


PUBLIC NOTICE

DEVELOPMENT CORPORATION OF ABILENE, INC.

A special joint meeting of the Development Corporation of Abilene, Inc. (DCOA) and Abilene City Council will be held on Tuesday, May 12, 2015, in the Civic Center Upstairs Conference Room, 1100 N. 6th St., 2nd floor, Abilene, Texas, commencing at 10:00 a.m. to consider the following agenda:

SIGNED:



Kent Sharp, CEO of the DCOA

AGENDA

May 12, 2015
10:00 a.m.

Civic Center Upstairs Conference Room
1100 N. 6th St., 2nd floor, Abilene, TX

1. Call the meeting to order.
2. Presentation from the Strategic Planning Committee.
3. Discussion and possible approval of a resolution authorizing a contract with TIP Strategies, Inc. for development of a strategic plan for economic development in Abilene.
4. Adjournment.

CERTIFICATE

I hereby certify that the above notice of meeting was posted on the bulletin board at the City Hall of Abilene, Texas, on the _____ day of _____, 2015, at _____.

City Secretary

NOTICE

Persons with disabilities who would like special assistance or need special accommodations to participate in this meeting should contact Department of Economic Development, (325) 676-6390, at least forty-eight (48) hours in advance of this meeting. Telecommunication device for the deaf is (325) 676-6360.

DEVELOPMENT CORPORATION OF ABILENE, INC.

BOARD AGENDA

MEETING DATE: May 12, 2015

PROJECT: TIP Strategies, Inc. Contract for Strategic Plan

STAFF: Kent Sharp, CEO

GENERAL INFORMATION

On November 25, 2014, President Copeland appointed an ad hoc committee to help develop a strategic plan for the DCOA. Ray Ferguson is the Chair of the committee and members are Tucker Bridwell as Vice Chair, Yvonne Batts of the Abilene Industrial Foundation, City Councilman Anthony Williams, DCOA member John Beckham and former DCOA member Scott Senter. Mr. Copeland added that Kent Sharp and Jason Smith will be the primary support staff for the committee.

The committee met for the first time on December 4th and has met several times since keeping in mind the following goals:

1. Determine desired outcomes of a strategic planning process.
2. Discuss possible approaches.
3. Determine list of consultants to consider.
4. Discuss ways the strategic planning process might also be used to improve community communication, awareness, and understanding of economic development and address perceptions of a lack of oversight and transparency.

Staff and the committee developed an RFP, which was sent in January of this year to consultants capable of developing a workable strategic plan for future economic development efforts. The scope of work and expected documents from the winning proposal are:

1. COMMUNITY ASSET REPORT – An examination of the community’s strengths and weaknesses generally developed as a “SWOT” analysis or Summary of Community Assets.
2. TARGET INDUSTRY REPORT – A target industry report that examines Abilene’s competitiveness within certain industries.
3. SERVICE DELIVERY EVALUATION – Evaluation of DCOA contractual relationships and overall structure of Abilene economic development programs.
4. STRATEGIC GOALS AND OBJECTIVES – A list of goals with specific and measurable action items that drive the activities of the DCOA and its partners for five years.
5. PLAN - A specific plan to provide an ongoing update, evaluation and revision process to include the development of an Annual Performance Scorecard and how that product would be delivered to the DCOA each year for five years.

Nine proposals were received by the deadline of March 2nd from:

1. Angelou Economics, Austin
2. Creative Economic Development Consulting, Elkin, NC
3. KPMG, Atlanta

4. Market Street Services, Inc., Atlanta
5. The Montrose Group, LLC, Columbus, OH
6. Newmark Grubb Knight Frank, Chicago
7. Place Dynamics, LLC, New Berlin, WI
8. POLICOM Corp, Palm City, FL
9. TIP Strategies, Inc., Austin

SPECIAL CONSIDERATIONS

The committee determined TIP Strategies, Inc. would be the best firm to develop a workable strategic plan for Abilene. TIP proposes to complete the plan within six (6) months at a cost of \$125,000, plus travel and out-of-pocket expenses. The fee includes an Annual Scorecard of Abilene's performance at the end of the first year of plan implementation.

FUNDING/FISCAL IMPACT

Base Fee of \$125,000 plus reimbursable costs.

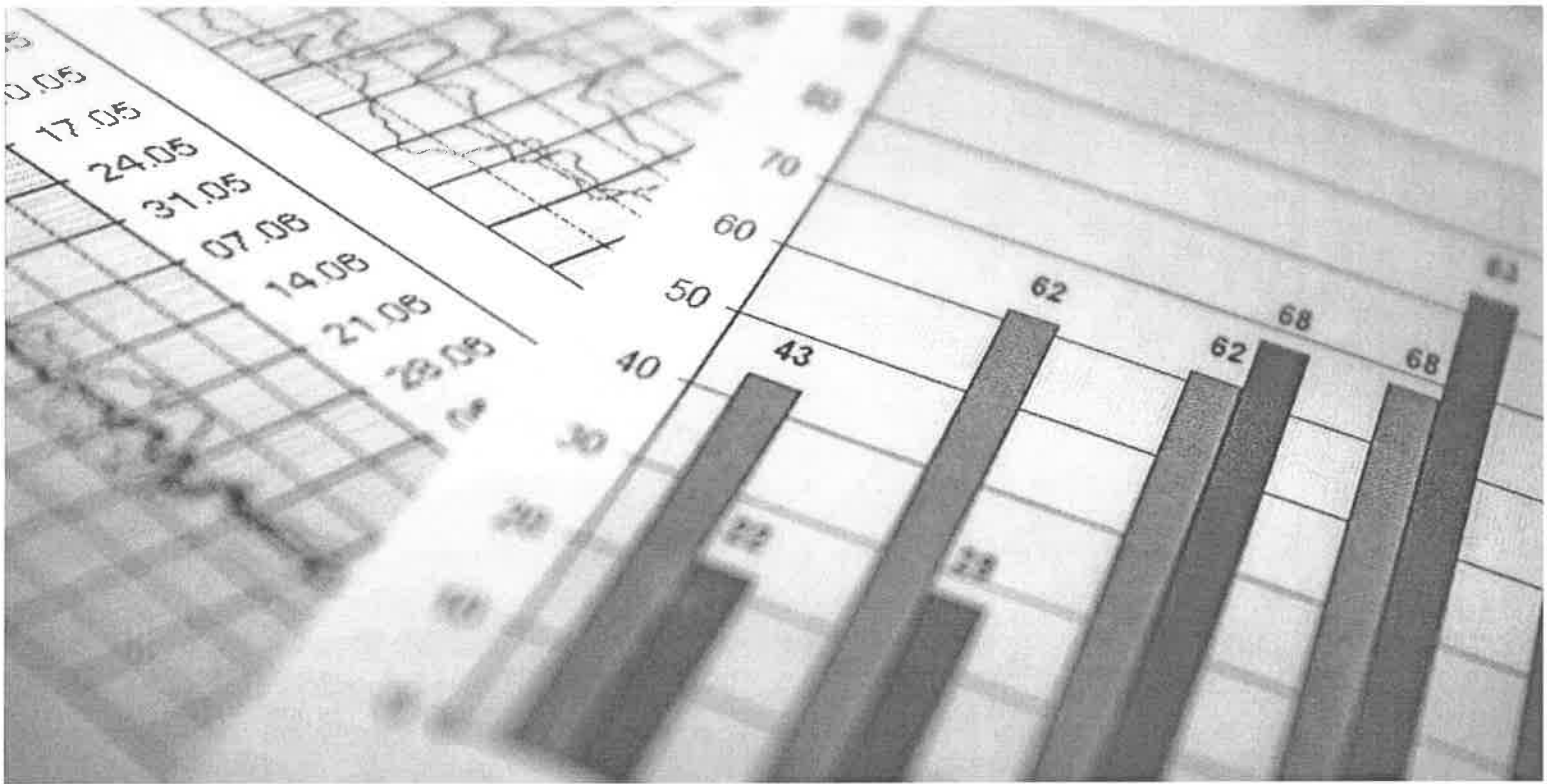
STAFF RECOMMENDATION

Staff recommends approval of resolution DCOA-2015.11 authorizing a contract with TIP Strategies, Inc. for development of a strategic plan for Abilene's future economic development efforts. Also authorized is \$125,000 for the base fee plus reimbursable costs.

ATTACHMENT

TIP Strategies Proposal for DCOA – Economic Development Strategic Plan, March 2015
Consulting Agreement with TIP Strategies, Inc.
Resolution DCOA-2015.11

S:\DCOAWeeting Memos\FY2015\TIP Strategies contract for strategic plan 05-12-15.doc



ECONOMIC DEVELOPMENT

STRATEGIC PLAN

A PROPOSAL FOR DEVELOPMENT CORPORATION

OF ABILENE | MARCH 2015



February 26, 2015

Kent Sharp, CEO
Development Corporation of Abilene
174 Cypress Street, Suite 301
Abilene, Texas 79601

Dear Mr. Sharp:

TIP Strategies is pleased to present our proposal for an economic development strategic plan for the Development Corporation of Abilene (DCOA). Since 1995, we have completed more than 200 engagements in 37 states and 4 countries. Examples of our work includes the City of Dallas; the City of Las Vegas; the Puget Sound Regional Council (Seattle); and the Greater Houston Partnership.

