architecture firm in incorporating smart technologies and WELL building standards into building design and operations.

Result: Incorporation of key value-add elements to the master design and construction plan.

Outcome: 80 percent of WELL building metrics were achieved, and the goal to continue to reach for official certification.

Reference: Jonathon Bazan, Assistant County Administrator, Jonathon.Bazan@dallascounty.org

Project OVERCOME (National Science Foundation) - US Ignite

Location: 6 Cities: Cleveland, OH; Detroit, MI; Blue River, Oregon; Clinton County, MO; Yonkers, NY; Buffalo, NY; Loíza, Puerto Rico

Areas of Focus: connectivity, digital equity, next-generation wifi, community based design.

Brief Project Description: NSF launched Project OVERCOME to test new methods of broadband adoption in underserved communities, including three affordable housing pilots. US Ignite served as project manager, evaluator, and convener across all participating sites.

Action: US Ignite managed \$2.4 million of federal funds in seven communities, designed evaluation frameworks, and hosted peer learning sessions.

Result: Delivered cross-site dashboards, real-time adaptations, and replicable evaluation tools.

Outcome: Improved digital confidence, device adoption, and training outcomes across pilot communities.

INNOVATIVE DESIGNS DEPLOYED

As a nonprofit dedicated to guiding communities into the connected future, US Ignite partnered with the National Science Foundation (NSF) to design Project OVERCOME to test creative solutions to connect the unconnected. The project's design ensured careful consideration of both the technical requirements of broadband access and the community collaboration, outreach, and engagement needed to explore sustainable success.

US Ignite selected communities to build proof-of-concept networks - including fiber, fixed wireless, and wireless deployments - across a mix of rural and urban communities. Selected communities received funding to deploy a novel solution to connect unserved and underserved areas and measure the project's social impact. The project aimed to understand the strengths and weaknesses of novel broadband solutions that communities can deploy to expand their reach.

Project OVERCOME illustrated successes across rural and urban communities, bridging the digital divide with a variety of technologies. With financial support and input from the NSF and Schmidt Futures, participants expanded job opportunities, increased access to health and educational resources, and strengthened community ties.

Now, we celebrate the successes of the projects and the human stories behind those connections.

PROJECT OVERCOME

BLUE RIVER OREGON PAGE 10-11	CLEVELAND OHIO PAGE 4-5	YONKERS NEW YORK PAGE 14-15
CLINTON COUNTY MISSOURI PAGE 8-9	BUFFALO NEW YORK PAGE 12-13	LOÍZA PUERTO RICO PAGE 6-7

usignite

Reference: Deepankar Medhi, Program Director in the Computer & Network Systems (CNS) Division at the US National Science Foundation (NSF) – dmedhi@nsf.gov

References

Client / Organization	Project	Contact
InnoCity Partners		
Dallas County	Smart County Blueprint Records County Building - Smart Building Retrofit	Jonathon Bazan, Assistant County Administrator, Jonathon.Bazan@dallascounty.org
City of Dallas	Strategic Mobility Plan	Michael Rogers, Transportation Director (former) Contact information upon request
Frisco Economic Development Corporation	Smart City Entrepreneurship Roadmap	Gloria Salinas, SVP, Frisco Economic Development Corporation, gsalinas@friscoedc.com
City of Dallas	Smart Cities Living Lab	Girish Ramachandran, (former) CTO, City of Dallas, Girish.Ramachandran@us.hctx.net
McKinney Economic Development Corporation	McKinney Innovation Fund	Michael Talley, SVP, McKinney Economic Development Corporation, mtalley@mckinneyedc.com
US Ignite		
Joplin, MO	Smarter Joplin	Troy Bolander, Director of Neighborhood and Economic Development, tbolande@joplinmo.org
Harris County, TX	Harris County Broadband Roadmap	Sindhu Menon, CIO, sindhu.menon@us.hctx.net
Arlington County, VA	Public Safety Pilot Deployment	Holly Hartell, CIO, Hhartell@arlingtonva.us

Project Schedule

		Months										
Objective	Tasks	1	2	3	4	5	6	7	8	9	10	Deliverable
Phase 1: Discovery, Inventory & Gap Analysis												
Step 1: Discovery	Smart City Working Group Established and Project Kickoff											Kickoff Agenda
	Department workshops & stakeholder interviews											All workshops and interviews completed
	External interviews & engagement											
Step 2: Asset Inventory & Alignment	Mapping of Coppell's current Smart City initiatives											Asset map and inventory
	Documentation & Cross-Analysis of Additional City Plans											Internal Cross-Analysis Report
	Collating interview findings and delivering Discovery report											Collating interview findings and report delivered
Step 3: Gap Analysis	Peer benchmarking and Gap analysis report											Discovery & Gap Analysis Report
Phase 2: Strategy Development												
Step 1: Defining Principles & Framework	Workshops & Exercises to develop definition, vision statement, core principles and pillars of smart cities in Coppell											Final Calendar and attendance of workshops
Step 2: Policy, Governance & Management Structure	Facilitate workshops to define governance needs and create a decision-making matrix.											Governance framework & decision-making matrix
Step 3: Establish Best Practices	Research, draft, and validate policies and best practices for implementation and management.											Policy & best practices for implementation and management guide
	Develop phased roadmap scenarios and refine them with stakeholder input.											Phased Roadmap Draft and Final
	KPI development & measurement framework											Final Project KPIs (holistic and detailed)
	Scan and identify planned investments across the city											Investment Roadmap

Step 4: Roadmap & KPIs

		Months										
Objective	Tasks	1	2	3	4	5	6	7	8	9	10	Deliverable
	Analyze current data collection, sharing, and use practices, then design a comprehensive data strategy.											Data Strategy
	Facilitate working sessions to define roles and responsibilities and build a governance framework.											Governance Framework
	Assess risks and draft a privacy and security framework that protects residents and ensures compliance.											Privacy & Security Framework
	Identify potential funding sources, align them with project phases, and prepare recommendations for pursuit.											Funding Recommendations
Phase 3: Final Delivery & Adoption												
	Draft strategic plan with vision, values, and approach											Strategic Plan draft
	Develop phased implementation timelines (Immediate, Short-Term, Mid-Term, Long-Term)											Phased implementation plan
	Conduct Smart City project assessment and inventory with timely feedback from the City											Project assessment and inventory report
	Identify funding pathways and risk mitigation strategies											Funding and risk mitigation strategy report
	Prepare first draft plan for review											First draft plan
	Revise and prepare second draft plan with feedback											Second draft plan
Roadmap & Implementation Plan	Finalize master plan and prepare executive presentation											Final Smart City Master Plan and executive presentation to Council/City leadership

Project Cost

The total project budget is \$115,000, distributed across three phases. This milestone-based structure links payment directly to delivery of major outputs, ensuring accountability, transparency, and value for Coppell at every stage.

The table demonstrates how each step of the project ties specific activities to clear deliverables, with milestone payments triggered only upon completion. Phase 1, Discovery, Inventory, and Gap Analysis, is budgeted at \$32,500 and establishes the foundation through kickoff, interviews, inventories, and benchmarking, culminating in a Discovery and Gap Analysis Report. Phase 2, Strategy Development, also budgeted at \$32,500, translates findings into frameworks and policies, producing governance models, best practices, funding strategies, and a phased roadmap with KPIs. Phase 3, Final Delivery and Adoption, represents the largest investment at \$50,000, delivering draft and final versions of the Smart City Master Plan, supporting frameworks, and presentations to Council, Boards, and community groups.

Pricing reflects the scope, complexity, and size of engagement; costs scale accordingly and do not follow a straight-line formula across jurisdictions.

The project plan follows a structured sequence of activities and milestones that ensure Coppell receives a comprehensive and actionable Smart City Master Plan. Each phase builds on the previous one, with clear deliverables tied to specific steps. Phase 1 establishes the foundation through discovery, interviews, and a complete inventory of current initiatives, culminating in a discovery and gap analysis report. Phase 2 translates those findings into a strategy by developing governance frameworks, policies, best practices, and a phased roadmap with KPIs and funding strategies. Phase 3 delivers the plan itself, with two drafts, a final Smart City Master Plan, and multiple presentations to City leadership, Boards, and community groups.

The table below outlines the phases, step-level activities, and associated deliverables that will guide the engagement from kickoff through adoption.

