

## **PUBLIC NOTICE**

### DEVELOPMENT CORPORATION OF ABILENE, INC.

A meeting of the Development Corporation of Abilene, Inc. (“DCOA”) will be held on March 30, 2022, at 174 Cypress Street DCOA’s 3<sup>rd</sup> Floor Board Room, Abilene, Texas commencing at 9:00 am to consider the 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 DCOA’s 3<sup>rd</sup> 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).

## **AGENDA**

March 30, 2022

9:00 am

1. Call the meeting to order
2. Invocation
3. Public Comment on Agenda Items
4. Governance Schedule
5. Approval of minutes from the March 11, 2022, board meeting
6. DCOA Financial Report for February 2022
7. Presentation from BKD Auditors on DCOA Fiscal Year 2021 Audit
8. 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)
    - A. DCOA liens—Dodd Family Foods, Inc. dba 2 Profs Ice Cream
  2. 551.072 (Deliberations about Real Property)
    - A. Real property located at 4002 Loop 322 Abilene, Texas and leased by Blue Cross Blue Shield
  3. 551.074 (Personnel Matters)
  4. 551.087 (Business Prospect/Economic Development)
    - A. Project Giant Steps
    - B. Project Little Giant

9. 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
10. Discussion and possible approval of a Resolution approving an agreement with Project Little Giant
11. Discussion and possible approval of a Resolution for the DCOA to (i) enter into amended agreement(s) and/or (ii) enter into a Subordination Agreement or otherwise subordinate the DCOA's lien as it relates to the DCOA's Agreement for Financial Assistance and related incentive agreements with Dodd Family Foods, Inc. dba 2 Profs Ice Cream
12. Discussion of the Strategic Action Plan
13. Presentation from Site Selection Group on Workforce Study commissioned with a Texas Workforce Commission grant and matching grant funds from the DCOA
14. Discussion of the next board meeting date
15. 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 25<sup>th</sup> day of March, 2022 at 2:20 p.m.

  
\_\_\_\_\_  
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.

# **GOVERNANCE SCHEDULE**

## 2022 DCOA Governance Schedule

2021			2022									
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Post Agenda (72 hrs prior to the meeting)</b>
X	X	X	X		X							Monthly Board Meeting (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

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Governance: Semi-Annual &amp; Annual Reviews</b>
			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

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Governance: Reports of Activity</b>
												Partner Written Reports of Activity for activity from October 1, 2021 - March 31, 2022 due April 15, 2022 (ABI, AIF, AISD, Griggs, SBDC, & MAC)
X												Partners Written Reports of Activity for activity from April 1, 2022 - September 30, 2022 due October 15, 2022 (ABI, AIF, AISD, Griggs, SBDC, & MAC)
		X										Present Report of Activity - MAC
												Present Report of Activity - Griggs
												Present Report of Activity - AIF
												Present Report of Activity - AISD
X												Present Report of Activity - ABI
												Present Report of Activity - SBDC

## 2022 DCOA Governance Schedule

2021			2022									
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Governance: Annual Approvals</b>
												Approve Annual Street Expenditure Projects per Agreement COA ('20-'23)
			X									Review and adopt a written resolution approving the DCOA Investment Policy (annually)
												Submit Required Report (Local Gov. Code 502.151) to Comptroller by April 1, 2021
					X							Financial Audit Prepared by 3rd Party Auditor
					X							Financial Audit Presented to Board
												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)
X												New Fiscal Year Contracts (ABI, AIF, AISD, SBDC, MAC & Griggs)
												Annual Consideration and Commission for a Financial Audit
												AIF Executive Committee Appointee
												Staffing/Staff Evaluation (Staff Potential Conflicts of Interest)

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

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

Rv. 03/28/22

**BOARD MEETING MINUTES  
MARCH 11, 2022**

**DEVELOPMENT CORPORATION OF ABILENE, INC.  
BOARD MEETING MINUTES  
MARCH 11, 2022**

**MEMBERS PRESENT:** Sam Vinson                      Vic Corley                      Shea Hall\*  
Floyd Miller\*                      Jack Rich

*\*Shea Hall and Floyd Miller joined the meeting by videoconference.*

**STAFF PRESENT:** Misty Mayo                      Julie Johncox                      Brock New  
Amy Whitmer                      Ashley Whitmer                      Regi McCabe-Gossett  
Akane Thaxton                      Rick Jones                      Marissa Ransted  
Addison Kyker (Intern)

**GUESTS PRESENT:** Chris Shelton,                      McMahon Surovik Suttle, PC  
Mike Ricker,                      Abilene Marshal's Department  
Greg Last,                      EDP Best Practices  
Doug Williamson,                      Abilene Chamber of Commerce