Our team is comprised of experts in nearly every aspect of community and economic development. We believe a comprehensive approach is necessary to ensure sustainable and publicly supported economic development, achieve economic growth, and create an entrepreneurial climate.

The TIP team is excited by the prospect of working with the DCOA leadership on a blueprint to guide economic development activity in the Abilene. We appreciate the opportunity to present our firm and our team members, and we invite you to contact our references.

Please feel free to call me at 512.343.9113 if you have any questions concerning our submittal.

Sincerely,



Tom Stellman
President & CEO

TIP STRATEGIES, INC.

2905 San Gabriel St, Ste 205

Austin, Texas 78705

contact@tipstrategies.com

www.tipstrategies.com

PH 512.343.9113

FX 512.343.9190

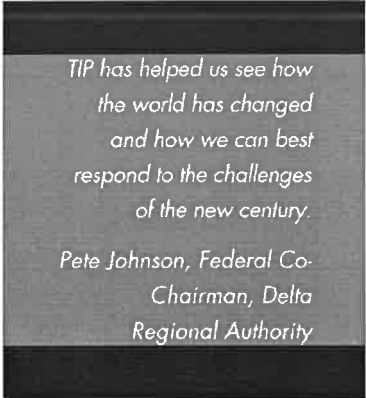


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SUMMARY

TIP Strategies, Inc. (TIP) is submitting this proposal to act as the consulting team for the preparation of an economic development strategic plan. Our team members are experienced in 1) leading economic development planning projects across the United States and internationally; 2) identifying appropriate target industries and designing effective marketing strategies to recruit them; 3) crafting talent retention, development, and attraction strategies; and 4) assisting with the implementation of economic development plans for cities, counties, regions, and states.



*TIP has helped us see how
the world has changed
and how we can best
respond to the challenges
of the new century.*

*Pete Johnson, Federal Co-
Chairman, Delta
Regional Authority*

Our Team

The TIP team is ideally suited to assist the Development Corporation of Abilene (DCOA) with this project.

- Tom Stellman, president and co-founder of TIP, brings a wealth of experience working with communities and businesses. As former director of international business development and marketing for the State of Texas, he assisted Texas companies looking to expand and locate in international markets. His experience in developing and managing the highly successful Invest in Texas Alliance provides a clear understanding of the issues communities face in recruitment.
- Jon Roberts is a nationally recognized leader in regional economic development. He has overseen projects in Texas and throughout the US, as well as in Europe and Asia. Jon served as director of business development for the states of Washington and Texas between 1990 and 1995. As managing director, he participates in the scoping of projects and provides technical and strategic input during each phase.
- Jeff Marcell leads high-profile national consulting engagements and provides input from the practitioner's point of view. Jeff was with the Economic Development Council of Seattle and King County for a decade, first as the organization's executive vice president and COO and then serving 5 years as the president and CEO. During his tenure with the EDC he rebuilt the organization's client-based economic development program and supervised the recruitment, retention, and expansion of 65 companies—including globally recognized firms such as Boeing, Google, American Family Insurance, and Booking.com—representing close to 7,000 primary jobs with an estimated economic impact to the local economy of more than 11,000 total jobs.

TIP principals are supported by a staff of analysts and consultants experienced in managing economic development projects similar in scope to the requested work. The TIP team also includes a network of associates and partners in a wide range of disciplines whose skills can be brought to bear on this project.

Our Advantage

The TIP team is well-qualified to serve as the contractor for this work.

- **We have relevant experience.** We recently completed a target industry study for the Lubbock Economic Development Alliance and were subsequently engaged in the creation of an economic development strategic plan. Other projects in West Texas include strategic planning work for Midland, Seminole, and San Angelo. We have also worked recently in areas impacted by the oil and gas industry, including work for the Greater Houston Partnership and the Corpus Christi Regional Economic Development Corporation. Based in Austin, with experience in over a hundred communities in Texas, we are uniquely positioned to understand Texas cities.
- **Our team members have managed consulting engagements in a variety of settings.** We have crafted innovative strategies for communities and regions across the US from Nevada to Vermont and from Alaska to Florida. We also understand the challenges facing communities in the orbit of major metropolitan areas as well as in suburban communities throughout the nation. Understanding the differences among urban, suburban, and rural communities is a pivotal aspect of developing regional strategies and is a strength of our team.
- **We have led consulting engagements in communities with military installations.** TIP has led major projects funded by the Office of Economic Adjustment (OEA) in a number of military-dependent communities: Killeen, Texas (Fort Hood); Wichita Falls, Texas (Sheppard AFB); Escambia County, Florida (Naval Air Station Pensacola); and Okaloosa and Walton Counties, Florida (Eglin AFB). These OEA-funded projects focused on economic diversification and included significant target industry and workforce analyses. An essential element of each project was helping economic development and workforce professionals understand the valuable labor pool retiring/separating service personnel and their families represent.
- **We appreciate the link between economic development and workforce.** While our team brings a strong background in traditional economic development, our planning process is driven by a forward-looking model which understands that company recruitment alone is not sufficient. Our talent-driven approach recognizes that the growth and recruitment of a talent pool can fuel the growth of new sectors—opportunities that will not reveal themselves through cluster-based analysis. This method has proven effective in Austin and other tech centers in which we have been active.
- **We recognize the role of higher education in regional competitiveness.** As manufacturing and service industries face growing pressure from offshore operations, it is increasingly important to identify opportunities for higher value with existing companies. Our consulting team has recent experience working with communities to determine the best way to leverage their universities and technical colleges for economic development. Projects include Northfield, MN; Racine, WI; Louisville, KY; Fort Smith, AR; and Tompkins County, NY.

- **We have helped communities and regions across the country identify well-suited target industries.** The selection of target industries must consider a range of factors. Our occupation-driven approach recognizes the importance of connecting industry recruitment with the skills of the regional workforce and identifying opportunities for enhancing those skills. The presence of well-prepared industrial sites is another critical piece of the puzzle. Businesses do not locate just to a community; they locate to a specific site. Finally, the role of innovation has become an increasingly important aspect of industrial development, and our strategies often emphasize the recruitment of innovation-driven companies. Through this process, we stay abreast of trends in a wide range of industry sectors. In addition, we have written in-depth profiles of the aerospace industry (for the Canadian government) and of the Texas automotive industry.
- **We understand the corporate site selection process.** For six years, TIP managed the Invest in Texas Alliance, a consortium of Texas economic development organizations and professional service firms interested in helping companies do business in Texas. As managers of the Alliance, TIP marketed directly to target industries in the US and abroad on behalf of the Alliance's member communities and organizations. This program generated over \$3 billion in potential investment and resulted in 15 new locations in Texas. TIP has also implemented marketing and lead generation programs for a number of clients, including Midland, Texas; Northern Ireland; and The Netherlands.
- **Our team offers a broad background.** In addition to our consulting work, we have direct experience managing economic development programs. TIP principals have held management positions with the Texas Department of Economic Development and the states of Oregon and Washington. At the Economic Development Council of Seattle and King County, Jeff Marcell spent half a decade leading the organization's efforts to recruit, retain and expand globally recognized companies like Boeing, Google, American Family Insurance, Booking.com, and many others in the Seattle region. Team members are frequently invited to speak at state and national conferences on a wide range of topics.

In short, our team has the analytical capacity, corporate experience, and planning expertise to assist the DCOA in examining Abilene's position in the global economy. We are excited about the prospect of working on this project and are available to begin work immediately upon agreement of terms.

REFERENCES

City of Arlington, TX Economic Development Strategy

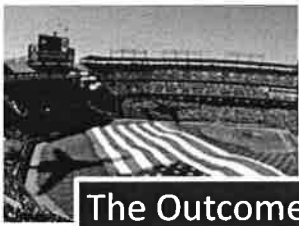


Arlington is a city with enviable assets – the center of two major urban areas, incredible access to transportation infrastructure, a research university, and world-class tourist attractions. Yet, the community faces challenges associated with an aging building stock and limited greenfield sites in the midst of Metroplex suburbs have ample land and aggressive incentives. In addition, Arlington is, in effect, the “Third City” of the region. Its transition from bedroom community to core city requires not only a more forward-looking economic perspective, but a broader

change in image and perception.



The city hired TIP Strategies to closely examine its economic development program and the areas targeted for redevelopment. The objective of the planning process was to make recommendations on the tools, strategies, and resources needed to raise the bar for economic development in Arlington. Our planning process drew on quantitative and qualitative input as well as our knowledge of national best practices and detailed understanding of the economic development landscape in the Metroplex. Through this process, we were able to identify key opportunities and make recommendations on how best to structure the organization to take advantage of these opportunities.



