

AMENDED PUBLIC NOTICE

DEVELOPMENT CORPORATION OF ABILENE, INC.

A meeting of the Development Corporation of Abilene, Inc. (“DCOA”) will be held on June 7, 2021, at 174 Cypress Street, 3rd Floor Board Room, Abilene, Texas commencing at 12:00 pm to consider the Amended Agenda set forth below.

The meeting may include members of the DCOA’s Board of Directors (“Board”) participating remotely by videoconference. In accordance with the Texas Government Code, the location of the meeting where a quorum of the DCOA’s Board will be physically present is 174 Cypress Street, 3rd Floor Board Room, Abilene, Texas and it is the intent of the DCOA to have a quorum present at that location.

Under Agenda Item 3, the opportunity for public comment will be announced and members of the public should identify themselves at that time should he or she choose to make any comments concerning any Items on the Agenda. Under Item 3 on the Agenda, public comments concerning Items on the Agenda are allowed for up to 3 minutes per person (or in the event that a person addresses the Board through a translator, such public comments on Items on the Agenda is allowed for up to 6 minutes).

AMENDED AGENDA

June 7, 2021
12:00 pm

1. Call the meeting to order
2. Invocation
3. Public Comment on Agenda Items
4. Approval of minutes from the April 27, 2021 board meeting
5. Governance Schedule
6. DCOA Financial Report for April 2021
7. Presentation of the Fiscal Year 2020 Financial Audit commissioned by the City of Abilene and conducted by BKD CPAs & Advisors
8. Announcement of the Texas Industry Partnership Grant by Abilene Industrial Foundation (AIF), Marissa Ransted, AIF Director of Talent Development
9. Presentation of DCOA Report of Activity

10. Executive Session:
The DCOA reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed, as authorized by the Texas Government Code Sections:
 1. 551.071 (Consultation with Attorney)
 2. 551.072 (Deliberations about Real Property)
 3. 551.074 (Personnel Matters)
 4. 551.087 (Business Prospect/Economic Development)
 - A. Project Double T
 - B. Project Future Hope
 - C. Project Tiger
 - D. Project Golden
 - E. Dyess Air Force Base – Substation Upgrade
11. Report from the President and CEO:
 1. Discussion and possible approval of a Resolution approving expenditures over \$50,000 as described in the President and CEO's report
 2. Review of 2016 Strategic Plan and plan for Strategic Prioritization Plan
12. Discussion and possible approval of a Resolution approving an Agreement with Project Double T
13. Discussion and possible approval of a Resolution approving an Agreement with Project Future Hope
14. Discussion and possible approval of a Resolution approving an Agreement with Project Tiger
15. Discussion and possible approval of a Resolution approving an Agreement with Project Golden
16. Discussion and possible approval of a Resolution authorizing match funding for a Defense Communities Infrastructure Program Grant for Dyess Air Force Base
17. Discussion of the next board meeting date
18. 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 4th day of June, 2021 at 12:00 pm.


City Secretary


Misty Mayo, President & CEO

NOTICE

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

BOARD MEETING MINUTES

APRIL 27, 2021

DEVELOPMENT CORPORATION OF ABILENE, INC.
BOARD MEETING MINUTES
APRIL 27, 2021

MEMBERS PRESENT: Jack Rich Vic Corley Sam Vinson
Floyd Miller

MEMBERS ABSENT: Shea Hall

STAFF PRESENT: Misty Mayo Julie Johncox Akane Thaxton
Ashley Whitmer

GUESTS PRESENT: Mark Zachary McMahon Surovik Suttle, PC
Chris Shelton McMahon Surovik Suttle, PC
Doug Williamson Abilene Chamber of Commerce
Brandon Scott Thomas Perkins Insurance Agencies, LLC
Mark Perkins Perkins Insurance Agencies, LLC

1. **CALL THE MEETING TO ORDER:** Chair Jack Rich called the meeting to order at 1:31 pm.
2. **INVOCATION:** Chair Jack Rich offered the invocation.
3. **PUBLIC COMMENT ON AGENDA ITEMS:** Chair Jack Rich announced an opportunity for the public to comment on any of the agenda items. He further stated that there would be no votes or formal action taken during public comment, that this would allow members of the public to present ideas and information to the DCOA Board and staff pertaining to the items on the agenda, and that if there was anyone who would like to make a public comment, to please state their name and address. No members of the public requested to make public comment. Thus, Chair Jack Rich moved on to Agenda Item 4.
4. **APPROVAL OF MINUTES FROM THE MARCH 31, 2021, APRIL 16, 2021 BOARD MEETINGS AND APRIL 16, 2021, JOINT MEETING WITH CITY COUNCIL:** Vic Corley moved to approve the minutes from the March 31, 2021, April 16, 2021, board meetings and April 16, 2021, joint meeting with City Council. Sam Vinson seconded, and the motion passed.
5. **GOVERNANCE SCHEDULE:** CEO Misty Mayo stated that the 2021 governance schedule is in the packet. The governance schedule is a tool that ensures the DCOA is operating on schedule and is a living document that can be amended as needed. CEO Misty Mayo noted that all partners turned in their written semi-annual reports in April and are tracking well.
6. **DCOA FINANCIAL REPORT FOR MARCH 2021 AND QUARTERLY SALES TAX REPORT:** Akane Thaxton, DCOA Finance Manager, presented the Financial Report for March 2021. As of March 31, 2021, the DCOA's total income was \$1,019,749, and net revenue was \$648,675. The DCOA's total assets were \$92,952,751, and the DCOA's total current liabilities were \$231,441.

Akane Thaxton presented the Sales Tax Report for April as reported by the City of Abilene. The sales tax rebate for April is \$3,076,923.63, which represents February sales. Economic Development received \$769,230.91 of the sales tax rebate. For the period of October through April, sales tax is 0.37% below last year and 4.01% above the approved FY 2021 budget amount.
7. **EXECUTIVE SESSION:** Chair Jack Rich stated: I hereby announce we are going into Executive Session pursuant to Texas Government Code Sections 551.071, .072, .074, and .087 to consult with legal counsel, discuss real property transactions, personnel matters, and discuss

economic development negotiations involving a business prospect, as set forth on the agenda, and that any vote or action will be taken in open session.

Chair Jack Rich announced the date is April 27, 2021, and the time is 1:50 pm. Later, Chair Jack Rich announced the date is still April 27, 2021, and the time is 3:29 pm, and that no vote or action was taken in Executive Session.

8. REPORT FROM THE PRESIDENT AND CEO: DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING EXPENDITURES OVER \$50,000 AS DESCRIBED IN THE PRESIDENT AND CEO’S REPORT: CEO Misty Mayo presented Resolution DCOA-2021.15, approving expenditures greater than or equal to \$50,000. CEO Misty Mayo presented checks over \$50,000, including projects that were approved by Resolution and/or approved by the Board and ratified by City Council in the Budget.

Sam Vinson made a motion to approve Resolution DCOA-2021.15, approving expenditures greater than or equal to \$50,000, including an amendment to the description to accurately reflect the check for Perkins Insurance Agencies, LLC being for 2021-2022 property insurance premiums. Floyd Miller seconded, and the motion passed.

9. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING AN INTERLOCAL AGREEMENT WITH THE CITY OF ABILENE: CEO Misty Mayo presented Resolution DCOA-2021.17, authorizing the procurement of services from the City of Abilene. CEO Misty Mayo explained the Resolution authorizes the DCOA’s President to enter into an agreement with the City of Abilene to pay the City for services that the City will perform under the contract.

Floyd Miller made a motion to approve Resolution DCOA-2021.17, authorizing the procurement of services from the City of Abilene. Sam Vinson seconded, and the motion passed.

10. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING PROJECT DOUBLE T: Chair Jack Rich tabled Agenda Item 10.

11. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING THE DCOA’S CHIEF EXECUTIVE OFFICER TO ENTER INTO AN AMENDED AGREEMENT WITH EAGLE AVIATION SERVICES, INC. (EASI) FOR ABILENE AERO’S DE-FUELING SERVICES TO ALIGN WITH EASI’S EXISTING CONTRACT: CEO Misty Mayo presented Resolution DCOA-2021.16, authorizing an amendment to Eagle Aviation Services, Inc.’s (EASI) Agreement for Financial Assistance. CEO Misty Mayo explained that in the past, the DCOA had an agreement to reimburse EASI for de-fueling services through Abilene Aero. The Resolution is to amend the current agreement with EASI to reimburse them for de-fueling services provided by Abilene Aero through 2022.

Sam Vinson made a motion to approve Resolution DCOA-2021.16, authorizing an amendment to Eagle Aviation Services, Inc.’s (EASI) Agreement for Financial Assistance. Vic Corley seconded, and the motion passed.

12. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION AWARDED A BID FOR ACCESS BUSINESS PARK: CEO Misty Mayo presented Resolution DCOA-2021.18, authorizing the award of a bid for improvements at Access Business Park. CEO Misty Mayo explained the DCOA put

the project out to bid following the Construction Procurement Policy and received two bids. The DCOA evaluated both bids and scored the bids in accordance with the DCOA's Construction Procurement Policy and the highest-ranking contractor is Bill Starks Construction Company, Inc. The DCOA Board asked questions regarding the details of the project and the two bids submitted.

Sam Vinson made a motion to approve Resolution DCOA-2021.18, authorizing the award of a bid for improvements at Access Business Park to Bill Starks Construction Company, Inc. for the improvements in the amount of \$1,176,427.50 if using PVC Pipe, or in the amount of \$1,058,412.50 if using HDPE Pipe. Floyd Miller seconded, and the motion passed.

13. DCOA AND DEVELOPABILENE WEBSITE: CEO Misty Mayo explained as part of the DCOA's marketing plan, the DCOA and DevelopAbilene websites will be completely overhauled. The DCOA communicates to their customers that Abilene, Texas is the competitive option through the websites. The DCOA and DevelopAbilene website customers include:

- New and Existing Targeted Companies
- Site Consultant
- Company Real Estate Executives
- Company Executives
- Investors Who Own Companies
- Commercial Industry Partners
- Abilene Community

The DCOA has recently launched efforts to evaluate and overhaul the DCOA and DevelopAbilene websites to be more competitive and effectively communicate to all customers. The Board asked questions regarding website companies and what the new website would look like. Chair Jack Rich encouraged the DCOA Team to find the best website company for the job to ensure the website is competitive. CEO Misty Mayo explained the website can be the most critical tool to leverage Abilene as a competitor. Chair Jack Rich clarified that the website should be a high priority that is competitive and up to date.

14. DISCUSSION OF THE NEXT BOARD MEETING DATE: Board members considered dates for the next meeting, and Chair Jack Rich announced that the next scheduled regular meeting of the DCOA Board is scheduled for May 17, 2021, at 12:00 pm. Chair Jack Rich asked CEO Misty Mayo to do an in-person meeting with a virtual attendance option.

15. ADJOURNMENT: There being no further business, the meeting was adjourned.

Jack Rich, Chair

Vic Corley, Secretary & Treasurer

GOVERNANCE SCHEDULE

2021 DCOA Governance Schedule

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Post Agenda (72 hrs prior to the meeting)
X	X	X	X		X							Monthly Board Meeting (unless there is no business to discuss, minimum quarterly meeting)
X												Annual Meeting of Board of Directors (first regularly scheduled board meeting of the year)
	X											State of the City Address by Mayor
												Economic Development Plan to City Council (annually: prior to, or in conjunction with, the annual budget)
												Annual Budget to City Council (sixty days prior to start of next fiscal year: August 2, 2021)
												Additional Meetings, as needed

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Governance: Semi-Annual & Annual Reviews
X												Presentation/Proclamation to Outgoing Board Members (City of Abilene and the Board)
X												Welcome New Board Member(s)
X												New Board Member(s) Onboarding
X												Officer Election (President, Chair, Vice Chair, Secretary, Treasurer & others, as determined)
X												Bank Account Signature Card

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Governance: Reports of Activity
			X									Partner Written Reports of Activity for activity from October 1, 2020 - March 31, 2021 due April 15, 2021 (ABI, AIF, AISD, Griggs, SBDC, & MAC)
												Partners Written Reports of Activity for activity from April 1, 2021 - September 30, 2021 due October 15, 2021 (ABI, AIF, AISD, Griggs, SBDC, & MAC)
	X											Present Report of Activity - MAC
		X										Present Report of Activity - AIF
					X							Present Report of Activity - DCOA
												Present Report of Activity - AISD
												Present Report of Activity - Griggs
												Present Report of Activity - ABI
												Present Report of Activity - SBDC

2021 DCOA Governance Schedule

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Governance: Annual Approvals
X												Approve Annual Street Expenditure Projects per Agreement COA ('20-'23)
	X											Review and adopt a written resolution approving the DCOA Investment Policy (annually)
		X										Submit Required Report (Local Gov. Code 502.151) to Comptroller by April 1, 2021
					X							Financial Audit Prepared and Presented by 3rd Party Auditor
					X							Partners: Annual Budget Request (ABI, AIF, AISD, SBDC, MAC & Griggs) due June 1, 2021
												Annual Budget to Board (sixty days prior to start of next fiscal year: August 2, 2021)
												New Fiscal Year Contracts (ABI, AIF, AISD, SBDC, MAC & Griggs)
												Annual Consideration and Commission for a Financial Audit
												Staffing/Staff Evaluation (Staff Potential Conflicts of Interest)

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Governance: Monthly Board Meeting Review
X	X	X	X		X							Approval of Last Meeting's Minutes
X	X	X	X		X							Financial Report Presented by DCOA Staff (Accounting Firm, As Requested)
X	X	X	X		X							Schedule Next Meeting Date
X			X									Sales Tax Report - Quarterly
					X							Review of Strategic Plan
					X							Review of Governance Checklist
												Written Quarterly Investment Report (within 45 days following the end of the quarter)

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Project & Properties Review on Demand
X	X	X	X		X							Properties (as needed)
X	X	X	X		X							Projects (as needed)
X	X	X	X		X							Board Approval of Expenditures Over \$50,000 (as required)
												● Benchmark Comparisons

Rv. 05/25/21

FINANCIAL REPORT

APRIL 2021

Development Corporation of Abilene, Inc.
Revenues, Expenses, and Changes in Net Position
Preliminary