1. **CALL THE MEETING TO ORDER:** Chair Sam Vinson called the meeting to order at 9:00 am and introduced all Board Members present both in-person and virtually, the DCOA's Intern, Addison Kyker, and the DCOA's Strategic Plan Consultant, Greg Last. Chair Sam Vinson also congratulated the DCOA's Attorney, Chris Shelton, and his family for their new baby.
2. **INVOCATION:** Chair Sam Vinson offered the invocation.
3. **PUBLIC COMMENT ON AGENDA ITEMS:** Chair Sam Vinson 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 Sam Vinson moved on to Agenda Item 4.
4. **GOVERNANCE SCHEDULE:** CEO Misty Mayo stated that the 2022 governance schedule is in the packet. The governance schedule is a tool that ensures the DCOA is operating on schedule, and it can be amended as needed.
5. **APPROVAL OF MINUTES FROM THE JANUARY 27, 2022 BOARD MEETING:** Jack Rich moved to approve the minutes from the January 27, 2022 Board meeting. Vic Corley seconded, and the motion passed.
6. **DCOA FINANCIAL REPORT FOR JANUARY 2022:** Regi McCabe-Gossett, DCOA Controller, presented the Financial Report for January 2022. As of January 31, 2022, the DCOA's year-to-date total operating revenue was \$4,964,570, and cash at the end of the period was \$26,171,819. The DCOA's total assets were \$81,730,139, and the DCOA's total liabilities were \$665,172.
7. **EXECUTIVE SESSION:** Chair Sam Vinson 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 Sam Vinson announced the date is March 11, 2022, and the time is 9:10 am. Later, Chair Sam Vinson announced the date is still March 11, 2022, and the time is 10:13 am, and that no vote or action was taken in Executive Session.

**8. REPORT FROM THE PRESIDENT AND CEO:** CEO Misty Mayo explained there were no expenses over \$50,000 for approval this month and Resolution DCOA-2022.13 was not needed. CEO Misty Mayo provided a report on the DCOA's initiatives regarding the Core Pillars: Business Attraction, Business Retention & Expansion, Workforce & Talent Development, and Marketing & Brand Awareness.

### **Business Attraction Initiatives**

3 Marketing Missions (01/01-03/10)

1. International Economic Development Council Leadership Summit
2. Texas Economic Development Council Winter Conference
3. Team Texas Market Mission

### **Business Retention & Expansion Initiatives**

- Certification In Business Retention & Expansion Through International Economic Development Council
- Working With 4 Local Companies for Expansion Opportunities

### **Workforce & Talent Development Initiatives**

- Certification In Workforce Development Through International Economic Development Council
- Presentation At Regional Advisory Committee (RAC) Meeting (Included Superintendents & Representatives From 42 Regional School Districts)
- Hosted Winter Summit: Career Technical Education Roundtables in Partnership with Workforce Solutions of West Central Texas
- Military Affairs Committee Luncheon - Connected Local Manufacturer with Dyess Air Force Base Opportunities

### **Marketing & Brand Awareness Initiatives**

- Fiscal Year 2021 Annual Report Presented to City Council of Abilene
- Launched New DevelopAbilene Website
- Hosted Governor Greg Abbott & Great Lakes Cheese Chairwoman Heidi Eller for a Press Conference at the Great Lakes Cheese Abilene Facility
- Presented at the Abilene Chamber of Commerce's State of The Community & Economic Outlook
- Mayor Williams & Abilene City Council Recognized DCOA Board & Team for the 2022 CiCi Award for Community Impact from Trade & Industry Development Magazine
  - 1 of 14 Community Impact Award Recipients Across the Country
- DCOA President & CEO, Misty Mayo, & Great Lakes Cheese Representative, Mitch Fiedler, Recognized at The Governor's Mansion by Governor Greg Abbott
  - Texas Won 2021 Governor's Cup For 10<sup>th</sup> Year in a Row
- Abilene, Texas Ranked #8 In the Nation 2021 Top Metros Ranking by Total Projects (With Population Less Than 200,000) by Site Selection Magazine
- DCOA Received the Economic Excellence Recognition from the Texas Economic Development Council



- 2021 Recognition Honors Economic Development Organizations for Their Exceptional Level of Professional Development & Commitment to Excellence

**9. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING AN AGREEMENT WITH PROJECT EAGLE II:** CEO Misty Mayo presented Resolution DCOA-2022.14, authorizing an incentive for Project Eagle II in an amount not to exceed \$6,000,000 in exchange for the Company’s retention of at least 179 FTEs and creation of 25 new FTEs for total employment of 204 FTEs by the end of a minimum 7-year period. Project Eagle II is a business retention and expansion project for a company in the manufacturing industry who will expand its existing facility in Abilene, Texas to develop a new production operation supportive to its current business operations at a projected capital investment of approximately \$58,500,000.