Phase 1: Discovery, Inventory & Gap Analysis	\$32,500
Phase 2: Strategy Development	\$32,500
Phase 3: Final Delivery & Adoption	\$50,000
Total	\$115,000

Phases	Worksteps	Milestones/Deliverables	Milestone Payment
Phase 1: Discovery, Inventory & Gap Analysis	Step 1: Discovery - Establish Smart City Working Group and hold project kickoff	Kickoff meeting summary and established Smart City Working Group	\$32,500
	Step 1: Discovery - Conduct department workshops, stakeholder interviews, and external engagement	Interview summaries and Discovery Report	
	Step 2: Asset Inventory & Alignment - Inventory Coppel's current Smart City initiatives	Comprehensive Inventory Report of Smart City initiatives	
	Step 2: Asset Inventory & Alignment - Documentation and cross-analysis of additional city plans	Cross-analysis findings integrated into Discovery deliverables	
Phase 2: Strategy Development	Step 1: Defining Principles & Framework - Conduct workshops to create vision, principles, and pillars	Framework for vision, principles, and pillars	\$32,500
	Step 2: Policy, Governance & Management - Develop governance framework and decision-making matrix	Governance framework and decision-making matrix	
	Step 3: Establish Best Practices - Draft policies, best practice recommendations, and Privacy & Security Framework	Policy & best practice recommendations; Privacy & Security Framework	
	Step 4: Roadmap & KPIs - Develop phased roadmap, KPI framework, and audit planned investments	Phased Roadmap with KPI Framework; Audit of investments	
	Step 4: Roadmap & KPIs - Draft funding recommendations and integration with existing initiatives	Funding Strategy Recommendations	
Phase 3: Final Delivery & Adoption	Roadmap & Implementation Plan - Draft strategic plan with vision, values, and phased timelines (0-6 months, 0-12 months, 1-3 years, 3-5 years)	Draft Strategic Plan with phased implementation timelines	\$50,000
	Roadmap & Implementation Plan - Conduct Smart City project assessment and inventory for roadmap alignment	Smart City Project Portfolio and Assessment Report	
	Additional Plan Elements - Integrate data strategy, governance framework, privacy & security, and risk mitigation	Supporting frameworks for data, governance, privacy/security, and risk mitigation	
	Plan Drafts & Presentations - Draft Plan 1 and Draft Plan 2 for City review	Draft Plan 1 and Draft Plan 2	
	Plan Drafts & Presentations - Final Smart City Master Plan and executive/public presentations (Council, Boards, community groups)	Final Smart City Master Plan; Executive Presentation; Up to five presentations to Council, Boards, and community groups	



CITY OF COPPELL

RFP #220

SMART CITIES MASTER PLAN PROPOSAL



INNOCITY PARTNERS

Appendices: Resumes & Required Forms



CITY OF COPPELL

RFP #220

SMART CITIES MASTER PLAN PROPOSAL



INNOCITY PARTNERS

Team Resumes

Jennifer Sanders

Connector that aligns, designs & executes innovative programs via a best-minds approach and deep relationships that deliver impactful results.

CEO, InnoCity Partners LLC, Cofounder & Executive Director, Dallas Innovation Alliance and North Texas Innovation Alliance; Cofounder, National Smart Coalitions Partnership

Summary

Impact and relationship-driven professional with two decades of experience in consulting, nonprofit and P3 leadership with a focus on strategy, innovation, change management and coalition building. She executes initiatives through deep and diverse networks, community engagement, and interdisciplinary teams. With an extensive background in public affairs and economic development, she is adept at creating awareness and action for organizations in the public and private domain. She provides comprehensive solutions to ensure sustainable, human-centered initiatives that improve results through data, emerging technology, and societal impact. Engagements have included programs with local, regional, state and federal entities, economic development corporations, educational institutions, and the private sector from startups to Fortune 50.

	Education University of Virginia; Bachelors, Psychology		Career: Corporate, Consulting, Nonprofit, P3 Current Role: 11 years Consulting: 20 years
	Recognition - UN Global Leadership Award, SDG 9 – '19 - Texas Enterprise Impact Award – '24 - D CEO Innovation Awards 2025 - Innovation Advocate of the Year – '25 - D CEO and Dallas Innovates Nonprofit Innovator of the Year Honoree – '24 - Leadership North Texas – '21- '22 - IEDC Annual Featured Project – '20 - Dallas Business Journal 40 Under 40 – '16 - Dallas Business Journal Top Women in Technology – '17 - State Scoop Top Women in Tech – '17 - TechWeek 100 – '17, '18, '19		Board Affiliations & Community - Better Block, Vice Chairman current - National Smart Coalitions Partnership, Board Secretary current - Digital Texas, Advisory Committee current - City Business Climate Alliance (Dallas), Advisory Board '21 – current - Suicide Crisis Center, Past President '16-current - Downtown Dallas 360, Advisory Committee '18 - Mayor's Star Council, Past President '15 - '17 - Operation Connectivity/Internet for North Texas, Board '20 - current - Southwestern Medical District Master Plan Advisory Board current
	Partners & Clients - Private: Accenture, AT&T, Capital One, Cisco, Deloitte, IBM, Mastercard, Royal Dutch Shell, SAP, Southwest Airlines, Toyota, Crow Holdings, Duff & Phelps - Cities: 90+ Global Relationships - Agencies: Transportation, Chambers of Commerce, State & Federal Government		Thought Leadership Global Speaking Engagements include: Smart City Expo World Congress, SCALE Global Summit, South by Southwest, Consumer Electronics Show (CES), Smart Cities Connect, IOT World Congress, IEDC Annual Conference, Reuters Mobility, and TechWeek. Inclusion in Smart Cities, Smart Future [Wiley, 2019], Forbes Business Council, and numerous training guides.
	Current Role Highlights - Founded National Smart Coalitions Partnership to create national coalition of coalitions - Recipient of ARPA funds to run Digital Navigators program for Dallas to improve digital access and equity - Executed the fastest-to-market smart cities initiative in the country in 2017 - Relaunched Operation Connectivity (2020-22) in 2024 as Internet for North Texas (I4NTX) to support regional communities and educational institutions in shared infrastructure and digital equity solutions. - Built coalition numbering more than three dozen cross-sector partner organizations, integrated projects involve more than 20 City of Dallas Departments and 100 community organizations. - Achieved an average 5:1 impact to investment ratio at Dallas Innovation Alliance. - Managed more than 80 senior leaders across North Texas cities, agencies, corporations and academic institutions to advance cohesive vision and results. The largest regional effort in the US.		

Jennifer Sanders

Professional Expertise & Highlights:

North Texas Innovation Alliance | Cofounder and Executive Director | 2019 - Present

The NTXIA is a 501c3 consortium of public, private, civic and academic partners focused on building the 'most connected, smart, and resilient region in the country'. NTXIA will address both current and evolving challenges by working collaboratively to drive innovative solutions that increase efficiencies, sustainability, economic growth and quality of life. The NTXIA currently works with over 30 entities in the region and is addressing strategy, project development, workshops, training and research. Responsible for overarching strategy, operations, governance and capital raising.

Cross-Sector and Cross-Jurisdictional Coalition to Solve Challenges at Scale: Understanding that major policy changes require regional collaboration, the consortium also focuses on regional standards, policies, financial and procurement models that will facilitate faster deployment and results.

National Smart Coalitions Partnership | Cofounder and Board Secretary | 2021 - Present

The mission of the National Smart Coalitions Partnership is to broaden partnerships, resources and initiatives that are currently helping individual communities in their respective areas to deploy smart city technologies. As a multi-state association, the National Smart Coalitions Partnership aims to bridge gaps between local and regional technology efforts within specific states and transform them into multi-state collaborative endeavors.

Increasing Government Innovation across Regional, State and National Boundaries: Creating forums that allow direct information-sharing, collaborative and coordinated transportation, infrastructure, broadband and data programs, and best-practices in policy and contracting, allows for accelerated progress in government innovation.

InnoCity Partners LLC | CEO | 2018 - Present

InnoCity Partners (ICP) provides counsel to clients across the public, private and education sector to design, build and execute smart city and future-ready programs. ICP has worked with cities, counties, real estate developers, and corporations. ICP is a certified Women Owned Business as well as HUB certified. ICP has supported initiatives including Dallas' first Strategic Mobility Plan, Dallas County's Records Building and Plaza redevelopment into a LEED and WELL certified smart municipal complex, P3 innovation district development and European high-growth startups, among others.

Innovation Strategic Planning & Freight Congestion Projects Across Smart Cities and Mobility: Led or supported the development of Innovation & Entrepreneurship Strategic Plans for the City of Dallas, Dallas County, City of Frisco; and support NCTCOG's Freight Signal Optimization program implementation.

Dallas Innovation Alliance | Cofounder & Executive Director | 2015 - Present

At the White House in September 2015, launched the Dallas Innovation Alliance (DIA), a 501c3 public-private partnership dedicated to the design and execution of a smart cities plan for Dallas. As Executive Director, she handles all aspects of organizational management, partnerships, strategic planning and execution of project deployments. DIA has developed a scalable, replicable smart cities model leveraging data and technology to improve quality of life, resource efficiencies and economic development.

Smart Cities Living Lab: The DIA's Smart Cities Living Lab is the fastest to market smart cities initiative in the country with 11 integrated projects requiring coordination with 20 city departments, and over three dozen members. The program was led by the DIA, and integrated use cases across resource efficiency, mobility, citizen engagement, public health and neighborhood revitalization. The DIA model has been replicated around the globe.

Perry Street Communications | Managing Director | 2011 - 2016

Managed firm functions, business development and accounts, counseling clients in a variety of strategic capacities including financial communications, stakeholder relations, integrated public affairs campaigns, crisis communications and executive thought leadership. She brings expertise in the energy, technology, financial services, private equity, economic development, retail and real estate sectors.

Special Situations Expert: Lead on many organizational acquisitions and transactions, bankruptcies and restructuring, CEO transitions, and investor relations lead for large organizations across multiple industries.