	<u>Apr '21</u>	<u>YTD Oct '20 - Apr '21</u>	<u>YTD FY21 Budget</u>
OPERATING REVENUES			
Sales and use tax	\$ 769,231	\$ 7,005,974	\$ 6,949,699
Interest Revenue	\$ 1,683	\$ 25,504	\$ 291,667
Land and Building Leases	\$ 60,431	\$ 556,731	\$ 568,368
Miscellaneous Revenue	\$ -	\$ 7,241	
Total Operating Revenue	<u>\$ 831,344</u>	<u>\$ 7,595,449</u>	<u>\$ 7,809,734</u>
OPERATING EXPENSES			
* Total Economic Development	\$ 543,220	\$ 3,480,740	\$ 4,918,313
Abilene Industrial Foundation	\$ 67,286	\$ 219,415	\$ 294,583
Small Business Development Center	\$ 21,572	\$ 101,487	\$ 147,583
Military Affairs	\$ -	\$ 81,360	\$ 254,917
ABI Airport Business Development Manager	\$ -	\$ 131,622	\$ 128,866
BE in Abilene Operation	\$ -	\$ -	\$ 14,292
* DCOA Property Maintenance	\$ 422,237	\$ 1,114,992	\$ 619,500
DCOA Property Maintenance (multi year budget expenses)	\$ (63,511)	\$ (953,469)	
DCOA Operation	\$ 197,125	\$ 1,246,190	\$ 2,012,669
Total Expense (with multiyear project expenses)	<u>\$ 1,251,440</u>	<u>\$ 6,375,806</u>	<u>\$ 8,390,723</u>
Total Expense (without multiyear project expenses)	<u>\$ 1,187,929</u>	<u>\$ 5,422,337</u>	
* OPERATING REVENUE (with multiyear project expenses)	\$ (420,096)	\$ 1,219,642	
* OPERATING REVENUE (without multiyear property maintenance expenses)	\$ (356,585)	\$ 2,173,112	
* Expenses for economic development and property maintenance include multiyear expenses. FY21 budget			
NON OPERATING REVENUES			
Miscellaneous Recoveries	\$ -	\$ 4,489	
Gain/Loss on Disposal of Asset	\$ -	\$ (137,658)	
Total Non Operating Revenue	<u>\$ -</u>	<u>\$ (133,168)</u>	
NON OPERATING EXPENSES			
Depreciation Expense	\$ -	\$ 676,188	
Miscellaneous Expenses	\$ -	\$ (2,179)	
Total None Operating Expenses	<u>\$ -</u>	<u>\$ 674,010</u>	
Net Other Revenue	<u>\$ -</u>	<u>\$ (807,178)</u>	
Net Revenue	<u>\$ (420,096)</u>	<u>\$ 412,464</u>	

Development Corporation of Abilene, Inc

Statement of Net Position

As of April 30, 2021

Preliminary

	FY2021	FY2020
	April 30, 2021	April 30, 2020
ASSETS		
Current Assets		
Total Checking/Savings	\$ 33,305,312	\$ 36,194,785
Total Accounts Receivable	\$ 2,080,639	\$ 2,043,150
Other Current Assets		
Other Accounts Receivable	\$ 266,904	\$ 31,303
Allowance for Doubtful Accounts	\$ (88,362)	\$ (31,303)
Current Portion of Notes Receivable	\$ 630,918	\$ -
Prepaid Expense/Escrow	\$ 31,009	\$ -
Short Term Notes Receivables	\$ 2,331,374	\$ 935,000
Total Other Current Assets	<u>\$ 3,171,843</u>	<u>\$ 935,000</u>
Total Current Assets	<u>\$ 38,557,795</u>	<u>\$ 39,172,935</u>
Fixed Assets		
Land, Building, Vehicle, and Equipment	\$ 48,546,943	\$ 59,355,448
Accumulated Depreciations	<u>\$ (13,434,336)</u>	<u>\$ (14,944,056)</u>
Total Fixed Assets	<u>\$ 35,112,607</u>	<u>\$ 44,411,392</u>
Other Assets		
Notes Receivable	\$ 7,345,448	\$ 4,402,236
Notes Receivable, Economic Incentive Earning	\$ 13,368,168	\$ 8,977,225
Allowance for Doubtful Notes Receivable	<u>\$ (1,857,089)</u>	<u>\$ (2,000,000)</u>
Total Other Assets	<u>\$ 18,856,527</u>	<u>\$ 11,379,461</u>
TOTAL ASSETS	<u>\$ 92,526,929</u>	<u>\$ 94,963,788</u>
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Total Accounts Payable	\$ 244,452	\$ 138,903
Total Credit Cards	\$ 532	\$ -
Total Other Current Liabilities	<u>\$ 22,756</u>	<u>\$ 2,150</u>
Total Current Liabilities	<u>\$ 267,740</u>	<u>\$ 141,053</u>
Total Liabilities	<u>\$ 267,740</u>	<u>\$ 141,053</u>
Equity		
Investment in Capital Assets	\$ 35,083,717	\$ 45,313,720
Unrestricted Net Assets	\$ (3,561,910)	\$ (4,281,685)
Unreserved Fund Balance	\$ 39,737,465	\$ 36,815,659
Encumber/Commit Accrual	\$ 20,587,452	\$ 13,275,354
Net Income	<u>\$ 412,464</u>	<u>\$ 3,699,685</u>
Total Equity	<u>\$ 92,259,189</u>	<u>\$ 94,822,735</u>
TOTAL LIABILITIES & EQUITY	<u>\$ 92,526,929</u>	<u>\$ 94,963,788</u>

Development Corporation of Abilene, Inc.
Statement of Cash Flows
October 2020 through April 2021
Preliminary

	FY21 YTD
	Oct '20 - Apr '21
OPERATING ACTIVITIES	
Net Revenue	\$ 412,464
Adjustments to reconcile Net Revenue to net cash provided by operations:	
Accounts Receivables	\$ (33,843)
Allowance for Doubtful Accounts	\$ 23,363
Current Portion of Notes Receivables	\$ (630,918)
Prepaid Expense/Escrow	\$ (31,009)
Short Term Notes Receivables	\$ (1,396,374)
Accounts Payables	\$ (2,209,780)
Net cash provided by Operating Activities	\$ (3,866,096)
INVESTING ACTIVITIES	
Buildings and Improvements	\$ (352,086)
Accumulated Depreciations	\$ 676,188
Notes Receivables	\$ 1,031,288
Notes Receivables Economic Incentive Earnings	\$ 2,017,300
Net cash provided by Investing Activities	\$ 3,372,690
Net cash increase for period	\$ (493,406)
Cash at beginning of period	\$ 33,798,718
Cash at end of period	\$ 33,305,312

Development Corporation of Abilene, Inc.
Economic Development Program Status
April 30, 2021
Preliminary

MULTIYEAR BUDGET:

FOR ECONOMIC DEVELOPMENT AND PROPERTY PROJECTS

	Original Amount	Prior Years Disbursements	FY21 Oct-Apr Disbursements	Balance Reserved
EASI De-Fuel Truck	\$ 181,760	\$ 171,800	\$ 9,750	\$ 210
* Coca Cola Refreshments	3,081,778	1,849,068		1,232,710
Industrial Maintenance Training AISD	50,000		5,777	44,223
NEXTUniversity Workforce Coach	23,993			23,993
* Abimar Foods 2015	1,500,000	1,200,000	300,000	-
* TTUHSC School of Public Health	1,951,431	1,393,879		557,552
* Prairie Dog Pet Products	9,500,000	6,290,623	243,220	2,966,157
* Broadwind Towers	570,628	228,251	* 114,126	228,251
TSTC New Abilene Campus	4,000,000	1,200,000	-	2,800,000
Access Business Park Ph 1 Development	1,258,101	1,140,758		117,343
Fulwiler Property Roof Design and Construction	3,034,793	2,861,754	3,520	173,039
* BE in Abilene 2018	200,000		* 100,000	100,000
* BE in Abilene 2019	200,000	25,000		175,000
* BE in Abilene 2020	250,000			250,000
* 1325 Pine Sale	750,000	500,000	* 250,000	
* 842/834 Pine St. Sale	770,000	385,000	* 385,000	
* FDLIC	1,035,000			1,035,000
Airport-Aerospace Cluster Study	55,000	50,073		4,927
174 Cypress & Parking Garage	1,100,000	1,097,077	93,779	(90,856)
Marigold St. Upgrade	1,325,000	6,100	5,960	1,312,940
Fulwiler Rd. Upgrade	1,275,000	4,200		1,270,800
Economic Relief Incentives 2020	3,000,000			3,000,000
Chamber 2020 Census	100,000	26,471	25,438	444
* Hartmann's	900,000			900,000
* Abimar Foods 2020	2,000,000			2,000,000
Hangar 2 Expansion A/E & Construction	1,100,000	85,929	590,752	423,319
City Street Maintenance Fund	8,500,000	997,483	1,925,348	5,577,169
Fulwiler A&B Fire Pump House	240,000	38,766	198,178	3,056
Fulwiler C&D Fire Pump House	225,000	40,222	204,809	(20,031)
Fulwiler C&D Clean Out	125,000		20,306	104,694
* Chike	387,000			387,000
* Vista Flags	60,000			60,000
* Grate Lake Cheese	33,300,000		2,000,000	31,300,000
* Access Business Park Development	2,800,000			2,800,000
TOTAL FOR ECONOMIC PROGRAMS	\$ 84,849,484	\$ 19,592,455	\$ 4,475,963	\$ 58,736,940

* *Funding for company expansions will be recorded as projects earn principal reductions*

APPROVED PROJECTS - PENDING CONTRACTS:

	Original Amount
JLUS Implementation Grant Match	\$ 55,000
Dyess AFB DEAAAG Grant Match	536,337
Dyess AFB/Egress Barriers Grant Match	199,017
Dyess AFB/Gate Upgrade Grant Match	188,608
Quality Implement	500,000
TOTAL PENDING SIGNED CONTRACTS	\$ 1,478,961

FISCAL YEAR 2020 FINANCIAL AUDIT

CITY OF ABILENE, TEXAS

ANNUAL FINANCIAL REPORT

With Supplemental Information for
Development Corporation of Abilene

Year Ended September 30, 2020

CITY OF ABILENE, TEXAS
Annual Financial Report
Year Ended September 30, 2020

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Independent Auditor's Report

The Honorable Mayor, City Council and City Manager
City of Abilene, Texas
Abilene, Texas

We have audited the accompanying financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund and the aggregate remaining fund information of the City of Abilene, Texas (City) as of and for the year ended September 30, 2020, and the related notes to the financial statements, which collectively comprise the City's basic financial statements listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund and the aggregate remaining fund information of the City as of September 30, 2020, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary comparison and pension and other postemployment information as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Abilene, Texas' basic financial statements. The supplementary information for Development Corporation of Abilene on pages 74 to 79 is presented for purposes of additional analysis and is not a required part of the basic financial statements.

Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The Development Corporation of Abilene information has been subjected to the auditing procedures applied in the audits of the basic financial statements for the year ended September 30, 2020, and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Development Corporation of Abilene information is fairly stated in all material respects in relation to the basic financial statements as a whole for the year ended September 30, 2020.

The Honorable Mayor, City Council and City Manager
City of Abilene, Texas
Page 3

We also previously audited, in accordance with auditing standards generally accepted in the United States of America, the basic financial statements of City of Abilene as of and for the year ended September 30, 2019 (not presented herein), and have issued our report thereon dated March 3, 2020, which contained unmodified opinions on the respective financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund and the aggregate remaining fund information. The Development Corporation of Abilene information for the year ended September 30, 2019 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the 2019 financial statements. The Development Corporation of Abilene information has been subjected to the auditing procedures applied in the audit of the 2019 basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare those financial statements or to those financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Development Corporation of Abilene information is fairly stated in all material respects in relation to the basic financial statements as a whole for the year ended September 30, 2019.

BKD, LLP

Dallas, Texas

March 2, 2021 except for the supplementary information as to which the date is April 1, 2021

CITY OF ABILENE, TEXAS
Development Corporation of Abilene
Statement of Net Position
September 30, 2020
With Comparative Totals for the Year Ended September 30, 2019

	<u>2020</u>	<u>2019</u>
CURRENT ASSETS:		
Cash and cash equivalents	\$ 33,798,718	\$ 23,430,006
Investments	177,946	8,609,330
Accounts receivable	79	-
Sales tax receivable	2,070,677	2,042,065
Prepaid expenses	-	17,800
	<u>36,047,420</u>	<u>34,099,201</u>
NONCURRENT ASSETS:		
Notes receivable, net	22,840,116	12,572,691
Capital assets not being depreciated	3,347,286	4,903,719
Capital assets net of accumulated depreciation	32,089,422	40,410,002
	<u>58,276,824</u>	<u>57,886,412</u>
TOTAL ASSETS	<u>94,324,244</u>	<u>91,985,613</u>
LIABILITIES:		
Current:		
Accounts payable	2,409,967	711,978
Retainage payable	-	126,051
Accrued liabilities	34,417	20,634
Compensated Absences	8,934	-
	<u>2,453,318</u>	<u>858,663</u>
Noncurrent Liabilities		
Compensated Absences	24,202	-
	<u>24,202</u>	<u>-</u>
Total Liabilities	<u>2,477,520</u>	<u>858,663</u>
NET POSITION:		
Net investment in capital assets	35,436,708	45,313,721
Restricted for contractual obligations	20,587,452	14,136,361
Unrestricted, designated for purposes of trust	35,822,564	31,676,868
	<u>\$ 91,846,724</u>	<u>\$ 91,126,950</u>

CITY OF ABILENE, TEXAS
Development Corporation of Abilene
Statement of Revenues, Expenses and Changes in Net Position
Year Ended September 30, 2020
With Comparative Totals for the Year Ended September 30, 2019

	<u>2020</u>	<u>2019</u>
OPERATING REVENUES:		
Sales and use taxes	\$ 12,078,263	\$ 11,789,896
Rental income	1,102,915	1,138,997
	<u>13,181,178</u>	<u>12,928,893</u>
OPERATING EXPENSES:		
Personnel services	735,745	430,506
Supplies	40,710	15,425
Maintenance	2,195,755	464,895
Other services and charges	9,071,758	5,185,243
Depreciation	1,449,573	1,571,772
	<u>13,493,541</u>	<u>7,667,841</u>
OPERATING INCOME (LOSS)	(312,363)	5,261,052
NON-OPERATING REVENUES (EXPENSE)		
Investment earnings net of change in fair value of investments	408,002	776,255
Gain (loss) on sale of capital assets	475,122	(1,835,398)
Miscellaneous Revenue	149,013	38,648
	<u>1,032,137</u>	<u>(1,020,495)</u>
CHANGE IN NET POSITION	719,774	4,240,557
NET POSITION, BEGINNING OF YEAR	<u>91,126,950</u>	<u>86,886,393</u>
NET POSITION, END OF YEAR	<u>\$ 91,846,724</u>	<u>\$ 91,126,950</u>