Vic Corley made a motion to approve Resolution DCOA-2022.14, authorizing an incentive for Project Eagle II. Shea Hall seconded, and the motion passed.

**10. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING AN AGREEMENT WITH ATMOS ENERGY CORPORATION TO GRANT AN EASEMENT ON PROPERTY IN NORTHWEST ABILENE:** CEO Misty Mayo presented Resolution DCOA-2022.10, authorizing the DCOA to grant an easement to Atmos Energy Corporation. The proposed easement is on the east side of Five Points Business Park. Atmos requested the easement to avoid going through an existing neighborhood to perform the work. Sam Vinson thanked the DCOA team for their work on the easement.

Jack Rich made a motion to approve Resolution DCOA-2022.10, authorizing the DCOA to grant an easement to Atmos Energy Corporation. Shea Hall seconded, and the motion passed.

**11. DISCUSSION OF THE NEXT BOARD MEETING DATE:** Board Members considered dates for the next meeting, and Chair Sam Vinson announced that the next scheduled meeting of the DCOA Board is tentatively scheduled for March 30, 2022, at 9:00 am. It was announced that the DCOA Board would take a brief break prior to discussing Agenda Item 12.

**12. DISCUSSION OF THE STRATEGIC PLAN WITH CONSULTANT GREG LAST:** CEO Misty Mayo introduced Greg Last with EDP Best Practices to discuss the DCOA’s Strategic Plan. Greg Last presented an overview of the DCOA’s Strategic Plan and facilitated a discussion of the next steps for the Strategic Plan. Members of the DCOA Board asked questions for Greg Last relating to the DCOA’s Strategic Plan.

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

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Sam Vinson, Chair

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Shea Hall, Secretary & Treasurer

# **FINANCIAL REPORT FEBRUARY 2022**

Development Corporation of Abilene, Inc.

Statement of Net Position

As of February 28, 2022

Unaudited

	FY22 February 28, 2022	FY21 February 28, 2021
<b>ASSETS</b>		
Current Assets		
Checking/Savings		
Cash in Bank	\$ 27,068,081	\$ 8,877,492
Petty Cash	\$ 30	\$ -
Due From Pooled Cash	\$ -	\$ 663
Due From Investment Fund	\$ -	\$ 24,047,302
Total Checking/Savings	<u>\$ 27,068,111</u>	<u>\$ 32,925,457</u>
Total Accounts Receivable	\$ 2,698,061	\$ 2,089,793
Other Current Assets		
Accrued Interest	\$ 221,106	\$ 116,301
Allowance for Doubtful Accounts	\$ (218,208)	\$ (115,736)
Current Portion of Notes Receivable	\$ 627,211	\$ 616,796
Prepaid Expenses	\$ 210,049	\$ 33,294
Total Short Term Notes Receivable	<u>\$ 970,131</u>	<u>\$ 4,471,637</u>
Total Other Current Assets	<u>\$ 1,810,290</u>	<u>\$ 5,122,291</u>
Total Current Assets	<u>\$ 31,576,463</u>	<u>\$ 40,137,541</u>
Fixed Assets		
Land	\$ 2,715,874	\$ 3,123,699
Construction in Progress	\$ -	\$ 433,872
Building & Improvements	\$ 25,230,356	\$ 24,989,658
Other Improvements	\$ 21,933,404	\$ 19,851,475
Machinery & Equipment	\$ 7,264	\$ 7,264
Vehicles	\$ 70,862	\$ 70,862
Total Accumulated Depreciation	<u>\$ (14,693,264)</u>	<u>\$ (13,322,374)</u>
Total Fixed Assets	<u>\$ 35,264,497</u>	<u>\$ 35,154,457</u>
Other Assets		
Total Notes Receivable	\$ 6,825,082	\$ 7,470,865
Total Notes Receivable Earning Economic Incentive	\$ 12,206,861	\$ 11,725,874
Allowance for Doubtful Notes Receivable	<u>\$ (1,857,089)</u>	<u>\$ (1,857,089)</u>
Total Other Assets	<u>\$ 17,174,854</u>	<u>\$ 17,339,650</u>
<b>TOTAL ASSETS</b>	<b><u>\$ 84,015,813</u></b>	<b><u>\$ 92,631,647</u></b>
<b>LIABILITIES &amp; NET ASSETS</b>		
Liabilities		
Current Liabilities		
Accounts Payable	\$ 245,646	\$ 415,448
Due to City of Abilene	\$ 424	\$ -
Payroll Liabilities	<u>\$ 17,524</u>	<u>\$ -</u>
Total Liabilities	<u>\$ 263,595</u>	<u>\$ 415,448</u>
Net Assets		
Investment in Capital Assets	\$ 35,311,054	\$ 35,151,157
Unrestricted Net Assets	\$ 14,781,128	\$ 21,190,497
Restricted - Contractual Obligations	\$ 38,992,104	\$ 35,505,071
Net Income	<u>\$ (5,332,067)</u>	<u>\$ 369,475</u>
Total Net Assets	<u>\$ 83,752,219</u>	<u>\$ 92,216,200</u>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b><u>\$ 84,015,813</u></b>	<b><u>\$ 92,631,647</u></b>