Trey Bowles

917.362.4231 · trey@treybowles.com

4117 Colgate Ave · Dallas, TX 75225

PROFESSIONAL INFORMATION

Overview:

- **Serial entrepreneur** with a proven track record of founding, scaling, and exiting successful ventures, driving strategic growth, and fostering innovation.
- **Revenue-focused leader** skilled in identifying opportunities, optimizing business models, and achieving sustainable financial outcomes.
- **AI and technology investor** with hands-on experience working with and advising companies at the forefront of artificial intelligence and emerging technologies.

Bowles Investment Group, L.L.C. (BIG) (January 2025- Present)

Dallas/Fort Worth, TX

BIG's mission is to identify and support exceptional businesses at pivotal stages of their growth. We actively seek partnerships with *seed*-stage and *Series A* companies demonstrating strong initial traction, dynamic leadership, and compelling business models. Additionally, we evaluate opportunities with established companies generating \$1–\$5 million in EBITDA, considering investment or acquisition to accelerate their growth.

- Source, evaluate, and lead funding initiatives for early stage companies
- Evaluate opportunities around the acquisition and growth of companies in the early growth market
- Work with other investors to co-invest in opportunities that fit the BIG thesis and help entrepreneurs grow and exit their businesses.

Techstars (February 2022-January 2025)

Dallas/Fort Worth, TX

Techstars is a global investment firm that is the most active seed investor on the planet. Investments are made in companies of up to \$120k and they are run through an accelerator and offered ongoing portfolio support for the life of the business. With \$100B market cap on our portfolio and 21 unicorns, Techstars is the leader in early markets.

- Sourced, select and invest in 43 companies with a heavy focus on AI/ML based businesses.
- Developed, led, and grew a health tech focused accelerator investing in companies from more than 17 countries world wide.
- Developed, led and grew a generalist tech focused accelerator through our remote/virtual program.
- Launched Fort Worth Entrepreneur Center with funds from City of Fort Worth to increase access to entrepreneurial support for entrepreneurs in Tarrant County and across North Texas.
- Took over, ran and grew the Techstars Anywhere (remote/virtual) program starting December 2023.

InnoCity Partners LLC (December 2019-Present)

Dallas, Texas

Smart Cities consulting and project management firm that provides counsel to organizations across the public and private sectors to design, build, and execute smart city programs.

President and CoFounder

- Provides strategic leadership around market expansion, growth and customer development.
- Develops sales pipelines, lead generation strategy and conversion approaches to add customers.
- Offers industry-wide thought leadership and is seen as one of the foremost experts in ecosystem development.

The Dallas Entrepreneur Center (June 2013- June 2018)

Dallas, Texas

501c3 non-profit coworking space that provides entrepreneurs with education, training, education, mentorship, and promotion.

CEO and Cofounder

- Helping early-stage entrepreneurs start, build, and grow businesses and creating a national brand for Dallas
- Create strategic vision to help serve aspiring entrepreneurs and teach them to build companies.
- Act as a catalyst to build regional community and collaboration around supporting entrepreneurs.
- Develop a plan to brand Dallas as a leading national startup hub for entrepreneurs.

The Dallas Innovation Alliance (DIA d/b/a NTXIA) (September 2015-2022)

Dallas, Texas

Public private partnership dedicated to the design and execution of a smart cities plan for the City of Dallas.

Cofounder

- Developing a scalable smart cities model for the City of Dallas that leaves a legacy of innovation, sustainability, and collaborations for future generations.
- Develop strategic vision to design, plan and build a smart cities test program in the West End Living Lab.
- Launched DIA with White House OSTP as only one of 4 cities in the program.
- Brought together key partners in non-profit, the city, academic institutions, and major corporations to help launch first ever integrated smart cities plan in the US.

Startup America (January 2012- December 2020) relaunched as Startup Champions Network

Dallas, Texas

Nation wide non-profit organization created to foster, innovative high-growth firms in the United States

Founder, Chair and Board President

- Developing Texas Region of Lead Entrepreneurs to Support Startup America Partnership
- Connect and serve the regional entrepreneurial community by offering resources, connections, and education.
- Develop local relationships with corporations and organizations that can empower entrepreneurs in Texas.
- Raise necessary funds for operation of the Startup Texas non-profit entity.

Southern Methodist University (August 2011- Present)

Dallas, Texas

Adjunct Professor of Entrepreneurship at SMU's Meadows School of Performing Arts

Assistant Adjunct Professor

- Raised \$2m from the Phillips Foundation to launch the SMU Impact Club and Fund.
- Developed Arts Entrepreneurship Minor at SMU (SMU named top #14 school in entrepreneurship in US in Forbes 2015 report)
- Created curriculum to launch an Arts Entrepreneurship Minor at the Meadows School within SMU
- Teach four Entrepreneurship courses on: Attracting Capital, Developing a Venture Plan, Social Entrepreneurship, Accelerator Your Startup focused on both the for-profit and non-profit sectors
- Establish connections to local businesses and leaders to serve as mentors and sources of jobs and internships for the students within the Arts Entrepreneurships and Arts Management department.

Big Jump Media (d.b.a GodTube.com) (April 2008-January 2011: **SOLD to SALM**)

Plano, Texas

World's largest faith-based video-sharing and social-networking site comprised of user driven content

Chief Executive Officer (June 2009-January 2011)

- Appointed by board to run organization and oversaw sale of the business.
- Authored turnaround plan cutting \$1MM/month of cost
- Tripled monthly revenue and sold business to Salem Communications (NYSE: SALM)
- Crafted employee retention plan to re-structure organization for operational efficiency.
- Raised \$2.3MM to execute re-organization plan.
- Ran asset sale process, wound down operations, and negotiated remaining liabilities at 10%.

Chief Marketing Officer (April 2008-May 2009)

- Created first integrated marketing strategy and led 25 person marketing team.
- Designed viral marketing plans positioning brand to 80% increase in unique visitors in 2008.
- Executed marketing plan that led to record traffic numbers - 3.4 million uniques in July 2008.
- Launched tangle.com brand in February 2009 taking traffic to 4.8 million visits in April 2009.

World Digital Media Group, Inc (April 2005-April 2006)

Dallas, Texas

Joint investment entertainment company funded by RadioShack, Dish Network and Sirius Satellite Radio

General Manager YMC Records/ VP Strategy WDMG

Built multi-faceted entertainment company.

- Directed all aspects of WDMG and YMC Record's business operations.
- Executed WDMG business plan, recording first-year revenue in excess of \$7MM
- Developed specialty retail sales strategy key to add RadioShack, Bombay Company, and 7-11.

Morpheus (June 2001-May 2003)

Nashville, Tennessee

2nd generation Napster peer-to-peer file sharing application enabling people to directly connect and share information. At the time it was the fastest growing adoption rate of a technology in the history of the internet.

Executive Vice President Strategic Development

Built business strategy, grew company revenue and developed strategic publicity approach.

- Grew business to 100MM downloads in first year via interactive grassroots marketing strategy.
- Created and implemented ad strategy resulting in over 1BB ad impressions per month.
- Won unprecedented legal battle against major record labels and movie studios at supreme court.

OTHER PROFESSIONAL ENDEAVORS

Daedalus Consultants LLC (March 2001-Present)

Dallas, Texas

Internet/technology start-up consulting firm: marketing strategy and operational effectiveness.

CEO/Co-Founder

- Strategic consultation with focus on marketing (traditional and grassroots) business development, strategy.
- Ran Media & Technology for a boutique investment bank, which bought and re-launched the ABA (American Basketball Association), e-learning technologies, and social network with Nick Lachey.
- Developed entertainment division for sophisticated voice recognition software creating several television shows, and international cell carrier relationships.

Key clients include: Brax Capital Group, ID Watchdog, MPower Films, LVA, GLG Partners, Hypergiant **SOLD**

Complete list of clients and projects are available upon request.

Trivate Entertainment (August 2006- 2011: **SOLD)**

Dallas, Texas

Entertainment management and technology company that creates, produces, and promotes positive content.

Managing Partner

Developed strategic entertainment technology integration and viral marketing for global music/film projects.

- Worked on brand advertiser and sponsorship relationships for bands on the Trivate Entertainment Artist Roster, (i.e. *Green River Ordinance* (EMI), *Ben Rector*)
- Developed implementation plan for viral, online, and traditional marketing plans.
- Integrated technology and entertainment to leverage digital distribution and content transmission.
- Built grassroots marketing strategy for Toronto Film Festival winning film, "Bella" - \$30MM in gross revenues.