The plan identified three goals for the city: (1) elevate Arlington’s competitive positioning in the region to capture a larger share of high-wage, high-impact growth; (2) rejuvenate and transform key economic centers into vibrant destinations; and (3) create amenities and assets that will secure its position as a major regional activity hub. The plan included strategies and actions to support these goals as well as detailed profiles of each of the targeted redevelopment areas. Finally, the plan included an analysis of Arlington’s competitive positioning

in both the region and the US and made recommendations on industries to target for business attraction. Since finalizing the plan in June 2014, the city has increased its budget for economic development by almost 50% and hired additional staff. Staff is off and running on the plan implementation.

REFERENCE

Bruce Payne, Economic Development Manager, City of Arlington
101 West Abram Street, Third Floor, Arlington, TX 76010
PH: 817.459.6155 | bruce.payne@arlingtontx.gov

TIP CONTACT

Tom Stellman, President/CEO
PH 512.343.9113 | tom@tipstrategies.com

Lubbock Economic Development Alliance

Economic Development Strategic Plan



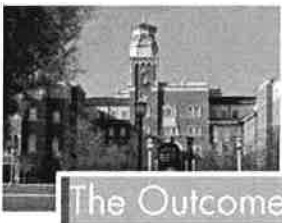
“Imagine Lubbock Together” was a visioning process coordinated by the Lubbock Chamber of Commerce to define the values and goals of the community. A central theme that emerged from this process was the need to design an ambitious plan to diversify and grow the Lubbock economy, which has traditionally been driven by agriculture, education, and healthcare. The Lubbock Economic Development Alliance (LEDA) engaged TIP Strategies to assist in developing a holistic economic development strategy that would leverage existing and emerging assets to propel

the Lubbock economy forward.



This planning effort builds on a 2013 study TIP compiled for LEDA on the region’s key industries. The previous work included an economic assessment, industry analysis, and occupational analysis, as well as an economic and fiscal impact study prepared by Austin-based Impact DataSource. For the strategic plan, we built on the quantitative findings of the industry cluster analysis to explore specific opportunities for LEDA and its partners to pursue that would lead to a more dynamic economy. This work involved extensive discussions with employers,

education and workforce development professionals, and elected leaders around issues of downtown revitalization, university R&D, technology commercialization and transfer, entrepreneurship, and talent recruitment.



The resulting plan articulates a vision for Lubbock to move beyond its position as a thriving regional retail, education, and healthcare center to becoming a national center for innovation, R&D, and entrepreneurship. The plan recommended five specific priority projects LEDA should play a key role in pursuing. These include 1) establishing downtown Lubbock as a destination for investment and employment, 2) launching a talent management system, 3) attracting federal and private R&D catalyst projects, 4) leveraging the expansion of technology research,

development, transfer, and commercialization efforts at the Texas Tech University System, and 5) establishing a new community college campus in the city. The plan was presented to the community during LEDA’s Economic Forecast event in November 2014.

REFERENCE

John Osborne, President/CEO
Lubbock Economic Development Alliance
1500 Broadway, 6th Floor, Lubbock, TX, 79401
PH 806.749.4500 | john.osborne@lubbockeda.org

TIP CONTACT

Tom Stellman, President/CEO
PH 512.343.9113 | tom@tipstrategies.com

Midland Economic Development Corporation , TX

Economic Development Strategic Plan



Midland is located near the geographic center of the Permian Basin in West Texas, a historically oil rich region accounts for nearly a quarter of the nation's petroleum reserves. The role of the city within this regional economy has been primarily to serve as the preferred location for the executive, administrative, and other "white collar" functions of oil companies operating in the area. It has also become the regional retail center.

While Midland has undoubtedly benefited greatly from the recent oil boom, its dependency on the oil and gas sector puts its economy at risk. In addition, it is confronted with a worker shortage that has limited the ability of employers in the region to expand.



Recognizing these challenges, the Midland Development Corporation hired TIP to assist in crafting a new economic development strategic plan as a response. Our methodology included an assessment of relevant regional and local economic and demographic trends affecting Midland as well as an analysis of its real estate market. This resulted in the development of a strengths, weaknesses, opportunities, and threats matrix (SWOT) to determine the community's options for increasing its tax base and diversifying its economic

base. Once Midland's opportunities were assessed, TIP conducted research on various benchmarks to provide best practice lessons on how the community could take advantage of its assets.



The resulting plan identified three opportunity zones to be the focus of the MDC's economic development strategies. The opportunity zones included (1) the Central Business District; (2) La Entrada / Midland International Airport; and (3) Claydesta. For each opportunity zone, TIP recommended strategies and actions to address the city's primary challenges and promote the objectives of talent attraction, business recruitment, and innovation. The plan also outlined organizational recommendations for MDC to undertake in order to better

position itself for successfully implementing the strategic plan.

REFERENCE

John A. Breier , Senior Consultant , Strategic Partnerships
6034 W. Courtyard Dr., Suite 100, Austin, Texas 78730
PH 512.531.3900
(formerly President and CEO of Midland Chamber of Commerce)

TIP CONTACT

Jon Roberts, Managing Director
PH 512.343.9113 | jon@tipstrategies.com

Killeen, TX (Fort Hood region) Economic Diversification Strategy



For over 60 years, economic development in Bell, Coryell, and Lampasas Counties has been strongly influenced by the growth and expansion of Fort Hood, the largest active-duty armored installation in the US Armed Services. As the mission and scale of the post has grown and evolved over the years, so has the population and economy of the region. In an effort to strengthen the regional economy, TIP Strategies was engaged by the City of Killeen and the Greater Killeen Chamber of Commerce under a grant from the federal Office of

Economic Adjustment to develop an economic diversification plan for the Fort Hood region.



Central components of the plan included: 1) developing a mechanism for assessing the skill sets, job preferences, and relocation intentions of both military retirees and those separating from service through Fort Hood; 2) gauging the feasibility and impact of establishing a stand-alone Texas A&M University—Central Texas (TAMU-CT) in Killeen; and 3) identifying new industry clusters for the region to attract and strategies for their development. An assessment of the area's economic base helped the consulting team understand

the opportunities available and identify the most pressing challenges facing the area.

Findings from the assessment were refined based on input from city officials and other key stakeholders. To maximize participation in the process, the consulting team conducted individual and group interviews with representatives of industry, retail, transportation, education, economic development, military retirees, city government, and others. The results of the assessment, coupled with information on existing skills sets gathered from a veterans survey, provided the foundation for the design of strategies that will secure the economic vitality of the Fort Hood region for future generations.



The resulting plan, *Operation Economic Transformation*, has served as a guide for the allocation of resources and provided a framework for attracting new investment to the region in the fields of industry, transportation, research, and higher education. Since the plan's publication, TAMU-CT has been formally established and offers a number of upper level and graduate programs leveraging the region's economic development assets.

REFERENCE

John Crutchfield, President
Greater Killeen Chamber of Commerce
P.O. Box 548, Killeen, TX 76540
PH: 254.526.9551 | jcrutchfield@gkcc.com

TIP CONTACT

Tom Stelman, President & CEO
PH 512.343.9113 | tom@tipstrategies.com

WORK SAMPLES

The following is a selection our work products that are available online:

- **Addressing Houston’s Middle Skills Jobs Challenge (TX)** | April 2014
http://www.houston.org/upskillhouston/pdf/Middle%20skills%20Plan_All%20Pages_6-06.pdf
- **Economic Development Strategic Plan (Executive Summary), Lubbock Economic Development Alliance (TX)** | November 2014
<http://lubbockeda.org/Lubbock/media/Lubbock/Secondary/2014-11-11-LEDA-Executive-Summary-FINAL.pdf>
- **Economic Development Strategic Plan, County of Saratoga (NY)** | March 2014
<http://www.saratogacountyny.gov/wp/wp-content/uploads/2013/11/2014-03-13-Saratoga-Plan-DRAFT.pdf>
- **Invest in Iron County, Iron County (MO)** | April 2014
<http://economicpartnership.us/wp-content/uploads/2014/04/2014-4-16-ICEP-Economic-Development-Plan-FINAL-with-appendices.pdf>
- **An Economic Development Strategic Plan, Arlington (TX)** | September 2014
<http://www.arlington-tx.gov/business/wp-content/uploads/sites/12/2014/08/An-Economic-Development-Strategic-Plan.pdf>
- **Labor Market Profile (Executive Summary), Frisco Economic Development Corporation (TX)**
| May 2014 <http://www.ci.frisco.tx.us/communication/press/Documents/2014-05-21%20Frisco%20Labor%20Study%20Exec%20Sum%20FINAL.pdf>
- **Economic Development Investment Strategy, City of Las Vegas (NV)** | June 2013
http://www.lasvegasnevada.gov/files/ED_Investment_Strategy_062013.pdf
- **Regional Economic Strategy, Puget Sound Regional Commission (WA)** | July 2012
<http://www.psrc.org/assets/8558/RegionalEconomicStrategy.pdf>
<http://www.psrc.org/assets/8557/EconomicAnalysisRES.pdf>
- **Economic Health Strategic Plan, City of Fort Collins (CO)** | June 2012
<http://www.fcgov.com/business/pdf/2012-05-29-final-strategic-plan.pdf?1347650681>
- **Green River Area Regional Economic Growth Strategy, Green River Workforce Investment Board (KY)** | May, 2012
http://www.gradd.com/files/PDF/Green_River_Area_Regional_Economic_Growth_Strategy.pdf