**Development Corporation of Abilene, Inc.**  
**Statement of Cash Flow**  
**October 2021 through February 2022**  
**Unaudited**

	<b>FY22 YTD</b>
	<b>Oct '21 - Feb 22</b>
<b>OPERATING ACTIVITIES</b>	
Net Revenue	(\$5,332,067)
Adjustments to Reconcile Net Revenue to Net Cash Provided by Operations:	
Accounts Receivable	(\$273,545)
Accrued Interest	(\$39,471)
Allowance for Doubtful Accounts	\$37,142
Current Portion of Notes Receivables	(\$19,991)
Prepaid Expense/Escrow	\$201,997
Notes Receivables - Earning Economic Incentives	\$627,576
Accounts Payable	(\$1,601,309)
<b>Net Cash Provided by Operating Activities</b>	<b>(\$6,399,668)</b>
<b>INVESTING ACTIVITIES</b>	
Construction in Progress	(\$531,478)
Accumulated Depreciation	\$578,036
Notes Receivables	(\$1,183,490)
<b>Net Cash Provided by Investing Activities</b>	<b>(\$1,136,932)</b>
<b>Net Cash Increase for Period</b>	<b>(\$7,536,601)</b>
<b>Cash at Beginning of Period</b>	<b>34,604,712</b>
<b>Cash at End of Period</b>	<b>\$27,068,111</b>

**Development Corporation of Abilene**  
**Revenues, Expenses, and Changes in Net Position**  
**February 28th, 2022**

**Unaudited**

	Feb '22	FY22 YTD Oct '21 - Feb '22	FY22 Annual Budget
<b>OPERATING REVENUES</b>			
Sales and Use Tax	\$ 1,498,620	\$ 6,088,845	\$ 12,474,516
Interest Revenues	\$ 1,055	\$ 8,362	\$ 28,390
Land and Building Leases	\$ 78,681	\$ 445,719	\$ 983,282
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 1,578,356</b>	<b>\$ 6,542,926</b>	<b>\$ 13,486,188</b>
<b>OPERATING EXPENSES</b>			
* Total Economic Development Expenses	\$ 28,704	\$ 9,590,980	
Abilene Industrial Foundation	\$ -	\$ 187,500	\$ 375,000
Small Business Development Center	\$ 12,150	\$ 76,416	\$ 253,000
Military Affairs Committee	\$ 53,262	\$ 128,400	\$ 437,000
Abilene Regional Airport Business Development	\$ 32,311	\$ 61,059	\$ 220,913
ACU Griggs Center	\$ -	\$ -	\$ 24,500
Asset Management and Administration	\$ 186,473	\$ 1,020,212	\$ 4,188,210
* Property Maintenance	\$ 40,004	\$ 237,391	\$ 1,132,560
Depreciation Expense	\$ 115,607	\$ 578,036	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 468,511</b>	<b>\$ 11,879,993</b>	<b>\$ 6,631,183</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 1,109,845</b>	<b>\$ (5,337,067)</b>	<b>\$ 6,855,005</b>
<b>NON OPERATING REVENUES</b>			
Miscellaneous Revenue	\$ -	\$ 5,000	
Investment Earnings	\$ -	\$ -	
Gain/Loss on Disposal of Asset	\$ -	\$ -	
<b>TOTAL NON OPERATING REVENUES</b>	<b>\$ -</b>	<b>\$ 5,000</b>	
<b>NON OPERATING EXPENSES</b>			
Miscellaneous Expense	\$ -	\$ -	
<b>TOTAL NON OPERATING EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>NET NON OPERATING REVENUES</b>	<b>\$ -</b>	<b>\$ 5,000</b>	
<b>NET REVENUES</b>	<b>\$ 1,109,845</b>	<b>\$ (5,332,067)</b>	<b>\$ 6,855,005</b>