EDUCATION

Baylor University

Waco, Texas

- B.A. in Business Administration and Marketing
- Dean's List
- Cum Laude

OTHER INFORMATION

- Appointed to the board of the Center for American Entrepreneurship. CAE is a nonpartisan 501 (c)(3) research, policy, and advocacy organization that works with policymakers in Washington and across the country to achieve a policy environment that promotes new business formation, survival, and growth.
- Appointed as Co-Chair of the Mayor's Task Force on Innovation and Entrepreneurship in November 2020. Led a team of 15 task force members to create a report on how the City of Dallas could help attract, retain, and support startup companies in the city.
- Appointed by Secretary of Commerce, Penny Pritzker to serve on The National Advisory Council for Innovation and Entrepreneurship (NACIE) to support the Secretary and help advise on what the Department of Commerce's priorities should be nationally around innovation and entrepreneurship.
- Cofounder and Chairman of the Mayor's Star Council (now called Engage Dallas) with Mayor of Dallas, Michael Rawlings. Leadership organization cofounder with the Mayor of Dallas to find a culturally diverse and civically minded group of emerging leaders who are focused on embracing and engaging the City of Dallas today rather than just inherit it in 20 years.
- Cofounded the Startup Champions Network. A national sharing group dedicated to supporting innovation ecosystem builders across the United States and the entrepreneurs they serve. We are building **a national network of best-in-class innovation ecosystem builders** and connecting them to people, resources, and events around the nation to support their communities and their work.
- Organized, started and ran board of local non-profit chapter of K-Life Ministries, subsidiary of Kanakuk Kamps, the largest Christian athletics camp in the world.
- Developed strategy and helped create leading fashion industry non-profit, Model Home Project, developing key partnerships with Ralph Lauren, The Style Network, Armani, and Habitat for Humanity.
- United Way of Metropolitan Dallas: Founding Board members and mentor Ground Floor Social Innovation Fund and Accelerator

BRENNA M. BERMAN

773.412.5592 • bmbberman1@gmail.com • Dallas, TX • www.linkedin.com/in/bermanbrenna

COLLABORATIVE INNOVATION EXECUTIVE LEADER

TECHNOLOGY & INDUSTRY INNOVATION | BUSINESS TRANSFORMATION

Innovative, growth-oriented, collaborative executive committed to creating impact through technology and data. Years of global experience driving complex system transformation, solution development and scaling, partnership development, and organizational change resulting in enhanced outcomes, disruptive innovation, and sustainable performance. Advanced Analytics/IoT/IT expertise leveraged across multiple industries, including high tech, government, and smart cities. Deep commitment to client-centric design and delivery. Builder and developer of high-performance teams empowered and inspired to achieve aspirational visions and deliver customer value.

INDUSTRY AUTHORITY

Thought Leadership: Keynote technology speaker & lecturer for leading industry events, Smart Cities World Congress, Consumer Electronics Show, & The Economist. Recruited to several boards and civic task forces to provide strategic direction and thought leadership within innovation & technology space, including chairing Mayor's Mobility Task Force.

Innovation: Featured in several books on the topic of technology innovation and transformation, including [Chicago Rising](#) and [Innovation on Tap](#). Cited for thought leadership on various innovation topics including IoT and smart city design. Lectures on IoT Business Model impact at Harvard Business School each year. Led civic & corporate innovation for the Chicago Innovation Center at University of Illinois at Chicago to bring real-world experience to a year-long multi-discipline technology design course.

SELECT SKILLS

Strategy Development & Execution	Change Management	IoT/AI
Leadership & Team Building	Digital Transformation	High-tech Enterprise Adoption
Executive Management	Operational Management	Application Portfolio Management
P&L Management	Collaborative Innovation	Smart Cities Urban Solutions
Strategic Partnerships	Management/Agile Ways of	Public Sector
Partner Ecosystem Definition	Working	Advanced Analytics & Data Strategy
Acquisition & Management	Business Model Innovation	Data Privacy Strategy
Business Development	Program Portfolio Management	Technology Acceleration

PROFESSIONAL EXPERIENCE

NEW AMERICA FOUNDATION | Washington, DC

2025 - PRESENT

SENIOR FELLOW, RETHINK AI

Leading a group of peers from government, academia and philanthropy to develop the Rethink AI Program. Goal of the program is to drive government organizations to adopt elevated AI solutions that address stubborn policy challenges such as homelessness, environmental equity and public emergency response. Inaugural annual report on State of Civic AI to launch in October.

DENSE AIR NETWORKS, LLC | Dallas, TX

2023 - JULY 2024

EXECUTIVE VICE PRESIDENT FOR STRATEGIC PARTNERSHIPS

Key member of founding leadership team for pioneering shared network infrastructure start-up, funded by Alphabet long-term infrastructure investment fund. Led development of go-to-market strategies and required partnerships to win market share for emerging Open RAN neutral host network solution packaged as a service to eliminate the need for capital funding.

- **Identified and launched service in 3 new markets** in the first 6 months including public/private utilities, higher education, and municipal infrastructure. Secured lighthouse clients in each market to test product-market fit, create market awareness, and refine value proposition.
- **Spearheaded a company-wide strategy to leverage an extensive internal analytics capability** to identify and drive value for client relationships. Internal product, DenseWare, has unique capability to model telecom coverage for specific buildings, campuses and communities. This information was repackaged to create value for clients and their specific industry.
- **Built business development teams in US and UK** focused across markets that include telecom carriers, hospitality, building management, higher education and municipal infrastructure.
- **Partnered with HR to establish a DEI committee and to form a Women in Telecom affinity organization** designed to support a growing UK engineering team looking for engagement in the telco industry beyond their daily work. These organizations focused on increasing representation on internal working groups as well as creating leadership opportunities at leading industry events.

UNIVERSITY OF ILLINOIS | CHICAGO, IL

JANUARY 2022 – MARCH 2023

INTERIM PROFESSOR – DISCOVERY PARTNERS INSTITUTE

Sought out by University leadership to develop and launch a new venture investment and development program for the Discovery Partners Institute(DPI). Led by the University of Illinois System in partnership with top research universities, DPI does three things: trains people for high-demand tech jobs, conducts applied R&D, and builds businesses to commercialize that R&D to grow Chicago's tech ecosystem.

- **Designed evaluation process to determine potential commercial impact** of research and development projects. Used that process to evaluate 30+ research projects for funding based on predicted commercial impact.
- **Developed a new venture growth process to accelerate the transition of research products to start-ups** ready to seek funding. The new venture process leveraged the strengths of the University's business school, engineering school and computer science school. The process included developing and overall business model, product strategy, GTM strategy, team development and funding strategy.
- **Led the initial cohort of 3 potential companies** through the new venture process until they were ready to raise initial funding.
- **Developed a team of experts** to support the new venture process and transitioned leadership of the program to that team.

CITY TECH COLLABORATIVE | Chicago, IL

2015 (FOUNDED WHILE CIO OF CITY OF CHICAGO) - 2021

CHIEF EXECUTIVE OFFICER & FOUNDER

Launched collaborative innovation company by founding City Tech Collaborative, an urban solution accelerator designed to build commercial solutions to city problems that cannot be addressed by a single organization. Pioneered the operating model that synchronizes corporate, academic, and government incentives to produce joint solutions that positively impact millions of residents and reimagine the future of cities and government.

- **Launched 30+ large-scale projects and workshops** with team of 12 cross-functional experts and 100-partner ecosystem to deliver scalable, sustainable commercial products with measurable impact. Projects included development and market launch of an IoT-based flooding sensor solution, a solution for data-driven behavioral change to reduce transit passenger congestion, and a large-scale, highly secure mapping and modeling system for underground infrastructure.
- **Engaged with corporate partners to support their internal transformation efforts** targeted at improving their position with municipal governments and their ability to drive change within complex, public organizations. For example, delivered hands-on training for Microsoft global government team to increase understanding of smart cities and municipal innovation and their ability to use that knowledge to drive stronger GTM results.
- **Expanded brand footprint and partnerships globally to 27 states and 36 countries.** Scaled ecosystem, solution development, and partnerships to increase penetration of solutions and mindshare of thought leadership

programming. Solution development targeted the US and UK primarily, while thought leadership programs reached Asia, Latin America, the Middle East and Europe.

- **Developed Diversity, Equity & Inclusion Implementation Framework** for both internal and partner solution development to evaluate the impact of solution development and implementation on diverse resident communities. This framework has been featured in several large federal grant applications and adopted by several organizations to support their own solution development processes.

CITY OF CHICAGO | Chicago, IL

2011 - 2017

CHIEF INFORMATION OFFICER & COMMISSIONER, DEPARTMENT OF INNOVATION & TECHNOLOGY

DEPUTY BUDGET DIRECTOR

Envisioned and realized Mayor Rahm Emanuel's digital transformation & innovation agenda across a \$3.2B budget with a team of 145 technical professionals across 35 departments with more than 30k employees. Ushered in a new era of efficiency and technology capabilities by modernizing outdated systems and launching a complete overhaul of skills, processes, systems, and policies within IT department. Defined, directed, and implemented innovative and effective solutions that empowered the mayor and city departments to deliver on constituent promises and overcome resistance to change throughout city departments.