- **Economic Development Strategic Plan, Waxahachie (TX)** | March 2012
<http://www.crossroadssoftx.com/images/EconomicDevelopment/files/2012-03-07%20Waxahachie%20ED%20Plan%20FINAL.pdf>
- **Economic Development Strategic Plan, City of Clearwater (FL)** | August 2011
http://www.clearwater-fl.com/gov/depts/econ_devel/pdf/Strategic_Plan_final.pdf
- **An Economic Strategy for the Lower Rio Grande Valley (TX)** | January 2011
http://www.wfsolutions.org/~wforce/images/workforce/GeneralWebsite/Content/WhoWeAre/Resources/TIPReports/Regional_Collaboration_Project_Exec_Summary_and_Recommendations_Report_June_2011.pdf

Our website also hosts a substantial database of past projects: www.tipstrategies.com/our-work/.

PERSONNEL

At TIP, the work of our consulting team is conducted under the direct supervision of a senior member of the firm. They are actively involved in the scoping of the project and participate in every phase of the work. **Tom Stellman**, TIP's president & CEO, will act as project director and will serve as the primary point of contact for this work. As such, he has the ultimate responsibility for the work products that are presented to the client. Under his direction, the TIP team will provide high-quality products and strive to quickly address any concerns to your satisfaction.

Jon Roberts, TIP's managing director, and **Jeff Marcell**, a senior partner, will serve as project consultants. In this capacity, they will participate in the scoping of the project and provide technical and strategic input during each phase.

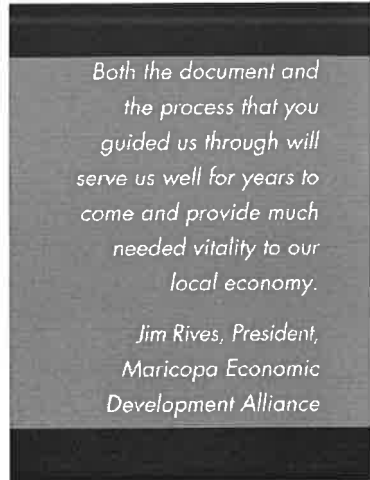
In addition to a principal, a project manager is assigned to each engagement. **Alex Cooke** will serve as project manager for this work and will be responsible for day-to-day client communication, directing project research, and report writing. The lead project manager is typically supported by one or more project managers to assist in these duties. Each of our project managers has multiple years of experience managing consulting engagements.

The principal and project manager(s) are supported by analysts, who have extensive experience working with large data sets and preparing thought-provoking and engaging analyses. **Caroline Alexander**, **John Karras**, and **Karen Beard** will serve as project analysts and will conduct data analysis and assist with report writing.

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

Our goal for each project is to provide deliverables that meet—and exceed—our client's expectations. Our success in achieving this goal is demonstrated by the volume of repeat business we have achieved during our years in business.

Resumes for project team members are provided below.



Experience

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

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

Prior to establishing TIP, Tom was director of the Office of International Business for the Texas Department of Commerce, where his team was charged with promoting the state's exports, marketing the state to foreign investors, and facilitating communication between foreign investors and economic development organizations statewide.

Tom also served as staff to the Texas Mexico Authority and as Border Development Coordinator for the State's Economic Development Agency. As manager of the Texas Maquila Supplier Project, he assisted Texas companies expanding and locating in the border region to serve the Mexican industrial market. A Texas native, Tom lives in Austin with his wife and their four children.

Expertise

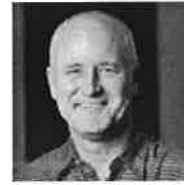
- International and domestic recruitment
- Talent management and workforce development strategies
- Regional economic strategies
- Automotive supplier strategies
- Military dependent communities

Education

Bachelor of Arts in Government, University of Texas at Austin.

Affiliations

Board of Directors, Texas Economic Development Council; Advisory Board Member, Community Development Institute; Board Member, Camino Real Export Council; Board Member, Center for International Business and Economic Research at the University of Texas at Austin; Instructor, Basic Economic Development Course in College Station and San Antonio, Texas.



Tom Stellman

President & CEO
tom@tipstrategies.com

Significant Projects

- Regional economic development planning: Green River Area Development District, KY; WIRED 26-county region, KY/IN.
- Military dependent communities: Fort Hood, TX; Sheppard AFB, TX; Fort Campbell, KY; Anniston Army Depot, AL; Eglin AFB, FL.
- Economically driven strategies for workforce boards: Western Kentucky Workforce Investment Board; Workforce Solutions of Central Texas; Clarksville-Montgomery County, TN; Workforce Solutions (Lower Rio Grande Valley), TX.
- Rural entrepreneurship assessments: Northeast Texas and Southwest Arkansas.
- Invest in Texas Alliance: marketing program.



Experience

Jon Roberts provides strategic direction to the company. A hallmark of his work is recognizing the relationships between seemingly unconnected trends. He is able to communicate their relevance and offer clients a clear path of action. Jon is an international leader in economic development and has overseen projects throughout the US, as well as in Europe and Asia. Jon is currently involved in a variety of development and recruitment projects.

In addition to being a practitioner in the field, he has prepared policy papers on national economic development strategy, published articles on economic development marketing, and has written editorials for major newspapers. Jon is a sought-after speaker on economic development issues nationally and internationally.

Jon was formerly the Director of Business Development both for the State of Washington and then for the State of Texas. In these positions, he directed recruitment and investment and led international trade missions. Prior to working for the Washington Department of Trade, Jon was with the Oregon Technology Fund, where he was responsible for venture capital investments. He also managed two start-up technology companies: Fiberlite Composites and LifePort Inc., and worked with the Center for Entrepreneurial Ventures.

Jon was elected to the board of KMFA radio in Austin, Texas, and is active in the technology community. He maintains his ties to the Northwest and is a Fellow of the Washington World Affairs Council in Seattle. He has served on the boards of several start-up technology companies and on state task forces and gubernatorial committees. He has lectured in business at the University of Washington, the University of Texas, and was on the faculty at Marylhurst College in Portland, Oregon.

Expertise

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

Education

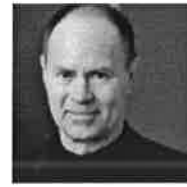
Post graduate research, University of Oregon.

Master of Arts, Political Philosophy, University of Hawaii.

Bachelor of Arts, University of Hawaii.

Affiliations

Fellow of the Washington World Affairs Council, Seattle; National Development Council Economic Development Certification; Member, Texas Economic Development Council; Member, International Economic Development Council; Board of Trustees, KMFA radio Austin, Texas.



Jon Roberts

Principal & Managing Director
jon@tipstrategies.com

Significant Projects

- Regional economic development planning: Puget Sound Regional Council, WA; Blaine, ID.
- Citywide economic development planning: Fort Collins, CO; Clearwater, FL; Redmond, OR; McKinney, TX.
- Comprehensive economic development strategies: Association of Central Oklahoma Governments; Richmond, VA.
- "Envision Central Texas" project for regional planning in the Austin Metro area.
- State of Texas Strategic Economic Development Plan.
- Recruitment of Matsushita Semiconductor (NSC) to Washington.



Experience

As a Senior Partner with TIP, Jeff Marcell leads high profile national consulting engagements and contributes to the strategic planning of the business. Before joining TIP, Jeff served as the President and Chief Executive Officer of the Economic Development Council of Seattle and King County (EDC). He was responsible for the organization's mission of business and job creation, retention, expansion, and recruitment in King County. Jeff joined the EDC in 2004, and during his tenure, rebuilt the organization's client-based economic development program.

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

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

Expertise

- Strategic Planning
- Policy Development
- Competitive Analysis & Positioning
- Project Management
- Budget Administration
- Business Network Development
- Organization Fundraising
- Change Management Leadership
- Process Reengineering

Education

Juris Doctorate, South Texas College of Law

Bachelor of Arts (Political Science), University of Illinois at Chicago

Affiliations

Board Chair and Past Legislative Committee Chair, Washington Economic Development Association; Board Member and Executive Committee Member, Puget Sound Economic Development District Board; Founding Board Member, Aerospace Futures Alliance; Board Member, Washington Aerospace Partnership; Board Member and Executive Committee Member, Seattle-King County Workforce Development Council; Board Member, Seattle Metropolitan Chamber of Commerce; Member, Multicultural and Small Business Task Force - Seattle Metropolitan Chamber of Commerce.