\* Expenses include multiyear expenses/prior year budget

**Development Corporation of Abilene, Inc.**  
**Economic Development Program Status**  
**February 28, 2022**

**FY22 Economic Development Project Activity for Multi Year Contracts**

<b>Multi Year Capital Improvement Projects &amp; Contracts</b>	<b>Project Budget Amount</b>	<b>Prior Years Spend</b>	<b>Current YTD FY22 Spend</b>	<b>Balance Reserved</b>	<b>Project Completed?</b>
Access BP Phase II Development 2021	\$ 1,000,000	\$ 511,906	\$ 531,478	\$ -	Yes
Amazon (Project Golden) 2021	337,250	-	-	337,250	
City Street Maintenance Fund 2021	8,500,000	4,700,573	-	3,799,427	
EASI De-Fuel Truck 2015	205,160	195,200	5,850	4,110	
Great Lakes Cheese Cash Incentive 2021	30,000,000	-	8,000,000	22,000,000	
Great Lakes Cheese Land & Infrastructure 2021	3,300,000	2,513,876	145,777	640,347	
Industrial Maintenance Training AISD FY 2022	50,000	-	17,823	32,177	
Marigold & Fulwiler St. Upgrade/EDA Grant Match 2021	787,500	81,153	-	706,347	
Quality Implements 2021	500,000	-	250,000	250,000	
Prairie Dog Pet Products 2021	1,580,000	-	-	1,580,000	
Lancium 2021	2,500,000	-	-	2,500,000	
ACU Next Lab 2021	2,930,000	-	-	2,930,000	
Hendrick Medical Center Operations Centers 2021	1,540,000	-	-	1,540,000	
Dyess AFB DEAAG/Matching Grant 2021	536,337	489,213	37,833	9,292	
TSTC New Abilene Campus 2017	4,000,000	1,379,600	400,000	2,220,400	
<b>TOTAL Multi Year Capital Projects</b>	<b>\$ 57,766,247</b>	<b>\$ 9,871,521</b>	<b>\$ 9,388,761</b>	<b>\$ 38,549,350</b>	

<b>Multi Year Economic Incentives Principal Reductions*</b>	<b>Economic Incentive Budget</b>	<b>Prior Years Expensed</b>	<b>Current YTD FY22 Expense</b>	<b>Remaining Economic Incentive Budget</b>	<b>Contract Completed?</b>
BE in Abilene 2018	\$ 200,000	\$ 100,000	\$ 25,000	\$ 75,000	
BE in Abilene 2019	200,000	50,000	-	150,000	
BE in Abilene 2020	250,000	50,000	-	200,000	
2020 Economic Relief Incentives	2,331,374	1,478,798	602,576	-	Yes
Coca Cola Refreshments 2016	3,081,778	2,465,422	-	616,356	
TTUHSC School of Public Health 2015	1,951,431	1,672,655	-	278,776	
Prairie Dog Pet Products 2015	9,500,000	3,452,598	-	6,047,402	
Broadwind Towers 2016	570,628	342,377	114,126	114,126	
FDLIC 2020	1,035,000	-	-	1,035,000	
Hartmann's 2020	900,000	-	-	900,000	
Abimar Foods 2020	2,000,000	666,667	-	1,333,333	
Bavarian - Extrusion Concepts 2020	400,000	-	-	400,000	
Chike Next Level Blending, LLC 2020	387,000	-	-	387,000	
Prairie Dog Pet Products 2021	1,580,000	-	-	1,580,000	
Vista Flags 2021	60,000	-	-	60,000	
<b>TOTAL Multi Year Economic Incentive Principal Reduction Earned</b>	<b>\$ 24,447,211</b>	<b>\$ 10,278,517</b>	<b>\$ 741,702</b>	<b>\$ 13,176,993</b>	

*\*These incentives are expensed as Principal Reductions based on client's contractual compliance reports.*

**APPROVED PROJECTS - NOT STARTED:**

	<b>Amount Reserved</b>
JLUS Implementation/Matching Grant (Fall 2022)	\$ 55,000
Dyess AFB/Egress Barriers/Matching Grant (Q4 2022)	199,017
Dyess AFB/Gate Upgrade/Matching Grant (Q4 2022)	188,608
<b>TOTAL PENDING SIGNED CONTRACTS</b>	<b>\$ 442,624</b>

**DCOA FISCAL YEAR 2021 AUDIT  
REPORT**

## Independent Auditor's Report

The Board of Directors  
The Development Corporation of Abilene  
Abilene, Texas

We have audited the accompanying financial statements of the governmental activities and the major fund of the Development Corporation of Abilene (Corporation or DCOA), a component unit of the City of Abilene, Texas (City) as of and for the year ended September 30, 2021, and the related notes to the financial statements, which collectively comprise the Corporation's basic financial statements as 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 Corporation'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 Corporation'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 and the major fund of the Corporation as of September 30, 2021, and the respective changes in financial position 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 and budgetary comparison 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.

***BKD, LLP***

Dallas, Texas  
March 15, 2022

# **REPORT FROM THE PRESIDENT AND CEO**

**RESOLUTION NO. DCOA-2022.15**

**A RESOLUTION OF THE DEVELOPMENT CORPORATION OF ABILENE, INC. (“DCOA”) APPROVING EXPENDITURES GREATER THAN OR EQUAL TO \$50,000.**

WHEREAS, the DCOA’s President (“President”) has provided a report of upcoming DCOA expenditures, each of which are expected to be greater than or equal to \$50,000 (the “Report”).