- Defined and scaled enterprise application innovations across many city departments including:
 - *Spearheaded enterprise process & technology solutions to eliminate all paper processes, migrating all systems and business processes online so residents and businesses spend more time online instead of in line.*
 - *Drove improved early childhood outcomes through tech innovations in the Head Start program application process resulting in all preschool seats being filled every Fall across Chicago for the first time.*
 - *Enhanced the relationship between businesses and the city by consolidating system support for permits and licenses, including reducing the number of application processes and creating an application wizard.*
- Envisioned and deployed city-wide data transformation program to enable all departments with strategic insights:
 - *Launched the nation's first municipal data and analytics program in Chicago. Enabled each department to benefit from deeper business insights and more accurate reporting, boosting efficiency, productivity and cost savings.*
 - *Grew the Chicago Open Data Portal to largest in the country, with adoptable data from every department. Drove department support and use of the portal both through adoption of an open-data first ordinance and an extensive awareness and training campaign. This commitment to open data improved transparency and communication between the public and their government.*
 - *Select data transformation projects beyond the Chicago Open Data Portal include reducing instances of food poisoning through predictive food inspections, extended infrastructure services (such as rat baiting) to all neighborhoods supported by savings driven by analytical models, and improved housing safety by targeting delinquent landlords through data.*
 - *Orchestrated conception and build of the SmartData platform, an open-source, big-data automated data analytics platform to analyze data points across hundreds of millions of rows of spatial data and to scale development of analytics models to improve city services beyond the bottleneck created by the scarcity of data scientists.*
 - *Designed and executed a city-wide transformation stakeholder management plan to ensure support and scaling of data and analytics beyond the current mayor's terms. This included evolving the technology department's and policy team's organizational structure, launching online and in-person training for business line staff, and executing a three-year communications plan to engage stakeholders.*
- Established the city's first cybersecurity program and hired inaugural CISO to design processes and protocols.
- Launched Array of Things, first-of-a-kind public enterprise IoT platform to collect research-grade urban data citywide.
- Drove 4-year, major application portfolio optimization initiative that reduced active applications from 465 to 285.
- Reimagined procurement model to increase participation opportunities for start-ups, minority, and women-owned businesses. Established "Vendor Advisory Group" and "Ladies Who Launch" to drive engagement and participation.
- Served as the Mayor's public evangelist for tech and innovation, both in Chicago and beyond, extending the reach and resources of the city through innovative partnerships with academia, national labs, civic developers, and corporations.

IBM CORPORATION | Chicago, IL

2000 - 2011

GLOBAL SALES LEADER, IBM GLOBAL SOCIAL SEGMENT

Recruited as solution development expert to create technology solutions for government agencies across the globe facing political, logistic, and community challenges in over 35 countries. Leveraged innate understanding of interplay between technology & business to accelerate capabilities, deepen understanding of technology's role in government and expand reach within public sectors – from state government to workforce development organizations to social service agencies. Defined and executed global solution development strategy across social services client portfolio. Established and nurtured strategic partnerships with key government officials in each country to improve adoption rates, create solutions that aligned with regulatory requirements, and achieve rapid implementation and roll-out of solutions.

- Delivered massive upgrade and capability expansion for New York Unemployment Commission systems within 13 short weeks in the wake of September 11th.
- Designed, tested, and implemented game-changing solution for Chile's government to allow reparations to be disbursed to hundreds of thousands of citizens impacted through arrest and torture during previous dictatorship.
- Created solutions designed to target key client business challenges including reducing budgets and improving program effectiveness and responsiveness to citizens and constantly changing legislation and policy.
- Partnered with social services executives to define strategy and build roadmaps for solution development.
- Addressed critical business challenges, implemented new business models, and transformed numerous government's approach to client delivery.

BOARD OF DIRECTORS HIGHLIGHTS**Director, Member of Diversity, Equity & Inclusion Committee | 1871**

Largest incubator in the world. Leverage diversity and density of communities to create partnerships that breed success between founders, corporate partners, and community members.

Member, Board of Directors | Rocket Wagon Venture Studio

Support new entrepreneurs during build of new products. Assist with building teams and go-to-market strategies based on laser focus and ongoing assessment marked by extreme objectivity.

Founding Chair, Innovation Advisory Board | School of Information Sciences, University of Illinois

Partnering with Dean to launch a new advisory board to drive innovation and commercial sector alignment into the curriculum & student program of the country's #1 information sciences school.

Strategic Advisor | Commonweal Ventures

Early-stage venture fund focused on climate change, economic disparity, and infrastructure disruptors. Unique combination of financial capital and political capital to drive bottom line and community impact.

Founding Chair | Civic Infrastructure Collaborative

Non-profit collaborative designed to drive public value from core urban infrastructure through cross-sector collaboration and technology-enabled innovation. A City Tech spin out.

Member, Board of Directors | Science Friday

Most widely syndicated public radio show. Focused on a mission of using science to engage the public. Currently transitioning from a basic radio program to a science media platform.

Board Member | North Texas Innovation Alliance

Governing board for the largest smart region program in the US. Focused on addressing both current and evolving challenges through collaboration and innovation to enhance efficiency, sustainability, economic growth, and quality of life.

EDUCATION

UNIVERSITY OF CHICAGO

Master of Public Policy - Bachelor of Arts

YUMNA BHAM

214-870-3677 • 8821 Tutbury Place • McKinney, TX 75070 • Yumnabham556@gmail.com

PROFESSIONAL SUMMARY

10+ years of experience leading sustainable mobility and environmental solutions from ideation to execution in partnership with public, private, and non-profits and internal teams to provide a social impact while adding business value

WORK EXPERIENCE

North Texas Innovation Alliance, Dallas, TX, *Director of Strategic Partnerships*

Mar 2023 - Present

- Collaborate with NTXIA partners in addressing regional strategy, pilot projects, and workshops for a connected resilient region
- Creating opportunities for hands on innovation learning through the Immersive Innovation series for public and private partners
- Develop the Urban Resilience Fellowship Program, an initiative aimed at nurturing talent within the North Texas region

Via, Dallas, TX, *Associate Principal Partner Success Manager*

Mar 2022 – Feb 2023

- Managed 10+ partners on a day-to-day product improvement and long-term growth strategy for Via's software and turnkey solution for non-profits, universities, regional transit agencies in rural and urban areas with a total yearly revenue of \$4.1 M
- Support a paratransit service in optimizing product efficiencies resulting in on time performance improvement by 10% in 4 weeks
- Develop roadmap for an NEMT and microtransit service to address transportation gaps with projection to double ridership
- Strategize with a regional transit authority with 12 zones in optimizing operations and product growth with a \$250k budget
- Lead the autonomous vehicle Via software portfolio including the first ADA compliant autonomous deployment in the country

Toyota Motor North America, Plano, TX, *Program Leader*

Oct 2017 – Feb 2022

- Implemented the \$2.1 M ride hail Mobility as a Service pilot with 350+ stakeholders for NEMT service
- Directed the strategy of mobility assessments and implementation for 4 communities in partnership with a mobility assessment partner and internal stakeholders to address workforce gaps in rural areas
- Advised a university partner to launch a food distribution mobility solution in partnership with a public transit agency resulting in expansion to 6 sites across DFW and building trusted relationships with 10+ organizations
- Oversaw a carpool mobility program to improve future and current workforce readiness opportunities in operational communities
- Collaborated with a team including Toyota team members, local transit agency, consultants, and non-profits to develop a go to market strategy for an on-demand mobility shuttle service in south San Antonio to address mobility and workforce gaps
- Created vision and implementation for a COVID-19 food insecurity mobility response with 5 non-profits in serving 3000+ families
- Explored feasibility of an AV shuttle solution for a Medical Center partner in collaboration with TFS Strategic Innovation
- Guided the mobile vaccination workstream with a cross functional team by analyzing and leveraging partner relationships to expand knowledge and access to COVID-19 vaccinations while overseeing a \$1.5 M budget

Southwest Airlines, Dallas, TX, *Senior Analyst (Contractor)*

May 2017 – Oct 2017

- Provided internal consultant services to Corporate Facilities executives to strategically map environmental and digital priorities
- Supervised a proof of concept of Digital Mobile Workforce overseeing a \$1 M budget to decrease construction lead time nationally

Hitachi Consulting, Dallas, TX, *Senior Consultant*

Oct 2014 – May 2017

Hitachi Energy and Environmental Efficiency Business Unit, *Product Owner*

- Forecasted, deployed, and managed multiple client relationships for the efficient lighting and HVAC portfolio for data centers with \$3.6 M in energy savings yearly
- Built environmental reports focused on improving water, lighting, and HVAC at National Parks to save \$100,000+ per year

EDUCATION

Southern Methodist University, Dallas, TX

Bobby B. Lyle School of Engineering

Master of Science in Engineering Management

Bachelor of Science in Civil Engineering

Graduated: May 2015

Graduated: May 2014



Biographical Sketch: Glenn Ricart, PhD

Professional Preparation

Case Western Reserve University	Engineering	B.S., 1971
Case Western Reserve University	Computing & Information Science	M.S., 1973
University of Maryland	Computer Science	Ph.D., 1980

Appointments

2010 – present	US Ignite, Founder and CTO
2014 – present	University of Utah, School of Computing, Adjunct Professor
2009 – 2010	National LambdaRail, President and Chief Executive Officer
2003 – 2009	PricewaterhouseCoopers, Managing Director of Center for Advanced Research
1999 – 2003	CenterBeam, Co-Founder and Chief Technology Officer
1995 – 1999	Novell, Inc., Executive Vice President and Chief Technology Officer
1993 – 1995	Defense Advanced Research Projects Agency, Program Manager
1982 – 1993	University of Maryland, Assoc. Prof. and Director of Computer Science Center
1989 – 1993	Assistant Vice Chancellor, Academic Affairs, U. Maryland System
1971 – 1982	National Institute for Health, Systems Programmer
1969 – 1971	Chi Corporation, Programmer
1969 – 1971	Consultants in Computer Technology, Vice President for Programming

Closely Related Publications

1. Bavier, A., Berman, M., Brinn, M., McGeer, R., Peterson, L., & **Ricart, G.** (2018). Realizing the Global Edge Cloud. *IEEE Communications Magazine*, 56(5), 170-176.
2. **Ricart, Glenn** and 27 other authors listed in alphabetical order, "The Future of Distributed Research Infrastructure." *ACM SIGCOMM Computer Communication Review* 48.2 (2018): 46-51.
3. Calyam, Prasad, and **Glenn Ricart**. "Research and infrastructure challenges for applications and services in the year 2021." *ACM SIGCOMM Computer Communication Review* 46, no. 3 (2018): 11.
4. Cappos, Justin, Matthew Hemmings, Rick McGeer, Albert Rafetseder, and **Glenn Ricart**. "EdgeNet: A Global Cloud That Spreads by Local Action." In *2018 IEEE/ACM Symposium on Edge Computing (SEC)*, pp. 359-360. IEEE, 2018.
5. **Ricart, Glenn**. "A city edge cloud with its economic and technical considerations." In *Pervasive Computing and Communications Workshops (PerCom Workshops), 2017 IEEE International Conference on*, pp. 599-604. IEEE, 2017.