CITY OF ABILENE
Development Corporation of Abilene
Schedule of Revenues and Expenditures - Budget Basis
Year Ended September 30, 2020
With Comparative Totals for the Year Ended September 30, 2019

EXPENDITURES - continued:

	<u>2020</u>	<u>2019</u>
Current - continued:		
Chamber 2020 Census	\$ 73,085	\$ 26,471
Airport-Aerospace Cluster Study	26,073	24,000
Ford F350 Pickup	-	45,863
Staff Retention Bonus	15,695	-
DCOA Reorganization	17,757	-
174 Cypress & Parking Garage	1,097,077	-
Marigold Street Upgrade	60,669	-
Fulwiler Road Upgrade	4,200	-
Economic Relief Incentives	21,987	-
Hartmann's	12,082	-
Hangar 2 Expansion	85,929	-
City Street Maintenance	997,483	-
Fulwiler A&B Fire Pump House	72,788	-
Fulwiler C&D Fire Pump House	6,181	-
Total Expenditures	<u>14,867,044</u>	<u>10,884,267</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES-BUDGET BASIS	10,442,113	7,919,510
Add: Fixed assets capitalized	2,697,034	3,212,143
Add: Change in accrued expenses	126,051	1,693,734
Add: Change in accrued revenue	29,037	(4,407,960)
Add: Gain/(loss) on sale of assets	475,112	(1,835,098)
Less: Proceeds from sale of buildings	(11,600,000)	(770,000)
Less: Depreciation	(1,449,573)	(1,571,772)
CHANGE IN NET POSITION-GAAP BASIS	<u>\$ 719,774</u>	<u>\$ 4,240,557</u>

CITY OF ABILENE
Development Corporation of Abilene
Schedule of Revenues and Expenditures - Budget Basis
Year Ended September 30, 2020
With Comparative Totals for the Year Ended September 30, 2019

	2020	2019
REVENUES:		
Sales and use taxes	\$ 12,049,651	\$ 11,731,008
Interest on loans and assessments	81,303	163,968
Investment earnings net of change in fair value of investments	326,700	612,287
Land lease	14,346	18,435
Building/space rent	1,088,569	1,120,562
Sale of land and buildings	11,600,000	770,000
Miscellaneous recovery	-	1,280
Miscellaneous revenue	148,588	4,386,237
Total Revenues	25,309,157	18,803,777
EXPENDITURES:		
Current:		
Business Services Division	1,571,310	879,314
DCOA Annual Contracts	870,800	683,870
Abilene Industrial Foundation	578,511	659,724
TTU Small Business Development Center	190,493	192,075
Chamber Military Affairs	340,557	331,662
Airport Business Development MGR	175,050	174,530
ACU Griggs Center	21,835	30,751
Murf Systems	7,861	-
TTUHSC School of Nursing	-	269,368
EASI De-Fuel Truck	23,400	23,400
BWJ Consulting	-	85,000
Coca Cola Refreshments	616,356	616,356
Industrial Maintenance Training AISD	34,126	18,944
Lone Star Canvas	-	10,066
Abimar Foods 2015	300,000	300,000
TTUHSC School of Public Health	278,776	278,776
Praire Dog Pet Products	3,061,211	-
Broadwind Towers	114,126	99,672
TSTC New Abilene Campus	400,000	400,000
Donald Hardin, Jr. Service Contract	-	3,000
Access Business Park Ph 1 Development	-	496,252
BE in Abilene Admin ACU	25,000	-
Dyess-TMPC Grant Match	-	21,652
5 Pts Purchase Zoltek Property	-	125,768
5 Pts Business Park Repairs / Cleanup	(128)	974,169
Fulwiler Property Re-roof Design	2,857,096	4,658
Streetlights - 5 Points	-	66,978
Vine St. Roof Project	9,035	1,734,750
ACU NEXT Lab	-	300,000
Abilene Education Foundation	11,348	49,727
Hardin Simmons University	250,000	250,000
842/834 Pine Street	385,000	4,857
Interim CEO	-	107,065
N 1st Land Purchase	4,686	93,005
CEO Search Firm 2019	-	35,937
Workforce Solutions High Demand Job Training	-	31,658
Airport Roofing Project	249,589	1,434,949

CITY OF ABILENE, TEXAS
Development Corporation of Abilene
Schedule of Obligated Fund Balance - Budget Basis
Year Ended September 30, 2020

	FY 2020 Obligated	FY 2020 Amount Disbursed	Balance
OBLIGATED PROGRAMS:			
Business Services Division	\$ 1,571,310	\$ 1,571,310	\$ -
DCOA Annual Contracts	870,800	870,800	-
Abilene Industrial Foundation	578,511	578,511	-
TTU Small Business Development Center	190,493	190,493	-
Chamber Military Affairs	340,557	340,557	-
Airport Business Development MGR	175,050	175,050	-
ACU Griggs Center	21,835	21,835	-
Murf Systems	7,861	7,861	-
EASI De-Fuel Truck	33,360	23,400	9,960
Coca Cola Refreshments	616,356	616,356	-
Industrial Maintenance Training AISD	50,000	34,126	15,874
Abimar Foods 2015	300,000	300,000	-
TTUHSC School of Public Health	278,776	278,776	-
Praire Dog Pet Products	3,061,211	3,061,211	-
Broadwind Towers	114,126	114,126	-
TSTC New Abilene Campus	3,200,000	400,000	2,800,000
Access Business Park A/E	99	-	99
Access Business Park Ph 1 Development	117,343	-	117,343
BE in Abl Grant	250,000	25,000	225,000
5 Pts Business Park Repairs/Cleanup	(128)	(128)	-
Fulwiler Property Re-Roof Design	3,030,135	2,857,096	173,039
Vine St. Roof Project	9,035	9,035	-
Abilene Education Foundation	43,285	11,348	31,937
Hardin Simmons University	500,000	250,000	250,000
842/834 Pine Street	765,143	385,000	380,143
N 1st Land Purchase	4,686	4,686	-
Airport Roofing Project	249,589	249,589	-
FDLIC	1,035,000	-	1,035,000
Chamber 2020 Census	73,529	73,085	444
Airport-Aerospace Cluster Study	31,000	26,073	4,927
Staff Retention Bonus	15,695	15,695	-
DCOA Reorganization	17,757	17,757	-
174 Cypress & Parking Garage	1,100,000	1,097,077	2,923
Marigold Street Upgrade	1,325,000	60,669	1,264,331
Fulwiler Road Upgrade	1,275,000	4,200	1,270,800
Economic Relief Incentives	4,000,000	21,987	3,978,013
Hartmann's	12,082	12,082	-
Hangar 2 Expansion	1,100,000	85,929	1,014,071
City Street Maintenance	8,500,000	997,483	7,502,517
Fulwiler A&B Fire Pump House	240,000	72,788	167,212
Fulwiler C&D Fire Pump House	225,000	6,181	218,819
Fulwiler C&D Clean out	125,000	-	125,000
Total Obligated Programs	\$ 35,454,496	\$ 14,867,044	\$ 20,587,452