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

**PART 1.** Each expenditure described in the Report is hereby approved and the President shall be and hereby is authorized to make and/or contract for each expenditure described in the Report.

The President is further authorized to, if necessary, on behalf of the DCOA, negotiate, enter into and execute all agreements, make expenditures under said agreements, and to take any steps necessary which are consistent with and necessary to effectuate the actions outlined above.

**PART 2.** This Resolution takes effect immediately upon passage.

ADOPTED this the 30<sup>th</sup> day of March, 2022.

ATTEST:

\_\_\_\_\_  
Shea Hall  
Secretary/Treasurer

\_\_\_\_\_  
Sam Vinson  
Chairman of the Board

APPROVED AS TO FORM:

\_\_\_\_\_  
Chris Shelton, Attorney at Law

# REPORT FROM PRESIDENT & CEO

## *EXPENDITURES OVER \$50,000*

Vendor	Contract Amount	Details

**RESOLUTION APPROVING  
AN AGREEMENT WITH  
PROJECT LITTLE GIANT**

**RESOLUTION NO. DCOA-2022.16**

**A RESOLUTION OF THE DEVELOPMENT CORPORATION OF ABILENE, INC. (“DCOA”) AUTHORIZING AN INCENTIVE FOR PROJECT LITTLE GIANT (“COMPANY”).**

WHEREAS, Company will expand its existing facility (the “**Facility**”) in Abilene, Texas to create additional production capacity at a projected capital investment of approximately \$7,941,835; and,

WHEREAS, Company currently employs 240 full-time employees (“**FTEs**”) and projects to create, by the end of a period of no less than 9-years, an additional 350 FTEs for total employment of 590 FTEs; and,

WHEREAS, the DCOA’s staff requests the DCOA’s Board of Directors approve (i) a loan to the Company in the amount of \$1,500,000; and (ii) an incentive for Project Little Giant in an amount not to exceed \$700,000; and,

WHEREAS, the DCOA's Board of Directors finds that Project Little Giant (i) creates and/or retains primary jobs, and (ii) is suitable for the development, retention or expansion of a manufacturing and industrial facility, and/or any other facilities described in Section 501.101(2) of the Texas Local Government Code.

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

- PART 1.** DCOA hereby authorizes, in exchange for the Company’s retention of 240 FTEs and creation of 350 FTEs over a period of no less than 9 years, (i) a loan<sup>1</sup> from the DCOA to the Company in the amount of \$1,500,000 with 0.00% interest and monthly payments of \$13,888 with a maturity date at the end of a 9 year term; and (ii) an incentive package for Project Little Giant in an amount not to exceed \$700,000.
- PART 2.** 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 funding commitment herein is extended in writing by the DCOA’s President (“**President**”) prior to the expiration date.
- PART 3.** The President is hereby authorized to, on behalf of the DCOA, negotiate, enter into and execute all agreements, make the expenditures described above, and to take any steps which are consistent with and necessary to effectuate the actions outlined above.
- PART 4.** This Resolution takes effect immediately upon passage.

ADOPTED this the 30<sup>th</sup> day of March, 2022.

---

<sup>1</sup> The loan and debt evidenced thereby may be added to the Company’s existing Promissory Note or evidenced by the execution of a new Promissory Note.

ATTEST:

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Shea Hall  
Secretary/Treasurer

---

Sam Vinson  
Chairman of the Board

APPROVED AS TO FORM:

---

Chris Shelton, Attorney at Law

**RESOLUTION FOR THE DCOA TO  
(I) ENTER INTO AMENDED  
AGREEMENT(S) AND/OR  
(II) ENTER INTO A SUBORDINATION  
AGREEMENT OR OTHERWISE  
SUBORDINATE THE DCOA'S LIEN  
AS IT RELATES TO THE DCOA'S  
AGREEMENT FOR FINANCIAL  
ASSISTANCE AND RELATED  
INCENTIVE AGREEMENTS WITH  
DODD FAMILY FOODS, INC.  
DBA 2 PROFS ICE CREAM**



**RESOLUTION NO. DCOA-2022.17**

**A RESOLUTION OF THE DEVELOPMENT CORPORATION OF ABILENE, INC. (“DCOA”) AUTHORIZING THE DCOA TO SUBORDINATE AND/OR TERMINATE ITS FIRST PRIORITY LIEN ON THE COLLATERAL OWNED BY DODD FAMILY FOODS, INC. DBA 2 PROFS ICE CREAM (“COMPANY”).**

WHEREAS, Company was a winner of the DCOA’s 2020 BE in Abilene competition and received an incentive in the amount of \$100,000.00 from the DCOA, the repayment of which is secured (through a Security Agreement) by certain assets owned by the Company; and,

WHEREAS, Company’s business has grown considerably since winning the DCOA’s 2020 BE in Abilene competition and the Company desires to obtain additional financing from a third party lender (the “**Lender**”); and,

WHEREAS, the Lender will not make a loan to the Company unless the DCOA subordinates and/or terminates its first priority lien on the Company’s assets; and,

WHEREAS, the DCOA’s staff requests the DCOA’s Board of Directors authorize the subordination and/or termination of the DCOA’s first priority lien on the Company’s collateral to the Company’s new Lender.