Other Significant Publications (Selected from 57 publications and patents)

6. **Ricart, G.**, "Slicing in locavore infrastructures". In Proceedings of the 4th Workshop on Distributed Cloud Computing (DCC '16). ACM, New York, NY, USA, Article 4, 6 pages. DOI: <http://dx.doi.org/10.1145/2955193.2955207>
7. **Ricart, G.**, "An Optimal Algorithm for Mutual Exclusion in Computer Networks", Communications of the ACM, January 1981. Cited by 884 other papers.
8. Hamilton, Michael, Walter E. Boland, and **Glenn Ricart**. "Message routing." U.S. Patent No. 6,981,023. 27 Dec. 2005.



Biographical Sketch: Glenn Ricart, PhD

Synergistic Activities

- Pioneer Inductee into the Internet Hall of Fame
- Founded or co-founded three successful technology start-ups: CenterBeam, SURAnet, and Consultants in Computer Technology.
- Founder and research director for PricewaterhouseCoopers Center for Advanced Research. Among other things, the Center developed the new audit strategy for PwC which was deployed to 80,000 auditors world-wide.
- Founded the first public-private NSFnet regional network.
- Inventor of the first algorithm for distributed network-based mutual exclusion.
- Board member of public technology companies: SCO, CACI, and First USA Financial Services
- Nonprofit board memberships:
 - 2013 to present – US Ignite
 - 2012 to 2018 – Utah Broadband Council
 - 2011 to 2014 – Urban Innovation and Technology Advisory Board, St. Louis, MO
 - 2012 to 2015 – Supervisory Board of Applied Research Center for Computer Networks (ARCCN)
 - 2004 to 2011 – Board Member and Secretary of Public Interest Registry
 - 2002 to 2009 – Board Member and Treasurer of Internet Society
 - 1983 to 1994 – Vice President of SURA and Principal Investigator of SURAnet
 - 1992 to 1995 – Coordinating Committee on International Research Networking
 - 1993 to 1994 – National Association of State Universities and Land Grant Colleges
 - 1990 to 1994 – Federation of American Research Networks
 - 1990 to 1994 – EDUCOM
 - 1988 to 1989 – BITNET
 - 1988 to 1989 – San Diego Supercomputer Center
- Technical Program Committees: ICW-TELKOMNIKA 2018, ISRITI 2018, SmartEdge 2018 & 2019, Smart Cities Connect 2016-2019, ACM PODC Distributed Cloud Computing Workshop, NSF Beyond the Internet Core Planning Committee, SmartFuture 2015, Internet2 TechX 2014, ONF-US Ignite Workshop.

Collaborators & Other Affiliations

i) Collaborators & Co-Editors (Total Number of Collaborators & Co-Editors = 5)

Berman, Mark, BBN (now Boston U.)
Corbato, Steven, Cyberinfrastructure, U. Utah (now Oregon Health Sciences)
Elliott, Brig (Chip), BBN, Raytheon
McGeer, Rick, US Ignite
Nakao, Akihiro, Nakao Lab, U. Tokyo, Tokyo, Japan

ii) Graduate and Post-Doctoral Advisors (Total Number of Advisors = 1)

Graduate Advisors:

Agrawala, Ashok, Computer Science, U. Maryland

LEE DAVENPORT

Washington, DC | 718.757.8449 | leedavenport@gmail.com

PROFESSIONAL EXPERIENCE

US IGNITE | Director of Community Development

Washington, DC | 2018 - Present

- Directed all aspects of \$1.5M Economic Development Administration (EDA)-funded program [InnovateDMV](#) delivering small business technical assistance programs and investor-readiness pipelines for federal and nonprofit initiatives, including training, mentorship, and access-to-capital matchmaking.
- Directed launch, operations, evaluation and reporting for a \$2.7M National Science Foundation-funded national pilot, [Project OVERCOME](#), testing broadband innovation in underserved communities with a focus on small business access, equity, and resilience.
- Managed cluster-level partnerships, project oversight, and compliance for dozens communities supporting workforce development and commercialization across communities in the US.
- Facilitated engagement strategies with state agencies, private industry (e.g. Comcast, Charter), universities, and entrepreneurial support organizations to deliver capital access, mentorship, and innovation training to small businesses.
- Directed multi-year cluster that engaged municipalities, academics, and private sector partners through strategic convenings, retreats, and learning communities managing contact and the team's resource allocation and project management with ClickUp

DAVENPORT CONSULTING | Founder & Principal

Washington, DC | 2012 - 2018

- Partnered with 40+ municipalities and nonprofits to expand access to technology, capital, and training for entrepreneurs and underserved households.
- Scaled [EveryoneOn](#), a national digital inclusion initiative, by securing partnerships with universities, school districts, and corporations.

ONE ECONOMY CORPORATION | Vice President, Programs

Washington, DC | 2006-2012

- Directed a \$28.5M National Telecommunications and Information Administration (NTIA)-funded Broadband Technology Opportunities Program (BTOP) initiative, coordinating broadband, workforce, and tech training in 50 cities for 200,000+ participants.
- Partnered with United Way, LULAC, and the Urban League to deliver economic development support across diverse communities.

EDUCATION

New School for Public Engagement | MS Urban Policy, New York, NY

University of Texas at Austin | BA Psychology / Business Administration, Austin, TX

BOARD AND ADVISORY ROLES

- **Advisory Board Member**, Technology & Policy Institute (University of Texas at Austin), 2024 – Present
- **President and Treasurer**, Capital Area Asset Builders, 2011 – 2023
- **Advisory Board Member**, The Financial Clinic, 2019 – 2020
- **Member**, Electronic Tax Administration Advisory Committee, Dept. of Treasury, 2013 – 2016

DOMENICK LASORSA

Djlasorsa@gmail.com | 508-887-1799 | [linkedin.com/in/domenickLasorsa](https://www.linkedin.com/in/domenickLasorsa)

EDUCATION

Fordham University, Bronx, NY

Bachelor of Arts, May 2015.

Majors: International Political Economy and Latin American Studies

Clinton School of Public Service, Little Rock, AR

Master of Public Service, May 2018.

Focus: Local Governance/Project Planning

EXPERIENCE

US Ignite, *Manager, Community Innovation*, Washington, DC

8/9/2021- Present

- Serve as a project manager on the Community Innovation team, working with city leaders and corporate partners to design, deploy, and evaluate public-facing innovation projects.
- Advance entrepreneurship and small business training efforts in Salt Lake City and the greater D.C. region as part of two grants funded by the Economic Development Administration.
- Manage a pilot program with the #1 lighting corporation in the world, utilizing mesh technology to provide digital equity and public safety use cases across the United States.
- Acted as project manager for the creation of an updated Harris County, TX Broadband Deployment and Expansion Plan.
- Facilitate large-scale stakeholder workshops for communities as they plan and submit for federal funding.

Paralyzed Veterans of America, *Associate Director, Veterans Career Program*, Washington, DC

12/2019- 8/2021

- Co-managed a team of 7 direct service staff with an average caseload of 800 clients.
- Managed a new virtual engagement initiative to provide clients with relevant and timely employment information.
- Developed online content to distribute to partners in the field, which has resulted in an increased client caseload.
- Represented the organization externally on matters related to veterans' employment, including speaking with employers and other organizations.

National League of Cities, Washington, DC

9/2017- 12/2019

Senior Program Specialist, Veterans Housing and Community Development

6/2019 – 12/2019

Associate, Veterans, and Special Needs

1/2018- 6/2019

Graduate Fellow

9/2017 - 12/2017

- Managed and served as primary contact for grants with the Home Depot Foundation and the National Veterans Intermediary.
- Managed the Military Communities Council, a constituency group of elected officials.
- Researched and reported on veterans' issues, focusing on housing, homelessness, and water contamination.
- Managed a national technical assistance program to repair and renovate aging Veterans' homes throughout the United States.
- Conducted research on federal budget cuts to federal funding for Community Development Block Grants and HOME grants.