CITY OF ABILENE, TEXAS
Development Corporation of Abilene
Schedule of Capital Assets
September 30, 2020

	Cost	Accumulated Depreciation	Net Book Value
Land			
505.637 acres-Five Points Business Park	\$ 576,033	\$ -	\$ 576,033
303.53 Acres Hwy 36 & FM 18	449,238	-	449,238
1.995 Acres Hwy 36	16,641	-	16,641
33.98 Acres Loop 322 / Hwy 36	350,365	-	350,365
121.93 acres Moses Williams Survey	482,238	-	482,238
3.164 Acres Arnold Blvd	34,077	-	34,077
922 N. 13th Street	35,735	-	35,735
84.257 acres Fulwiler Land	493,056	-	493,056
13.967 Acres 1121 Fulwiler	256,064	-	256,064
22.9 Acres Fulwiler Rd	230,000	-	230,000
2.5 Acres 5426 N 1st Street	92,005	-	92,005
151 Cedar	34,213	-	34,213
1149 N. 2nd	32,063	-	32,063
174 Cypress	41,971	-	41,971
Construction-in-Progress	223,587	-	223,587
Buildings and Improvements	24,986,138	(8,200,884)	16,785,254
Improvements other than buildings	19,783,306	(4,514,874)	15,268,432
Machinery & Equipment	7,264	(3,632)	3,632
Vehicles	70,862	(38,758)	32,104
	<u>\$ 48,194,856</u>	<u>\$ (12,758,148)</u>	<u>\$ 35,436,708</u>
NET CAPITAL ASSETS			

TEXAS INDUSTRY PARTNERSHIP GRANT

Texas Industry Partnership (TIP) Grant

- DevelopAbilene partnered with Texas Workforce Commission
- Grant used to fund an updated Workforce Study conducted by Site Selection Group
- DCOA funding matching grant

DCOA REPORT OF ACTIVITY



Develop **Abilene**

DEVELOPMENT CORPORATION
OF ABILENE

**REPORT OF ACTIVITIES
OCTOBER 1, 2021 – MAY 31, 2021**

Focus on creating the Abilene of the future.

Communicate that Abilene, Texas is the competitive option.

Recruit and retain companies for Abilene to ensure the viability of the community for years to come.

To use sales tax revenue to effectively stimulate Abilene's economic growth. This is done by assessing the community's economic development needs, developing a plan to meet those needs, coordinating community economic development efforts, and supporting targeted activities that enhance the quality of life in the community and maximize the public's return on invested dollars.

- Goal is to increase job opportunities and capital investment in our community.
- **We invest your sales tax dollars in opportunities that will generate a positive return on investment in our community – investing for today and the future.**
- We want to ensure Abilene's companies stay here, grow here, and prosper here.



BUSINESS ATTRACTION

Aggressively market & promote Abilene as a destination for new investment.



BUSINESS RETENTION & EXPANSION

Spur and facilitate the growth and prosperity of existing businesses.



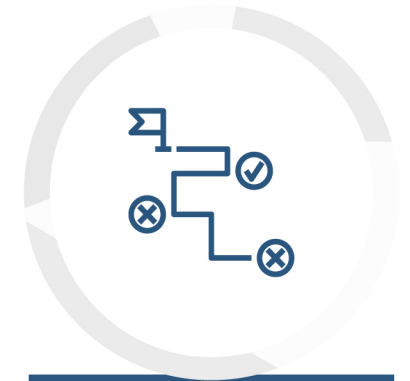
ENTREPRENEURIAL

Develop an ecosystem that spawns and supports innovative businesses.



WORKFORCE & TALENT DEVELOPMENT

Elevate initiatives and partnerships to create and retain a viable workforce that can support current and future industry.



MARKETING & BRAND AWARENESS

Activate strategies to promote Abilene as the premier location for business.

ONE COMMUNITY

The Chamber of Commerce...

Is the heartbeat of the business community and helps the City and DCOA better understand the business community's needs and wants

Helps to shape the vision and direction of economic development for the community in concert with the City and DCOA

Purpose of the Chamber:

Promotes the economy and quality of life in Abilene by providing services to local businesses

Offers valuable connections and services to companies doing business in the community

Purpose of the Abilene Industrial Foundation:

Serves as the Public/Private Partnership of the community's economic development efforts

Manages business retention and expansion, entrepreneurial, and workforce and talent development services provided, by contract to the DCOA

Engages private business leaders in economic development to support the growth and prosperity of existing businesses

ONE TEAM

The Development Corporation of Abilene...

Is the leader of the community's economic development operation and serves as the pathway system for all of Abilene's economic development efforts

Is the driver of recruitment and retention efforts

Helps to shape the vision and direction of economic development for the community in concert with the City and the Chamber

Purpose of the DCOA:

To coordinate and lead the economic development efforts of the community; including long-term visioning and the coordination of the economic development strategic plan

To fund pursuits and partnerships that align with DCOA's mission and strategies which drive increased capital investment and primary job creation for the Abilene community; leading the DevelopAbilene strategies and priorities

ONE BRAND

The City of Abilene...

Serves as a catalyst for economic development and growth

Reinforces the importance of the City/DCOA/ Chamber 'Public/Private Partnership'

Helps to shape the visions and direction of economic development for the community in concert with the DCOA and Chamber

Purpose of the City:

City departments are a catalyst to assist the business development process

Champions the role of customer service as a key indicator for economic development success

Administer incentives:

- Tax Increment Reinvestment Zones (TIRZ)
- Empowerment Zones (EZ)
- Infrastructure Assistance
- Chapter 380 Agreements
- Tax Abatements

Key driver non-Type A projects such as Infill Development and Housing

Appoint DCOA Board members

Approves DCOA budget and large projects

DEVELOP ABILENE TEAM



DEVELOPMENT CORPORATION OF ABILENE (DCOA) As the leader and expert of economic development, the DCOA focuses on creating the Abilene of the future. The DCOA's main mission is to recruit and retain companies for Abilene – ensuring the viability of the community for years to come.



CITY OF ABILENE The City serves as a catalyst for economic development and growth, reinforcing the importance of the City/DCOA/Chamber 'Public/Private Partnership'.



ABILENE CHAMBER OF COMMERCE The Chamber is the heartbeat of the business community, helping the City and DCOA better understand the business community's wants and needs.



ABILENE INDUSTRIAL FOUNDATION (AIF) Serving as a part of the Public/Private Partnership of the community's economic development efforts, the AIF, by contract with the DCOA, manages the following core pillars: BRE, Workforce and Talent Development, and Entrepreneurial. The AIF also serves as the liaison for Retail and Downtown Development for the City of Abilene.



ABILENE REGIONAL AIRPORT (ABI) The City of Abilene administers the Airport Business Development Management Program at the Abilene Regional Airport (ABI) by contract with the DCOA. This program is designed to build activity within the Abilene Regional Airport's business segments.



MILITARY AFFAIRS COMMITTEE (MAC) Funded by contract with the DCOA, MAC is a program of the Abilene Chamber of Commerce. MAC pursues additional missions and improvements for Dyess Air Force Base and conducts promotional efforts designed to enhance the economic condition of the Abilene community.