Jeff Marcell

Senior Partner
jeff@tipstrategies.com

Significant Projects

- Economic development strategic planning: Central Arkansas Economic Development Alliance; West Sacramento, CA; Baytown, TX; Waller County, TX.
- Tax and business incentive recommendations for the New Economy Strategic Plan for the Northern Kentucky Tri-County Economic Development Corporation.
- Supervised the recruitment, retention and expansion of 65 companies representing close to 7,000 primary jobs.
- Led fundraising campaign that tripled the operational budget in one year's time to \$1,500,000.
- Developed three new industry cluster initiatives in 2010, 2011, and 2013 targeting the fashion and apparel industry, the financial services sector, and the maritime industry.



Experience

Alex Cooke has managed economic strategy projects for a diverse collection of communities and regions in over 15 states—extending from Alaska to Virginia, since joining TIP in 1997.

Alex began his career at TIP running the Invest in Texas Alliance, an international marketing consortium that generated dozens of foreign direct investment leads for Texas communities and utilities. Subsequently transitioning to the firm's economic strategy consulting practice, he has produced strategic plans, marketing plans, economic base analyses, and target industry analyses. Today, as a senior consultant, Alex has a successful track record in project planning, client communications, public input, and deliverable production.

In addition to economic development, Alex has both public and private sector experience in the fields of management consulting, higher education, and legislative affairs. His other professional skills include economic, legislative, and policy analysis; grant proposal development; federal grant program administration; and performance measurement. At Texas Tech, Alex served as Director of Research and Grants for the International Business Education Program at the Rawls College of Business. There, he was responsible for planning and developing grant funding proposals, researching and coordinating funding opportunities, communicating with potential funding agencies and foundations, and administering grant programs related to international education programs and scholarships.

Alex holds a Master's of Public Affairs from LBJ School of Public Affairs at University of Texas at Austin and a Bachelor of Arts from Texas Tech University. He is married and is the father of one son.

Expertise

- Regional economic development strategies
- Policy analysis
- Military dependent communities
- Management consulting
- Aviation industry

Education

Master of Public Affairs, LBJ School of Public Affairs, University of Texas-Austin.

Bachelor of Arts, Political Science, Texas Tech University.



Alex Cooke

Senior Consultant

alex@tipstrategies.com

Significant Projects

- Regional economic development planning: Puget Sound Regional Council, WA; Delta Regional Authority, MS.
- Citywide economic development planning: Las Vegas, NV; Clearwater, FL; Addison, TX; Seward, AK; Richmond, VA.
- Military dependent communities: Texarkana, TX; Anniston, AL; Wichita Falls, TX; Clarksville-Montgomery County, TN; Killeen, TX.
- Countywide economic development planning: Clark County, WA; Mat-Su Borough, AK; Kenosha, WI; Kittitas County, WA.



Experience

Caroline Alexander has over 15 years of experience in the private and non-profit sectors in the fields of management consulting, small business development, and public and corporate finance. She specializes in research and analysis, including benchmarking, cost-benefit, GIS, and workforce analysis. She has led various projects across the country for TIP that include strategic plans, market research reports, target industry analyses, entrepreneurship assessments, and workforce analyses.

Prior to joining TIP, she worked with MGT of America, Inc, a public sector consulting firm. Her project experience included an economic impact analysis of the City of Houston's smoking ordinance, a transition plan for Bexar County's magistration function, a feasibility study of a regional detention center for the Hopi Tribal Council, and an organizational review of the central administration of Abilene Independent School District.

Caroline's other experience includes small business development as well as corporate and public finance. With ACCION Texas, a non-profit micro-lender, she aided numerous low-income microentrepreneurs in strengthening and growing their businesses. Prior to ACCION, she worked as a financial analyst with Credit Suisse First Boston in New York. At CSFB, she performed analyses, conducted research, and produced presentations and marketing materials for projects ranging from sovereign debt issuances to corporate mergers and acquisitions.

She holds a Master's in Public Administration from the LBJ School of Public Affairs at the University of Texas at Austin. She obtained a Bachelor of Arts in Economics with an international studies concentration from Davidson College in North Carolina.

Expertise

- Entrepreneurship and small business development
- Economic and fiscal impact analysis
- Workforce and higher education analysis
- Target industry and industry cluster analysis
- Performance measurement and program evaluation
- GIS mapping

Education

Master of Public Affairs, LBJ School of Public Affairs, University of Texas-Austin.
Bachelor of Arts, Economics, Davidson College.



Caroline Alexander
Senior Consultant
caroline@tipstrategies.com

Significant Projects

- Strategic planning: North Louisiana Economic Partnership; Arlington, TX; Saratoga County, NY; Christian County, MO; Fort Collins, CO; McKinney, TX; Tupelo, MS; La Vernia, TX; Wichita Falls, TX.
- Workforce assessment: Greater Houston Partnership, Fort Collins, CO; Savannah River Region, SC / GA; Fargo, ND.
- Target industry studies and cluster analyses: Temple, TX; San Marcos, TX; McKinney, TX; Lee County, MS; Fort Collins, CO.
- Innovation and entrepreneurship: Northeast Texas; Fort Collins, CO; Cedar Park (technology/biotech park), TX.
- Organizational planning: Saratoga County, NY; Ocala, FL; Christian County, MO; Redmond, WA.
- Additional studies: Austin Technology Incubator (wet-lab), TX; Round Rock (technology center), TX; Bexar County (auto industry analysis), TX; Hispanic Scholarship Fund (occupational analysis).



Experience

Karen Beard has extensive experience as a researcher in both the public and private sector. Since joining TIP in 2000, she has managed consulting engagements for clients across the country. Karen's current area of focus is helping clients understand their workforce. Most recently, she completed a labor market assessment for Clarksville-Montgomery County, Tennessee, which included an update of the Veterans Inventory, which is a mechanism for assessing post-military plans of Fort Campbell personnel separating from service.

Prior to joining TIP, Karen held the position of senior research analyst at the Texas Department of Economic Development. During her tenure at TDED, she was involved in a number of projects, including the design and maintenance of the agency's "one stop" economic development web sites. In this capacity, she served as the principal developer of the Texas Business & Community Economic Development Clearinghouse, a searchable database of economic development resources.

As a research associate for the State Bar of Texas, Karen analyzed subjects of interest to the legal services industry and participated in dozens of law-related survey research projects, including an extensive annual report on attorney fees and compensation, as well as an award-winning survey on the concerns of minorities in the legal profession. She has also conducted research on the disability community for the Texas Rehabilitation Commission and led a major household travel survey as a research manager for NuStats, an Austin-based transportation research firm. Other topics that she has addressed include the evaluation of manufacturing technology centers, and the effect of regulation on the cost of land development.

Expertise

- Survey research
- Regional economic analysis
- Economic and fiscal impact analysis
- Workforce and higher education analysis

Education

Master of Community and Regional Planning, University of Texas at Austin.

Bachelor of Arts in Sociology, University of Texas at Austin.



Karen Beard

Senior Consultant

karen@tipstrategies.com

Significant Projects

- Regional economic development planning: Green River Area Development District, KY; WIRED 26-county region, KY/IN; Racine County EDC, WI.
- Military dependent communities: Anniston Amy Depot, AL; Fort Hood, TX; Fort Campbell, KY.
- Workforce projects: Workforce Solutions of Central Texas; Western Kentucky Workforce Investment Board; Pearland EDC, TX; Workforce Solutions (Lower Rio Grande Valley).



Experience

As a consultant with TIP, John works closely with business and community leaders to develop actionable strategies that generate job and business growth, while enhancing the quality of life for local citizens. John has extensive experience in the fields of economic development, urban planning, and economic research. John has managed a wide range of projects including: strategies for economic development clients, economic impact studies for public and private sector clients, and business climate studies for corporate clients.

Prior to joining TIP, John founded urbanSCALE.com to empower urban planning and economic development professionals with the knowledge and tools needed to make their communities more vibrant. John is also the creator of the urbanSCALE Rating System, the first comprehensive measure of how urban a city is on a scale of 1 to 10.

John has several years of project management experience in the private sector—as an economic development consultant and policy advisor for dozens of communities across the US—and in the public sector—within the New York City Department of Transportation’s Division of Planning & Sustainability. With the NYC Dept. of Transportation, John managed projects that improved freight mobility while balancing the needs for parking, deliveries, transit riders, cyclists, and pedestrians. John also worked as an urban planning specialist with AECOM, where he completed three comprehensive plans as part of the Fort Worth Urban Villages program.