City of Little Rock, Office of Mayor Mark Stodola, *Graduate Student Intern*, Little Rock, AR

5/2016 - 5/2017

- Prepared memorandums, ordinances, and proclamations for Mayor Stodola.
- Researched, drafted, and submitted a comprehensive overview of the Mayor's Capital City Crime Prevention Task Force with recommendations for the City of Little Rock.
- Facilitate the planning, organization, and running of the Mayor's Youth Council.

City Year AmeriCorps, *Corps Member, After School Programming Coordinator*, Little Rock, AR

7/2015 - 5/2016

- Co-taught a Math enrichment class at Cloverdale Middle School.
- Provided one-on-one or small-group Math tutoring for 15 students in English and Spanish.
- Organized, funded, and led activities and projects to improve school culture and environment.

SKILLS, COURSEWORK, PUBLICATIONS

- *Skills:* Oral and Written Proficiency- Spanish, Windows, Project management software (ClickUp), Website Design (HTML), ArcGIS, Google Analytics, Data Analysis (SPSS, Excel, etc.), Blogging, Database management, Design Thinking, Meeting facilitation, Canva.
- *Publication:* J. Sharma, and D. Lasorsa, 2023 "A Community's Guide to Prize and Challenge Competitions", US Ignite.
- *Publication:* C.K. McFarland, R. Kim, D. Lasorsa, K. Funk, B. Rivett, 2019, "Local Tools to Address Housing Affordability: A State-by-State Analysis," National League of Cities.

CATHERINE FORREST

catherine.forrest@us-ignite.org | [LinkedIn](#)

SKILLS

Programming Languages: Python, TypeScript, SQL, R

Software: Supabase, MCP, Cursor, REST APIs, AWS, DigitalOcean, Notion, Airtable, ClickUp, Figma, HG Insights, Palantir Foundry, Canva

Certifications: AWS Certified Cloud Practitioner, Bentley Accredited Developer Associate: iTwin Platform

WORK EXPERIENCE

Technology and Entrepreneurship Program Lead, US Ignite - [InnovateDMV](#), Washington DC **January 2023 – Present**

- Created assessment to identify local business pain points and used relevant data to fashion technical workshops and data driven operational business guides, partnering with **50+** enterprise, government, academic, and investment firms to deliver training to **112 startups** and **150 small businesses**
- Established and owned relationship with the local venture capital and startup community, leading to a co-developed [initiative](#) with **K Street Capital** that connected **62 startup founders** with **35 investors**
- Spearheaded DCs **largest startup & tech conference** hackathon strategy, planning, logistics, operations, partnerships, funding, curriculum, and digital infrastructure providing **30 entrepreneurs** with training and mentorship from **48 partners**, including AWS, to develop solutions addressing local digital equity challenges

Co-founder, [Eazy](#), Washington DC **December 2024 – Present**

- Established implementation partnership with a **leading data vendor** that offers the world's most precise, in-depth insights into the technology landscape at both market and firm levels, with data utilized by **90% of Fortune 100** tech companies.
- Designed a workflow creating sales play insights for a **Big 4 consulting** firm's sales team pilot engagement, speeding up the handoff between research and **account executives**
- Built and delivered insights proof of concept, analyzing 5 relevant data sources tech product installs by country for market maturity, usage frequency by department for expansion opportunities, and intent signal strength to prioritize lead conversion.

Associate, [L9 Capital](#), Washington DC **September 2023 – September 2024**

- **Supported \$30 million raise** for dual-use technology investments across NATO countries by leading workshops with international Managing Partners to gather requirements and develop fundraising materials

Co-Founder, [Secwins](#), Rome NY **December 2022 – January 2023**

- Youngest participant accepted into the HUSTLE Defense Accelerator at the Griffiss Institute, a DOD program in partnership with the Air Force Research Labs, **awarded a 12-month incubation** and **CRADA**
- Consulted with **DOD** and critical infrastructure stakeholders identifying pain points related to compliance with data protection regulations and access control to generate anticipatory insights for proactive [type of decision] decision making

RESEARCH EXPERIENCE

Research Assistant, [Internet Society Foundation](#), Syracuse NY **June 2021 – May 2022**

- Collaborated with Internet Backpack provider Imcon International and local partner DemoLab to co-develop training materials for backpack operators, **successfully delivering broadband internet to 10 communities across 3 countries in Central America** facilitating improved communication with health officials during the covid-19 health crisis
- Designed an ethical data management framework to ensure responsible collection and sharing of data from sensitive populations, and presented both the training and framework at **The Pentagon**

Researcher, The Syracuse Office of Undergraduate Research & Creative Engagement, Syracuse NY **May 2021 – May 2022**

- Led discovery workshops with head researchers across 3 universities and uncovered critical data compliance concerns that could hinder implementation and scaling of wastewater-based epidemiology mobile covid testing lab
- Developed a proof-of-concept ontology using Microsoft Azure Digital Twins to map data movement with human-in-the-loop activities to generate real-time insights into vulnerabilities and evaluate blockchain as an access control solution, leading to a demonstration for Air Force Research Labs and at the [1st Syracuse Blockchain Research Workshop](#)

AWS DeepLens Emotion Analysis Project Team Member, Syracuse University, Syracuse NY **August 2021 - December 2021**

- Conducted in-depth interviews with 15 professors, identifying pain points related to student engagement and classroom feedback, directly informing solution development

- Utilized AWS DeepLens for facial expression sentiment analysis to assess student engagement, providing professors with insights into content reception, emotional responses, and overall student participation

President, Syracuse University [WiTec: Worldwide Innovation Technology](#), Syracuse NY **May 2021 – May 2022**

- Conceived *Crypto & Cloud Workshop* and *Software Defined Evolution* events. Facilitated joint effort with industry professionals at VMware, Intel, Red Hat, and SIMBA Chain
- Served as chair of the 1st *Syracuse Blockchain Research Workshop*. Achieved **100+ attendance**, organized, planned, and led the Student Organizing Committee

Co-Founder & President, [Cuse Blockchain Blackstone Launchpad](#), Syracuse NY **April 2021 – May 2022**

- Founded an official university club to educate students on blockchain technology, and achieved **200+ registered members**
- Created governance structure, administrative management framework, and digital infrastructure to support and scale operations during global pandemic

EDUCATION

Syracuse University, School of Information Studies	May 2022
BS Information Management & Technology - Concentration: Data Analytics and Web Development	GPA - 3.744



CITY OF COPPELL

RFP #220

SMART CITIES MASTER PLAN PROPOSAL



INNOCITY PARTNERS

Required Forms

RFP FORM

**PROJECT IDENTIFICATION:
SMART CITIES MASTER PLAN**

RFP OF InnoCity Partners LLC

(NAME OF FIRM)

THIS RFP IS SUBMITTED TO:

City of Coppell

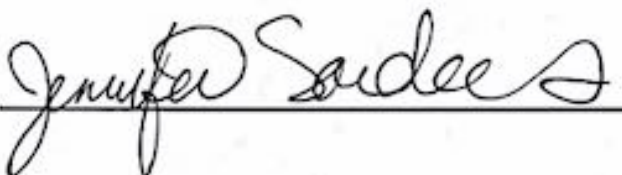
c/o Procurement Services

255 Parkway Boulevard

Coppell, Texas 75019

DATE: 8/26/25

PRINTED NAME: Jennifer Sanders

SIGNATURE: 

Company Information

Company Name: InnoCity Partners LLC

Address: 606 Tenna Loma Ct., Dallas, TX 75208

Phone Number: 214-909-0400

Contact Person: Jennifer Sanders, CEO

E-mail Address: jennifer.sanders@innocitypartners.com

CERTIFICATIONS AND REPRESENTATIONS

M/WBE STATUS

Innocity Partners LLC IS CERTIFIED AS A:

(CHECK ONE, IF APPLICABLE)

DISADVANTAGED BUSINESS ENTERPRISE X

MINORITY-OWNED BUSINESS ENTERPRISE

WOMEN-OWNED BUSINESS ENTERPRISE X

PLEASE ATTACH OFFICIAL DOCUMENTATION FROM THE STATE OF TEXAS OR OTHER QUALIFIED CERTIFICATION AGENCY OF M/WBE STATUS OF YOUR COMPANY WITH THIS BID/PROPOSAL.

***** NOTE *****

THIS DATA IS REQUESTED FOR INFORMATIONAL PURPOSES ONLY AND WILL NOT AFFECT THE PROPOSAL AWARD.

(SUBMISSION OF THIS INFORMATION IS NOT A REQUIREMENT.)