TEXAS TECH SMALL BUSINESS DEVELOPMENT CENTER (SBDC) Partially funded by contract with the DCOA, the SBDC provides counseling services and contract procurement services to small business owners based within the City of Abilene and the City's ETJ; as well as supports the BE in Abilene program.

AGGRESSIVELY MARKET & PROMOTE ABILENE AS A DESTINATION FOR NEW INVESTMENT

GREAT LAKES CHEESE

\$184.5 MILLION TOTAL CAPITAL INVESTMENT

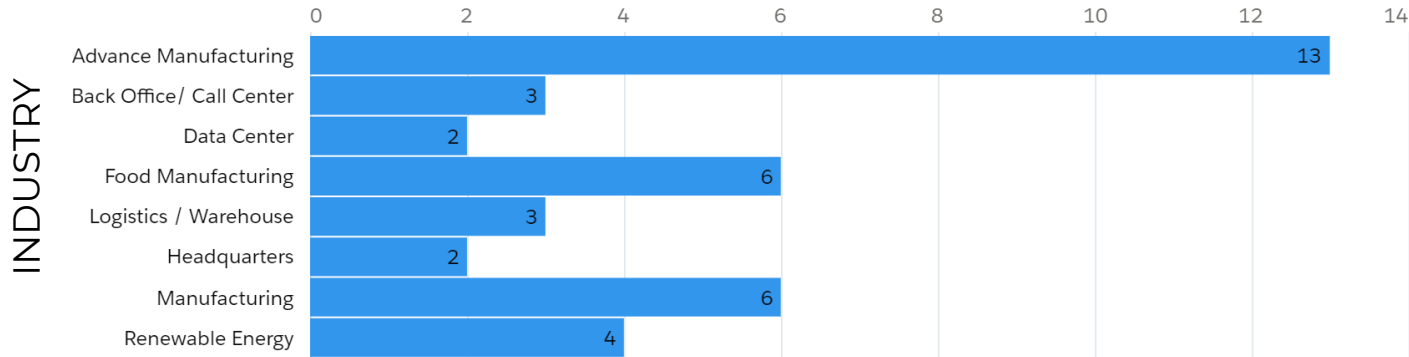
500 JOBS CREATED



BUSINESS ATTRACTION

AGGRESSIVELY MARKET & PROMOTE ABILENE AS A DESTINATION FOR NEW INVESTMENT

ACTIVE PROJECTS BY INDUSTRY

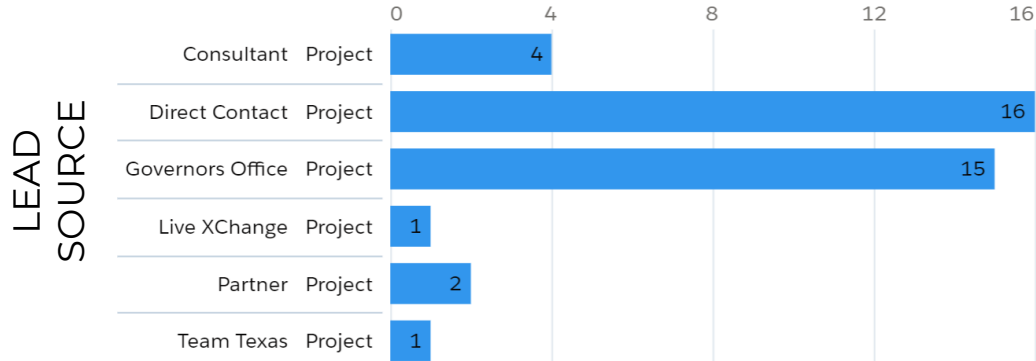


Source: SalesForce

FISCAL YEAR	TOTAL NUMBER OF ACTIVE PROJECTS IN PIPELINE
2019	4
2020	5
YEAR TO DATE	39

Source: Abilene Industrial Foundation Annual Reports & SalesForce

LEAD SOURCE FOR ACTIVE PROJECTS



Source: SalesForce

FY 2021 ACTIVE PROJECT IS QUALIFIED AS:

- Company has an active site search to be decided within 3-years
- Abilene is being considered for location
- Aligned with Type A functionality

MARKETING & BRAND AWARENESS

ACTIVATE STRATEGIES TO PROMOTE ABILENE AS THE PREMIER LOCATION FOR BUSINESS

INVESTMENT PROFILE: ABILENE, TEXAS



Small Town, Big Opportunity

With ample space and easy access to markets, Abilene draws companies to Northwest Texas.

by SAVANNAH KING



TOP: Abilene's SoDa District. ABOVE: Hartmann's Inc. Photos courtesy of Development Corporation of Abilene

In Texas, small doesn't necessarily mean the same thing as it does in other states. Small businesses seem to grow larger in Texas, and small towns can offer more than some major metro areas. In Abilene, that is undoubtedly true.

Consider the case of Hartmann's Inc., which got its start in Abilene back in 1955 as a small engine repair shop. According to the founder's grandson and company president, Alan Hartmann, it is still a "small company" with just 55 employees at its headquarters and manufacturing facility in Abilene and another seven at its Jacksonville, Florida, location.

Today, the family-owned company produces precision parts for some of the biggest names in the aerospace, automotive and medical industries — like Johnson & Johnson, Cummins Engines and Emerson Automation. Hartmann's also serves a few other local customers in the DFW area, including Boeing, Pratt & Whitney, Lockheed Martin, Raytheon, and Aerojet Rocketdyne.

Hartmann said that operating the company for nearly 70 years in Abilene has provided several benefits. First, Abilene's people are skilled and hardworking, which has given the company a solid team to rely on over the years. Second, I-20 provides easy access to technical

resources in major cities like El Paso and the Dallas-Fort Worth metro area. Finally, "the city has been absolutely fantastic in our latest growth push that we've had," Hartmann said.

Abilene's central location offers ease of access to markets on both coasts, the Midwest, northeast and Mexico. With Interstate 20, U.S. highways 83, 84 and 277, as well as rail services by Union Pacific and Southern Switching Company, getting goods to market from Abilene is easy.

In 2020, more than 122,500 people called Abilene home. Additionally, the region boasts a 19-county labor shed representing more than 140,000 people. The city is home to several higher education institutions, including three private universities, two public community and technical colleges and the Texas Tech Health Science Center — Schools of Nursing, Public Health & Pharmacy. Dyess Air Force Base in Abilene supports more than 5,000 civilian and military personnel and 8,000 family members and retirees.

Room to Grow

The city's two business parks and available properties mean companies have plenty of room to grow when they need to. Abilene's next-generation industrial park, Access Business Park, offers several shovel-ready sites ranging from 2 to 15 acres. While the city's 1,000-acre business park, Five Points Business Park, provides ample room for all-sized companies, Five Points Business Park offers companies easy access to Interstate 20, with service by Union Pacific Railroad, and is fully equipped with electrical, natural gas, water and wastewater and fiber optics for telecommunications. Additionally, the park is only a 15-minute drive from the Abilene Regional Airport, which offers six round-trip daily commercial flights to Dallas-Fort Worth and two round-trip daily commercial flights to Houston.