Expertise

- Economic development strategies
- Target industry and industry cluster analysis
- Economic and fiscal impact analysis
- Urban planning and transportation policy
- GIS mapping and analysis

Education

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



John Karras

Consultant

john.karras@tipstrategies.com

Significant Projects

- Economic development strategies: Rockford, IL; Pflugerville, TX; San Angelo, TX; Grant County, NM; Bartlesville, OK; Pottawatomie County, KS.
- Economic impact analysis: ACL Music Festival; El Paso Electric Company; The TechnoWISE Group; Energy Tower at City Center (Midland, TX)
- Imagine Austin Comprehensive Plan (fiscal impact analysis)
- Data Center Industry Trends Analysis (San Antonio, TX)
- High-Tech and R&D Climate Study (State of Texas)



SCOPE OF WORK

Our team has an established process for conducting economic development strategy work. Our Theory Into Practice (TIP) planning model combines analytical tools with the latest thinking in economic development, workforce training, and community-based principles to create innovative and publicly supported strategies. In our years of leading consulting projects across the country, this three-phase approach—Discovery, Opportunity, and Implementation—has proven flexible enough to address the variety of challenges our clients face.

1 Discovery | *Community Asset Report*

We begin by documenting our client’s position from an economic development perspective. During this phase we review available materials, visit with knowledgeable sources, and conduct a targeted analysis of relevant economic and demographic trends to reach an understanding of the current state of Abilene. (*Where are we now? How do we compare with our peers and competitors?*) This work serves as the basis for economic development strategies in Phase 2.

1.1 Kick-off meeting | A strong working relationship between our team and the DCOA project team is essential. The kick-off meeting provides the opportunity to discuss objectives, define success factors, identify relevant studies and initiatives, and review the team’s overall expectations for the engagement. The outcome of the meeting will be a project management plan that will serve as the foundation for all the work to follow. This task represents the “Project Review & Scope” meeting outlined in the RFP.

1.2 Economic assessment | In addition to a tour of the area and a review of existing planning documents, our analysts prepare a targeted analysis of demographic and economic factors that are of greatest concern to economic decision makers. This market-based analysis focuses on factors that define the area’s overall competitiveness and highlight the City’s unique economic strengths and weaknesses in the context of the larger economy. Our standard assessment addresses the elements outlined below, but specific aspects can be tailored to meet the needs of the DCOA. We have found there is value in coming to a common understanding of the data from an economic development perspective.

THEORY INTO PRACTICE (TIP)
The TIP planning model combines analytical tools with our team’s understanding of demographic, economic, and cultural trends.



Phase 1 Overview

Tasks

- ✓ Kick-off meeting
- ✓ Economic assessment
- ✓ Benchmarking
- ✓ Stakeholder engagement
- ✓ SWOT analysis

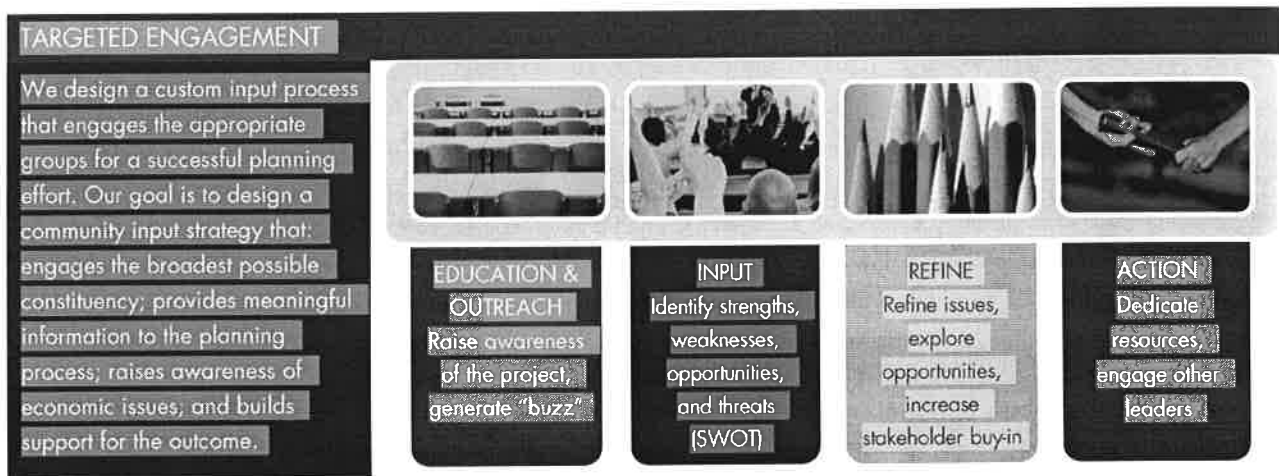
Interim Deliverables

- ✓ Economic assessment findings
- ✓ Benchmarking results
- ✓ SWOT analysis findings

- Workforce & education.** We begin by analyzing the area’s demographics from the perspective of current employers and potential recruits. This assessment considers overall growth in the labor force, participation and unemployment rates, educational attainment and higher education enrollment, commuting patterns, wage rates, and occupational statistics.
- Economy & physical environment.** To understand the foundation and overall structure of the local economy, we will examine employment growth trends, industrial composition, and major employers in the area. As part of this step, the team will assess issues affecting the area’s appeal to major employers, including geographic location; transportation network; telecommunications and other utility infrastructure (planned and existing); available sites; and incentives.
- Assets.** As part of the assessment, TIP will help create an inventory of Abilene’s economic development assets. The focus of this work will be identifying elements that contribute to the attraction of businesses, visitors, and residents. Factors to be considered will include physical assets (such as sites, attractions, and infrastructure), as well as human capital, programmatic, and organizational assets. This work will also inform the preparation of a SWOT analysis in Task 1.5.

1.3 Benchmarking | As part of the Discovery phase, we propose to benchmark the DCOA against economic development organizations in an agreed upon number of similarly situated communities. The purpose of this step will be to understand the city’s competitive position relative to its peers. This research would look at a range of issues related to service delivery, including organizational structure, staffing and budgeting, areas of responsibility, and incentives offered. In addition, our analysts will assemble statistical comparisons between the city and the identified benchmarks. TIP will work with the project steering committee in determining which communities would serve as the most appropriate benchmarks.

1.4 Stakeholder engagement | Gathering input from stakeholders is an integral part of the TIP planning process. We can employ a variety of methods—from organizing “town hall” style meetings to facilitating targeted workshops to creating project websites and conducting web-based surveys—to gather and document the community’s goals, objectives and vision for the future.



For this work, we propose the following approach:

- Leadership roundtable. Our team has met with thousands of businesses and community leaders nationwide. We have found engaging this leadership group early in the process to be very beneficial. As part of the Discovery phase, TIP will facilitate a leadership roundtable. This session will provide an important framework for subsequent discussions.
- Focus groups & interviews. Throughout the Discovery phase we capitalize on opportunities presented by interviews, site visits, and workshops to solicit input from stakeholders and the public. These focus groups are conducted with local experts to gather information about future land use plans, economic trends, current investment patterns, and other intelligence that will inform the planning process.

1.5 SWOT analysis | The assessment forms the basis for the development of an analysis of the city's strengths, weaknesses, opportunities, and threats (commonly referred to as a SWOT analysis). This analysis, in turn, drives the subsequent Opportunity phase of the planning process.

2 Opportunity | Target Industry Report & Service Delivery Evaluation

TIP defines economic development as the application of public resources to stimulate private investment. This definition recognizes that decisions on everything from transportation infrastructure to new workforce development initiatives must be informed by the response they will receive from the private sector. As a result, our approach is rooted in the needs of our clients on the one hand, and by an in-depth knowledge of investment choices on the other.

2.1 Cluster & target industry analysis | The TIP team will employ a three-pronged approach—quantitative, qualitative, and strategic—to identify the city's best prospects for future growth. The outcome of this task will match local assets with national and international trends to identify the industries that represent the highest potential for relocation or expansion.

- Quantitative analysis. Our analysts will use standard statistical techniques, such as location quotients and shift-share analysis, to identify industries where the city may have a comparative advantage relative to the nation as a whole. Potential industry targets are then considered along the following criteria:

- Location: *the area's advantages should correspond to critical facility location factors*
- Growth: *growth must be anticipated in the sector and be likely in the region*
- Size: *must be large enough to merit a concentrated development effort*

Phase 2 Overview

Tasks

- ✓ Cluster & target industry analysis
- ✓ Service delivery review
- ✓ Opportunity analysis & workshop

Interim Deliverables

- ✓ Target industry recommendations and profiles
- ✓ Preliminary strategies for consideration

- Image: *should be desirable in terms of land use, job quality, economic cycles, and long-term development linkages*
- Infrastructure: *infrastructure requirements should be compatible with the area's capacity and resources*
- Multipliers: *growth in the sector should have spill-over effects in other sectors*

- Qualitative analysis. Findings from the prior tasks are refined by focus groups conducted with subject matter experts to gather information about strengths and barriers, regional industry trends, supply chains, current investment patterns, and other intelligence that would inform the selection of targets. This qualitative approach allows us to identify targets that may not be revealed in the data analysis and to pose questions for additional research.
- Strategic considerations. Finally, the expansion potential of the target sectors is evaluated based on 1) a review of relevant cluster initiatives already in progress locally and at the state level, 2) an understanding of state, national and global trends, and 3) the experience of the consulting team in evaluating target markets.