Disadvantaged Business Enterprise (DBE)
InnoCity Partners LLC

InnoCity Partners LLC

has filed with the Agency an Affidavit as defined by NCTRCA Disadvantaged Business Enterprise (DBE) 49 CFR Part 26 and is hereby certified to provide service(s) in the following areas:

NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 561499: ALL OTHER BUSINESS SUPPORT SERVICES

This Certification commences April 30, 2024 and supersedes any registration or listing previously issued. This certification must be updated annually by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Issued Date: April 30, 2024
CERTIFICATION NO. WFDB84671Y0425



Certification Administrator



Women Business Enterprise (WBE)
InnoCity Partners LLC

InnoCity Partners LLC

has filed with the Agency an Affidavit as defined by NCTRCA Women Business Enterprise (WBE) Policies & Procedures and is hereby certified to provide service(s) in the following areas:

NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 561499: ALL OTHER BUSINESS SUPPORT SERVICES

This Certification commences October 13, 2023 and supersedes any registration or listing previously issued. This certification must be updated every two years by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Certification Expiration: October 31, 2025
Issued Date: October 13, 2023
CERTIFICATION NO. WFWB41039Y1025

Certification Administrator



Small Business Enterprise (SBE)
InnoCity Partners LLC

InnoCity Partners LLC

has filed with the Agency an Affidavit as defined by NCTRCA Small Business Enterprise (SBE) Policies & Procedures and is hereby certified to provide service(s) in the following areas:

NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 561499: ALL OTHER BUSINESS SUPPORT SERVICES

This Certification commences October 13, 2023 and supersedes any registration or listing previously issued. This certification must be updated every two years by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Certification Expiration: October 31, 2025
Issued Date: October 13, 2023
CERTIFICATION NO. WFSB07324Y1025

Certification Administrator



VENDOR DISCLOSURE FORM

Vendor Information:

- Vendor Name: InnoCity Partners LLC
- Business Name: InnoCity Partners LLC
- Address: 606 Tenna Loma Ct.
- City, State, ZIP: Dallas, TX 75208
- Contact Person: Jennifer Sanders, CEO
- Phone Number: 214-909-0400
- Email Address: jennifer.sanders@innocitypartners.com

Statement of Disclosure:

I, the undersigned, hereby certify and declare that the above-named vendor does not currently have an existing contract, agreement, or binding commitment with City of Coppell. Furthermore, I affirm that the vendor is not engaged in any formal procurement process or negotiations for a contract with the City of Coppell at the time of signing this disclosure.

I, the undersigned, do hereby certify that as of the date of signing this document:

1. The above-named vendor (or any principal, owner, or key representative of the vendor)
☐ does / ☒ does not currently serve on any board, commission, or advisory committee within the City of Coppell.
2. If applicable, I provide the following details for all board or commission memberships:

Board/Commission Name	Position Held	Term Start Date	Term End Date
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

3. I understand that any failure to disclose or misrepresentation of the above information may result in disqualification from contract eligibility, disbarment, or other administrative actions as determined by the local government.

By signing below, I affirm that the information provided in this disclosure is true, accurate, and complete to the best of my knowledge.

Authorized Representative Signature:
Signature: Jennifer Sanders
Printed Name: Jennifer Sanders
Title: CEO
Date: August 22, 2025

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.

InnoCity Partners 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.

N/A

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?

N/A

☐ Yes☐ No

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?

N/A

☐ Yes☐ No**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** 
Signature of vendor doing business with the governmental entity8/22/25
Date

Standard Insurance Requirements

The Contractor shall furnish and maintain during the life of the contract adequate Worker's Compensation and Commercial General Liability (Public) Insurance in such amounts as follows:

<u>Type of Insurance</u>	<u>Amount</u>
Worker's Compensation	as set forth in the Worker's Compensation Act.
Commercial General Liability (Public)	\$1,000,000 Each Accident/Occurrence.
	\$1,000,000 Aggregate \$1,000,000 Products & Completed Operations Aggregate.
Owner's Protective Liability Insurance	\$600,000 per occurrence \$1,000,000 aggregate
Excess/Umbrella Liability	\$1,000,000 per occurrence w/drop down coverage
Endorsement CG 2503	Amendment Aggregate Limit of Insurance per Project or Owner's and Contractor's Protective Liability Insurance for the Project.
Automobile Liability	\$500,000 Combined single limit per occurrence.

ADDITIONAL INSURED

IN ADDITION, CONTRACTOR SHALL OBTAIN AND FILE WITH OWNER CITY OF COPPELL A STANDARD CERTIFICATE OF INSURANCE AND APPLICABLE POLICY ENDORSEMENT EVIDENCING THE REQUIRED COVERAGE AND NAMING THE OWNER CITY OF COPPELL AS AN ADDITIONAL INSURED ON THE REQUIRED COVERAGE.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/12/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Swingle, Collins & Associates 13760 Noel Road, Suite 600 Dallas TX 75240		CONTACT NAME: PHONE (A/C, No, Ext): 972-387-3000 FAX (A/C, No): 972-387-3808 E-MAIL: ADDRESS: services@swinglecollins.com		
INSURED InnoCity Partners, LLC 606 Tenna Loma Ct Dallas TX 75208		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A: ACE Property & Casualty Ins Co		20699
		INSURER B: The Hanover Insurance Company		22292
		INSURER C: Bankers Standard Insurance Company		18279
		INSURER D: Westchester Fire Insurance Company		10030
		INSURER E:		
INSURER F:				

COVERAGES

CERTIFICATE NUMBER: 1815505234

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADOL (INSR) INSD (WVD)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:		D98180308	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000 \$
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY		D98180308	7/1/2025	7/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 0		D9818031A	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☐ N/A	71803813	7/1/2025	7/1/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liability		LHD-J066227-03	7/1/2025	7/1/2026	Each Claim Limit 2,000,000 Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Dallas Fort Worth International Airport Board and the Cities of Dallas and Fort Worth, Texas are included as Additional Insured as respects General & Auto Liability as required by written contract. Waiver of Subrogation applies as respects General & Auto Liability and Workers Compensation as required by written contract. The General Liability policy contains a special provision with Primary & Non-Contributory wording as required by written contract.

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

City of Coppell, TX
Procurement Services

HOUSE BILL 89 VERIFICATION

I, Jennifer Sanders (Person name), the undersigned representative of
(Company or Business
name) InnoCity Partners LLC

(hereafter referred to as company)

being an adult over the age of eighteen (18) years of age, do hereby depose and verify under oath that the company named-above, under the provisions of Subtitle F, Title 10, Government Code Chapter 2270:

1. Does not boycott Israel currently; and
2. Will not boycott Israel during the term of the contract the above-named Company, business or individual with the City of Coppell acting by and through City of Coppell.

Pursuant to Section 2270.001, Texas Government Code:

1. "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
2. "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit.

August 22, 2025

DATE


SIGNATURE OF COMPANY
REPRESENTATIVE

City of Coppell, TX
Procurement Services

Boycott Energy Companies

I, Jennifer Sanders (Person name), the undersigned representative of

(Company or Business name) InnoCity Partners LLC

(hereafter referred to as company)
being an adult over the age of eighteen (18) years of age, do hereby depose and verify under oath
that the company named above, under the provisions of Texas Government Code Section
809.001:

The contractor verifies that it does not Boycott Energy Companies and agrees that during the term of this
Agreement will not Boycott Energy Companies as that term is defined in Texas Government Code
Section 809.001, as amended.

August 22, 2025

DATE


SIGNATURE OF COMPANY
REPRESENTATIVE

City of Coppell, TX
Procurement Services

Prohibition of Discrimination Against Firearm Entities and Firearm Trade Associations

I, Jennifer Sanders (Person name), the undersigned representative of

(Company or Business
name) InnoCity Partners LLC

(hereafter referred to as company)
being an adult over the age of eighteen (18) years of age, do hereby depose and verify under oath
that the company named above, under the provisions of Texas Government Code Section
2274.001:

Contractor verifies that it does not have a practice, policy, guidance, or directive that
discriminates against a firearm entity or firearm trade association as those terms are defined
in Texas Government Code Section 2274.001, as amended; and (ii) will not discriminate
during the term of this Agreement against a firearm entity or firearm trade association.

This section does not apply if Contractor is a sole proprietor, a non-profit entity, or a
governmental entity; and only applies if: (i) Contractor has ten (10) or more fulltime
employees and (ii) this Agreement has a value of \$100,000.00 or more to be paid under the
terms of this Agreement.

August 22, 2025

DATE



SIGNATURE OF COMPANY
REPRESENTATIVE

ENVIRONMENTALLY PREFERABLE PRODUCTS AND SERVICES: Bidders are encouraged to offer Energy Star, GreenSeal, EcoLogo and/or EPEAT certified products. The City also encourages bidders to offer products and services that are produced or delivered with minimal use of virgin materials and maximum use of recycled materials and reduce waste, energy usage, water utilization and toxicity in the manufacture and use of products.

ANY QUESTIONS concerning this Request for Proposal and Specifications should be directed to the Procurement Services Department at 972-304-3698.

COOPERATIVE PURCHASING

As permitted under Government Code, Title 7, Chapter 791.025, other governmental entities may wish to cooperatively purchase under the same terms and conditions contained in this contract (piggyback). Each entity wishing to piggyback must have prior authorization from the City of Coppell and Contractor. If such participation is authorized, all purchase orders will be issued directly from and shipped directly to the entity requiring supplies/services. The City of Coppell shall not be held responsible for any orders placed, deliveries made, or payment for supplies/services ordered by these entities. Each entity reserves the right to determine their participation in this contract.

IS YOUR FIRM WILLING TO ALLOW OTHER GOVERNMENTAL ENTITIES TO UTILIZE THIS CONTRACT, IF AWARDED, UNDER THE SAME TERMS AND CONDITIONS?

 X YES

 NO