In 2019, Hartmann's Inc. had reached a critical juncture. With several new contracts secured, Hartmann said the company found itself at the precipice.

"We had to either grow or cut back," Hartmann said. "For the sake of the company and everyone that works here, we said, 'We're pushing forward, and we're going to be on the cutting edge of what we do.' And that's exactly where we are."

In early 2020, Hartmann's Inc. invested \$12.5 million into a new 100,000-sq.-ft. facility in the Five Points Business

Park with help from the Development Corporation of Abilene (DCOA). Hartmann explained that the DCOA's hands-on approach to working with businesses has benefited the company in the last year.

"I'm very thankful for the vision and the persistence of the DCOA," Hartmann said. "We were looking at a smaller building in Five Points. (They) said to me, 'Alan, I think you're too close to the growth. You can't see what you're going to need in the future. You're too close to it. By the good grace of the Lord and a little persuasion, we wound up here in this magnificent facility.'"

Hartmann says the larger facility has given the company room to become leaner and more efficient.

"Abilene is a fantastic city. Misty Mayo and her entire team at the DCOA, I cannot say enough good

things about them," Hartmann said. "They are unbelievably professional, and they're here for the best interest of not only the company that's moving in but also the city."

Business-Friendly Reputation

Abilene and the DCOA team's reputation has been known to attract companies to the area in the past.

For instance, when Prairie Dog Pet Products found itself ready to scale up, the company turned to the DCOA.



Founded in Dallas a decade ago, Prairie Dog Pet Products began by offering elk and deer antlers as natural pet treats. Demand for the product took off and hasn't slowed down yet. Today the company is growing and is in the process of becoming a new pet food brand called Primal Pets.

Scott Gordon, CFO of Primal Pets, said it was Abilene's proximity to Dallas, large labor pool and the DCOA's helpfulness that led the company to choose Abilene for the site of its 100,000-sq.-ft. manufacturing facility in 2015.

Primal Pets is currently planning to expand its operation by 60,000-sq.-ft. in the next two years. Gordon said the company also plans to triple its workforce at the same time.

"From a location standpoint, let's face it, Five Points Parkway is right on the interstate," Gordon said. "It is a benefit. Getting in and out is easy. There's a lot of space at Five Points — the DCOA has a lot of dry powder. It's not like you're going to be competing with folks — at least in the beginning — for limited space. It's Texas and there's a lot of space around us. Not to mention the people, the people of Abilene are the kind of folks you would want to partner with when you're going forward."

They say everything is bigger in Texas, and Abilene's small-town community spirit has enormous appeal for companies of all sizes. ★

"The people of Abilene are the kind of folks you would want to partner with when you're going forward."

— Scott Gordon, CFO, Primal Pets

This Investment Profile was prepared under the auspices of the Development Corporation of Abilene. For more information, please contact d.coa@abiledc.coa.com; 325.976.6390.

- 01. WEBSITE DESIGN**
Launching new DevelopAbilene Website
- 02. ADVERTORIALS**
Abilene Profile published in May 2021 Site Selection Magazine & 2021-2022 Texas Economic Development Guide
- 03. MARKETING**
Hiring outside support for marketing
- 04. ABILENE REPRESENTATION**
 - 13 Webinars & Trainings
 - 13 Regional & Statewide Conferences
 - 11 Tradeshows & Marketing Trips

FACILITIES MAINTENANCE & UPGRADE PROJECTS

\$1.83 MILLION

Economic Development Administration Grant Utilized to Launch Extension Project for Fulwiler Road & Marigold Street

75%

Completed with Abilene Regional Airport Hangar 2 (Eagle Aviation Services, Inc.) \$1.1 million Expansion Project

\$1.24 MILLION

Facilities and Business Park Upgrades & Improvements Completed

ADDITIONAL PROJECTS

ADMINISTRATIVE

Bylaws

Certificate of Formation Updated

New Investment Policy Implemented

Interlocal Agreement with City

OTHER

Zoltek Lease Termination & Facility Upgrades

2022 Street Expenditure Approval

Access Business Park Improvements

Five Points Business Park Improvements

TEXAS ECONOMIC DEVELOPMENT COUNCIL'S AWARDS



Community Economic Development Award

Recipient for community commitment and leverage



Excellence Recognition

for outstanding performance within the areas of management, production, focus, and accomplishments

BOARD OF DIRECTORS

JACK RICH

Chair
CEO & Chief Investment Officer,
Abilene Christian University
Investment Management Company

SAM VINSON

Vice Chair
President, Pine Street Capital

VIC CORLEY

Secretary & Treasurer
Regional President – West Texas,
Lone Star Truck Group

SHEA HALL

Board Member
Retired West Texas Outreach Director,
US Senator Ted Cruz, & Abilene
Business Owner

FLOYD MILLER

Board Member
Financial Advisor, FSC Securities
Corporation

TEAM

MISTY MAYO

President & Chief Executive Officer

JULIE JOHNCOX

Executive Vice President

BROCK NEW

Business Development Director

AMY WHITMER

Business Development Manager

ALLY GUTIERREZ

Business Development Manager

AKANE THAXTON

Finance Manager

RICK JONES

Facilities Manager

CYNTHIA NESMITH

Facilities Project Manager

ASHLEY WHITMER

Economic Development Specialist

REPORT FROM PRESIDENT AND CEO

STRATEGIC PLAN STRATEGIES

01. MARKET

Aggressively market Abilene as a destination for new investment and employment.

02. BUILD

Build a deep and highly skilled talent base through development, retention, and attraction.

03. DEVELOP

Develop an innovation ecosystem that spawns and supports innovative people and businesses.

04. POSITION

Position Abilene as top of mind for businesses and talent in the Dallas/Ft. Worth area.

05. SUPPORT

Support the growth and prosperity of existing businesses.

06. DOWNTOWN

Make downtown Abilene a center of employment and investment.

07. CONNECT

Continue redeveloping the Pine St. Corridor as a central mixed-use artery connecting downtown to the city's emerging education and healthcare district.

08. ENGAGE

Engage emerging leaders in economic development and civic affairs.

09. LEVERAGE

Leverage Dyess Air Force base as a source of talent and as an economic driver.

10. ENCOURAGE

Launch a community-wide public awareness campaign designed to encourage residents to become ambassadors for Abilene's success.

STRATEGIC PLAN TARGET INDUSTRIES



HEALTHCARE

Specialty Hospitals
Offices & Physicians
Medical & Diagnostic Labs



FOOD PROCESSING

Beverage Manufacturing
Bakeries & Tortilla Manufacturing
Animal Food Manufacturing



ADVANCED MANUFACTURING

Engine, Turbine & Power Equipment
Architectural & Structural Metals
Boiler, Tank & Shipping
Container Manufacturing



BACK OFFICE & PROFESSIONAL SERVICES

Business Support Services
Architectural, Engineering & Related Services
Computer Systems Design & Related Services

PROJECT DOUBLE T

(PROVIDED IN GENERAL SESSION)

PROJECT FUTURE HOPE

(PROVIDED IN GENERAL SESSION)

PROJECT TIGER

(PROVIDED IN GENERAL SESSION)

PROJECT GOLDEN

(PROVIDED IN GENERAL SESSION)

**DEFENSE COMMUNITIES
INFRASTRUCTURE
PROGRAM GRANT**
(PROVIDED IN GENERAL SESSION)