2.2 Service delivery review | Maximizing the city's existing relationships will be essential to the success of the planning process. This task will involve documenting the DCOA's current structure and evaluating it against findings from the benchmarking tasks and our team's experience in working with economic development organizations across the country. The outcome of this work will help identify potential resources and partnership opportunities, highlight any gaps and redundancies in resources dedicated to economic development, and guide our work in the Implementation phase.

2.3 Opportunities analysis & workshop | As part of this task, we will facilitate an opportunities workshop with the Strategic Planning Committee and invited partners and community leaders. The primary purpose of this workshop will be to review findings to date and to engage in a focused discussion of potential strategies for the city. In identifying effective strategies, our team will consider a broad range of traditional and non-traditional opportunities arising from demographic shifts, changing consumer behaviors, large-scale government policy, changing resource availability, as well as local assets. The value TIP adds in such strategy sessions is an understanding of how trends and assets translate into opportunities for our clients. This meeting aligns with the "Checkpoint" review outlined in the RFP.

3 Implementation | *Strategic Goals and Objectives*

Building on our work in the Opportunity phase, TIP will prepare a strategic plan to guide economic development in the city. The result of this phase will be a strategic plan that provides the DCOA with the tools needed to implement a long-term economic strategy.

3.1 Strategies | Based on the findings of the assessment, stakeholder input, and the experience of our consulting team, we will assist in identifying effective strategies for the city. We anticipate these strategies will address the following:

- Business development. TIP will focus on areas where the city can differentiate itself from the competition. The results of this task will identify the most effective strategies for positioning the city with decision makers in each target sector. Issues related to industry recruitment, as well as retention and expansion, will be considered. These include human resource challenges, incentives, infrastructure, and image and branding.

- Entrepreneurship. Across the nation, economic development practitioners and workforce professionals have embraced entrepreneurship as a means of promoting economic diversification and stimulating growth. The reason for this interest in entrepreneurs is two-fold: (1) an economic transition in the US that has created more market opportunities for entrepreneurs and (2) the recognition that entrepreneurs can be more deeply rooted in their communities, which increases both their economic and social impacts. These strategies will focus on understanding how the DCOA can support entrepreneurship in the region through Type A activities.

- Workforce development. TIP will focus on identifying workforce development issues that may affect the city's ability to support future growth sectors. The natural outcome of this strategy is a focus on aligning workforce development initiatives with the needs of industry and differentiating the city's workforce from the competition. These strategies will address issues related to the development of talent ("growing your own"), the retention of existing workers, and the recruitment of talent.

- Quality of place. The role of "place" is an essential part of our approach to economic vitality. Understanding what makes Abilene unique and leveraging those advantages will be emphasized throughout our work. This approach extends to understanding local goals and translating them into economic strategies.

- Marketing strategy. Specific attention will be given to positioning the city with decision makers in each target sector. The focus of this strategy will be on identifying areas where the Abilene can differentiate itself from the competition. Elements to be considered in this task will include:

- clarifying the target audience(s);
- assistance with developing a target company database;
- reviewing existing marketing themes and messages;
- identifying the most effective marketing channels (e.g., email, web, social networking tools, traditional media, advertising, trade shows, inbound marketing events, tours, and special events); and
- evaluating existing collateral material, including both electronic tools (websites, e-newsletters) and printed material (brochures, etc.).

Phase 3 Overview

Tasks

- ✓ Strategic plan
- ✓ Implementation matrix
- ✓ Final report and presentation

Deliverables

- ✓ Strategic plan
- ✓ Implementation matrix
- ✓ Final report, including all interim deliverables from Phases 1, 2, and 3

The result of this task will identify the most effective strategies for the DCOA to connect with site selectors and decision makers in target industries.

3.2 Implementation matrix | Although it is often overlooked, a strong implementation strategy can be the key to bringing a plan to fruition. We understand that the implementation phase must be considered within the development of the plan itself. TIP will prepare an implementation matrix that addresses the following:

- Actions. Using the findings from the Opportunity phase, we will develop a list of actions to support the strategies. This step typically includes identifying responsible parties and potential partnership opportunities, setting timelines, preparing budget estimates, and identifying potential funding sources.
- Priority. Identifying opportunities and the steps needed to make them reality is not enough. Setting priorities is perhaps the most important role that a solid implementation strategy should fulfill. Having clearly established priorities is essential for effective use of public resources.
- Measurement. An important piece of any strategic plan is developing the metrics by which success of the plan will be gauged. As requested, this task will include the creation of an Annual Performance Scoreboard, as well as a plan for future updates over a five-year period.

3.3 Presentation & final report | This phase will consist of making revisions to the deliverables, as well as obtaining final approval for the plan from the Strategic Planning Committee (per the "Conclusion" meeting outlined in the RFP). If desired, this phase will also include a public "roll-out" of the plan. In our experience, building public support for the final plan has been critical to broader acceptance of the strategies.

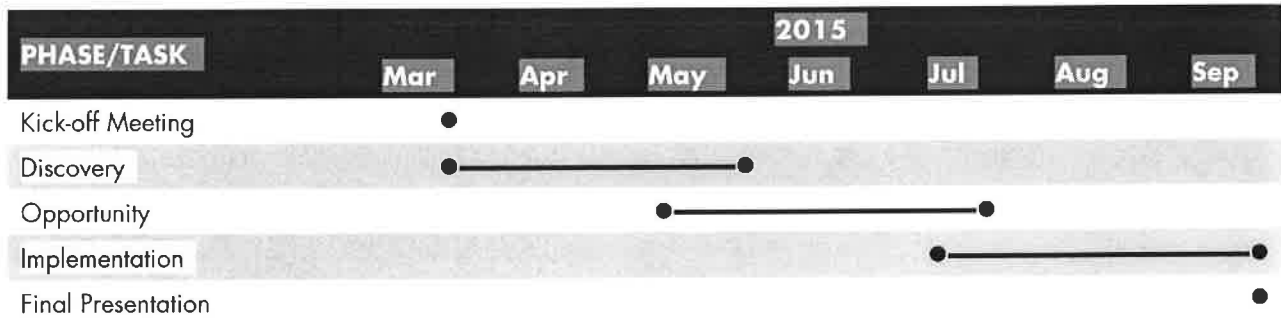
The outcome of the process will be clear: forward-thinking strategies providing a practical tool to guide economic development in Abilene. TIP will provide a candid assessment of the economy, a clear picture of the city's greatest opportunities for growth, and a creative action plan for leveraging its competitive advantages.

BUDGET & TIMELINE

The fee for completion of this work is \$125,000, plus expenses. Expenses are subject to approval and include data purchases and travel and lodging associated with conducting this work.

Principal/Lead Consultant	\$225
Consultant/Project Manager.....	\$175
Analyst/Technician	\$125
Administrative	\$55

The TIP team is available to begin this work immediately upon agreement of terms. The following timeline assumes a late-March 2015 start date. It is intended to provide an overview of the process and can be adjusted to meet the needs of the client.



CONSULTING AGREEMENT

This Consulting Agreement (the "Agreement") is entered into as of the last date shown below by and between TIP Strategies, Inc. ("Consultant"), Development Corporation of Abilene ("Client").

WHEREAS, the Client desires to retain Consultant to produce an economic development strategic plan.

WHEREAS, the Consultant agrees to provide certain consulting services to the Client to assist with such endeavors.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the sufficiency of which are hereby acknowledged, the parties agree to the following:

1) Consultant agrees to provide the services set forth in the Scope of Work attached hereto as Exhibit A. The estimated time frame for completion of the work as outlined in Exhibit A is six (6) months from the signature date of this agreement.

2) Client agrees to pay the sum of \$125,000.00 for the services as outlined in Exhibit A. The sum of \$25,000.00 (20% of project cost) shall be due upon execution of this Agreement. Thereafter, the balance of the fee shall be payable in five monthly installments of \$20,000.00 each. The final installment shall not be due until Consultant has delivered the final report. Client also agrees to reimburse Consultant for travel and out-of-pocket expenses. Consultant will submit invoices for all fees and expenses at the end of the month incurred.

3) Either party may terminate this Agreement if:

- a. the non-terminating party shall be in default under any term, provision or condition of this Agreement and fails to cure such default within ten (10) days of receipt of written notice sufficiently describing the default; or
- b. either party shall file or have filed against it any proceeding under any bankruptcy, insolvency or other law affecting the enforceability of creditors' rights.

4) Client acknowledges that Consultant participates in, advises, and/or manages entities which may compete and conflict with the Client's economic development interests. Notwithstanding such competing interests and potential conflicts, the Client acknowledges and agrees that such competition and conflicts are inherent and unavoidable, that the benefits which the Client receives by obtaining the services from Consultant outweigh the potential for such conflicts and that Consultant may continue to participate, advise, and/or manage such competing interests.

5) This Agreement shall be governed by Texas law. This Agreement is negotiated, executed and performed in Travis County, Texas. Should any lawsuit be commenced which is related to this Agreement, it is agreed that such suit will be commenced in Travis County, Texas.

6) Consultant is an independent contractor and will be solely responsible for any claims of its employees or subcontractors for their actions. In the event litigation becomes necessary with respect to a breach or alleged breach of any of the agreements contained herein, the party in whose favor final judgment shall be entered shall be entitled to recover from the other party all costs and expenses of suit, including reasonable attorneys' fees.

7) If any term or provision of this Agreement shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby, and each provision of this Agreement shall remain valid and enforceable to the fullest extent permitted by law.

8) All notices and/or payments required by this Agreement must be in writing and sent by fax, hand delivery, overnight mail service or certified mail, return receipt requested, to the addresses set forth below or such other address as either party may designate in writing as the address for such notices.

9) Each party represents to the other party that it has (a) fully read and understood the terms of this Agreement, (b) had the opportunity to seek the assistance of its own legal advisor regarding this Agreement and its terms, (c) full legal authority to enter into this Agreement and has taken all necessary legal steps to obtain such authority, (d) equally participated in the negotiation and drafting of this Agreement, and (e) not relied upon any statement, representation or warranty not contained in this Agreement and/or the exhibits attached hereto.

10) This Agreement, including the attached exhibits listed herein, constitutes the entire agreement of the parties with respect to the subject matter hereof and may not be modified, amended or rescinded except by a written agreement signed by both parties. No oral agreements, representations or warranties have been made and/or relied upon.

11) This Agreement may be executed in multiple counterparts.

"CONSULTANT": TIP STRATEGIES, INC.

By: _____

Name: _____

Title: _____

Dated: _____, 2015

ADDRESS FOR NOTICE AND PAYMENT:

2905 San Gabriel Street, Suite 205

Austin, Texas 78705

"CLIENT": DEVELOPMENT CORPORATION OF ABILENE

By: _____

Name: _____

Title: _____

Dated: _____, 2015

ADDRESS FOR NOTICE:

PO Box 60, Abilene, Texas 79604

174 Cypress St., Suite 301

Abilene, Texas 79601

Exhibit A – Scope of Work

1 Discovery | Community Asset Report

Kick-off meeting | As part of the kick-off meeting, Consultant will also provide a project management plan.

Economic assessment | A market-based analysis of the City's unique economic strengths and weaknesses in the context of the larger economy. Addressing workforce & education; economy & physical environment; and assets.

Benchmarking | Consultant will look at issues related to service delivery, including organizational structure, staffing and budgeting, areas of responsibility, and incentives offered to understand the city's competitive position relative to its peers. Consultant will assemble statistical comparisons between the city and the identified benchmarks.

Stakeholder engagement | Consultant will gather input from city stakeholders through workshops, focus groups, interviews, and an online survey. The target for participation is at least 100 employers and 500 citizens.

SWOT analysis | Consultant will present Client with an analysis of the city's, weaknesses, opportunities, and threats (SWOT analysis).

2 Opportunity | Target Industry Report & Service Delivery Evaluation

Cluster & target industry analysis | Consultant will employ a three-pronged approach—quantitative, qualitative, and strategic—to identify the city's best prospects for future growth. The outcome of this task will match local assets with national and international trends to identify the industries that represent the highest potential for relocation or expansion.

Service delivery review | Consultant will document the DCOA's current structure and evaluate it against findings from the benchmarking tasks and our Consultant's experience in working with economic development organizations across the country.

Opportunities analysis & workshop | Consultant will facilitate an opportunities workshop with the Strategic Planning Committee and invited partners and community leaders to review findings to date and discuss potential strategies for the city.

3 Implementation | Strategic Goals and Objectives

Strategies | Consultant will assist in identifying effective strategies for the city. These will address, at minimum, business development, entrepreneurship, workforce development, quality of place, and marketing.

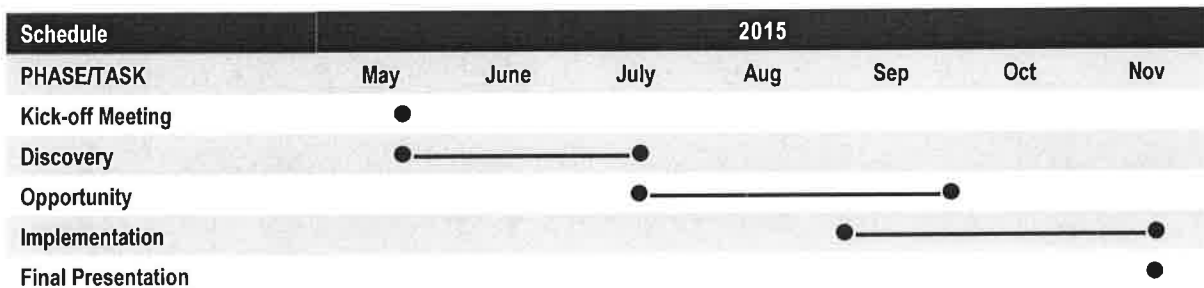
Implementation matrix | Consultant will prepare an implementation matrix that addresses actions, priorities, and provides metrics for measuring the plans success, including the creation of an Annual Performance Scoreboard.

Presentation & final report | Consultant will make revisions to the deliverables, as well as obtain final approval for the plan from the Strategic Planning Committee. If desired, this phase will also include a public "roll-out" of the plan.

Annual Scorecard | Consultant will deliver an evaluation of the client's performance at the end of the first year of implementation of the plan. The cost for providing this scorecard is included in the fees described in Item 2 of the consulting agreement. Optional subsequent annual evaluations will be provided at a fee of \$5,000 per evaluation.

TIP's fee includes the cost of printing 10 bound copies of the final report. The client will be responsible for the production expense associated with any additional copies requested.

Anticipated Project Schedule



RESOLUTION NO. DCOA-2015.11

A RESOLUTION OF THE DEVELOPMENT CORPORATION OF ABILENE, INC. ("DCOA"), ABILENE, TEXAS AUTHORIZING A CONTRACT WITH TIP STRATEGIES, INC. ("TIP") FOR DEVELOPMENT OF A STRATEGIC PLAN FOR ABILENE'S FUTURE ECONOMIC DEVELOPMENT EFFORTS.

WHEREAS, on November 25, 2014, DCOA President Copeland appointed a 6-member ad hoc committee to help develop a strategic plan for the DCOA; and,

WHEREAS, the committee met for the first time on December 4, 2014, and has met several times since keeping in mind the following goals: 1) Determine desired outcomes of a strategic planning process, 2) Discuss possible approaches, 3) Determine list of consultants to consider, 4) Discuss ways the strategic planning process might also be used to improve community communication, awareness, and understanding of economic development and address perceptions of a lack of oversight and transparency; and,

WHEREAS, staff and the committee developed an RFP, which was sent in January of this year to consultants capable of developing a workable strategic plan for future economic development efforts; and,

WHEREAS, nine (9) proposals were received by the deadline of March 2, 2015; and,

WHEREAS, the committee determined TIP Strategies, Inc. would be the best firm to develop a workable strategic plan for Abilene; and,

WHEREAS, TIP proposes to complete the plan within six (6) months at a cost of \$125,000, plus travel and out-of-pocket expenses; and,

WHEREAS, the fee includes an Annual Scorecard of Abilene's performance at the end of the first year of plan implementation; and,

WHEREAS, staff proposes the board authorize a contract with TIP Strategies, Inc. for development of a strategic plan for Abilene's future economic development efforts.

NOW THEREFORE, BE IT RESOLVED BY THE DEVELOPMENT CORPORATION OF ABILENE, INC., ABILENE, TEXAS, THAT:

- PART 1.** DCOA approves a contract with TIP Strategies, Inc. for development of a strategic plan for Abilene's future economic development efforts. Also approved is funding of One Hundred Twenty-Five Thousand and no/100's Dollars (\$125,000) base fee, PLUS reimbursable expenses.
- PART 2.** Funding under this resolution is contingent upon execution of all necessary agreements. The funding commitment authorized under this resolution shall expire without notice 180 days from the date of adoption of same unless all required documents and agreements are executed prior to that expiration date or the commitment herein is extended in writing by the DCOA.

PART 3. The Chief Executive Officer of the Development Corporation of Abilene, Inc. is hereby authorized to negotiate, enter into and execute a final contract and all other related documents on behalf of the DCOA.

ADOPTED this the 12th day of May, 2015.

ATTEST:

Dani Ramsay
Secretary/Treasurer

Dave Copeland
President

APPROVED:

T. Daniel Santee, City Attorney

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