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

- PART 1.** DCOA hereby authorizes the subordination and/or termination of the DCOA’s first priority lien on the Company’s collateral to the Company’s new Lender.
- PART 2.** The 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’s President (“**President**”) prior to the expiration date.
- PART 3.** The President is hereby authorized to, on behalf of the DCOA, negotiate, enter into and execute all agreements, make any expenditures described above, and to take any steps which are consistent with and necessary to effectuate the actions outlined above.
- PART 4.** This Resolution takes effect immediately upon passage.

ADOPTED this the 30<sup>th</sup> day of March, 2022.

ATTEST:

---

Shea Hall  
Secretary/Treasurer

---

Sam Vinson  
Chairman of the Board

APPROVED AS TO FORM:

---

Chris Shelton, Attorney at Law

# **STRATEGIC ACTION PLAN**

# ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

## VISION

The Vision of the Development Corporation of Abilene is to build the future of Abilene.

## MISSION

The Mission of the Development Corporation of Abilene is to lead economic growth in Abilene by attraction and sustaining industries that support job creation, foster strong business, and ensure a prosperous community.

## CORE GOALS



### **BUSINESS ATTRACTION**

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



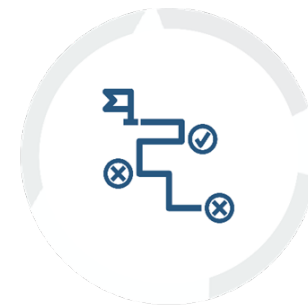
### **BUSINESS RETENTION AND EXPANSION**

Spur and facilitate the growth and prosperity of existing businesses, including entrepreneurial & small business initiatives.



### **WORKFORCE AND TALENT DEVELOPMENT**

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



### **MARKETING AND BRAND AWARENESS**

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

## ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

### STRATEGIES

Enhance administration, management, and communication efforts.

#### **ADMINISTRATION**

Update and enhance the economic development plans, policies, and procedures.

#### **PLANS, POLICIES & PROCESSES**

Spur and facilitate the growth and prosperity of existing businesses.

#### **BUSINESS RETENTION & EXPANSION**

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

#### **MARKETING & PROMOTION**

Analyze and promote real estate development and redevelopment opportunities.

#### **WORKFORCE DEVELOPMENT**

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

#### **EDUCATION**

Collaborate with partners, allies, and stakeholders.

#### **PARTNERSHIP**

Identify, develop, and enhance economic development resources.

#### **RESOURCES**

## ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

### FUNCTIONAL AREAS

**Supports the strategies and objectives.**

These show the breadth of responsibilities administered through the DCOA providing for comprehensive economic development efforts for the City of Abilene.

ADMINISTRATION

PLANS & POLICIES

BUSINESS RETENTION &  
EXPANSION

MARKETING

BUSINESS ATTRACTION

PROSPECT MANAGEMENT

REAL ESTATE

WORKFORCE

# ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

## OBJECTIVES

The objectives reflect a culmination of input provided by key stakeholders, economic development partners, and the DCOA Board of Directors.

PRIMARY OBJECTIVES	OPERATIONAL OBJECTIVES	STRATEGIC OBJECTIVES
<ul style="list-style-type: none"> <li>▪ Adopt this Strategic Plan and implement prioritized objectives</li> <li>▪ Ensure DCOA funds are used for authorized expenditures</li> <li>▪ Periodically communicate DCOA activities and successes to allies &amp; stakeholders</li> <li>▪ Periodically communicate DCOA activities and successes to the DCOA Board and City Council</li> <li>▪ Collaborate with Partners and allies to implement objectives effectively</li> <li>▪ Continue development of a DCOA Performance Evaluation System</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allow time and budget for cultural on-boarding and team development</li> <li>▪ Develop and maintain a cutting-edge best practices website</li> <li>▪ Implement comprehensive incentives compliance management system</li> <li>▪ Analyze the alignment of Staff duties against the Responsibilities identified</li> <li>▪ Develop / acquire a comprehensive contacts management database</li> <li>▪ Evaluate and enhance current new businesses due diligence screening process</li> <li>▪ Establish an Standard Operating Procedure for introducing important projects to the City's Development Team</li> <li>▪ Evaluate merits of adding Staff to support communications / transparency efforts</li> <li>▪ Implement a formal training program for development of the DCOA Team</li> <li>▪ Identify full potential of AISD's LIFT, TSTC and Cisco</li> <li>▪ Implement an initiative to build stronger working relationships between the DCOA Team and City Development Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a comprehensive Marketing &amp; Business Development Plan</li> <li>▪ Ensure incentive policies allow for expansion of existing businesses</li> <li>▪ Implement a comprehensive BRE program for Type A businesses</li> <li>▪ Prepare a comprehensive RFI / RFP template for quick and professional responses</li> <li>▪ Study and seek out best practices for leveraging public-private-partnerships to construct speculative buildings and implement a targeted program</li> <li>▪ Adopt target reserve fund level to maintain</li> <li>▪ Develop a comprehensive Sites &amp; Buildings Summary</li> <li>▪ Develop and implement marketing campaigns leveraging recent successes</li> <li>▪ Develop maps / aerial photos adequate to market location, local and regional assets</li> <li>▪ Develop resources / assets supporting Abilene as a viable location for target industries</li> <li>▪ Establish aspirations for makeup of the Board and assist with identification</li> <li>▪ Implement programs strengthening relationships with brokers, developers and other real estate professionals, particularly in the DFW market</li> </ul>

## ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

### PRIMARY OBJECTIVES

### OPERATIONAL OBJECTIVES

### STRATEGIC OBJECTIVES

- Simplify legal documentation where possible and show creative flexibility in negotiations with prospects
- Establish update meetings with DevelopAbilene Partners two (2) times per year
- Evaluate the merits of moving to in-house legal services
- Implement a formal training program for Board members
- Manage Partner agreements and delivery with strong ties to the Strategic Plan priorities
- Evaluate impact of Human Resources policies, payroll and benefits contracts to retain quality employees
- Ensure businesses are aware of resources at universities
- Engage a professional marketing firm to raise the level of marketing resources and initiatives
- Establish “top-of-mind” relationship with State economic development allies

- Increase involvement in regional, state and national economic development organizations
- Partner with education allies and businesses to establish workforce programs to address retention of graduates and veterans exiting Dyess Air Force Base
- Prepare a Capital Improvement Plan for both business parks
- Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements
- Prepare a Real Estate Strategy analyzing the viability of existing DCOA properties as well as potential acquisitions for future needs
- Work with appropriate allies in support of technical training / certificates (e.g. A&P for aerospace)
- Allocate funds to the City for public infrastructure benefitting Type A businesses
- Assist with evaluation of a comprehensive Incentives Policy
- Complete Workforce Studies that represent the availability of adequate workforce in the region
- Contract for professional photography as needed for M&P
- Contract for professional testimonial videos of business leaders
- Evaluate the feasibility / merits of pursuing a Foreign Trade Zone
- Identify and fund infrastructure in prioritized areas of the airport



## ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

PRIMARY OBJECTIVES	OPERATIONAL OBJECTIVES	STRATEGIC OBJECTIVES
		<ul style="list-style-type: none"> <li>▪ Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data</li> <li>▪ Prepare Target Industry Research adequate to represent our advantages</li> <li>▪ Pursue the acquisition of property / facilities suited to the needs of desired businesses</li> <li>▪ Continue marketing emphasis on Abilene Regional Airport programs and opportunities</li> <li>▪ Continue ongoing enhancements to DCOA Property Maps and maps used for marketing</li> <li>▪ Develop a plan to manage significant layoffs or closing of major employer</li> <li>▪ Encourage / support City's comprehensive planning initiatives</li> <li>▪ Ensure employment opportunities and internship programs are widely advertised (e.g. under-employed minority groups, primary schools)</li> <li>▪ Evaluate the need to update the 2016 Industry Competitive Evaluation, and consider the value of an independent logistics study</li> <li>▪ Identify / acquire DCOA Team resources needed to implement objectives</li> <li>▪ Support Taylor County with adopting an updated Incentives Policy</li> <li>▪ Develop a Residential Availability Report</li> <li>▪ Encourage Partners to develop an Angel Investor Network to support projects outside of DCOA funding scope</li> <li>▪ Work with the appropriate Partners to identify and implement entrepreneurial programs</li> </ul>

# **WORKFORCE STUDY PRESENTATION**








# Summary of Comprehensive Workforce Analysis

Abilene, TX



# AGENDA

-  Site Selection Group Overview
-  Site Selection & Workforce
-  Summary of Key Findings
-  Strategic Recommendations
-  Questions & Answers

# Site Selection Group



# Our Company

50+

Full-service  
Projects  
completed each year

\$1.2B

Economic  
Incentives  
managed for our clients

30M+

Square Feet  
of real estate  
transactions completed

30+

Fortune 100  
Companies  
represented

DALLAS BUSINESS JOURNAL



BEST PLACES TO WORK

1,253

Global Labor  
Markets  
proactively researched

**IncenTrak**<sup>®</sup>

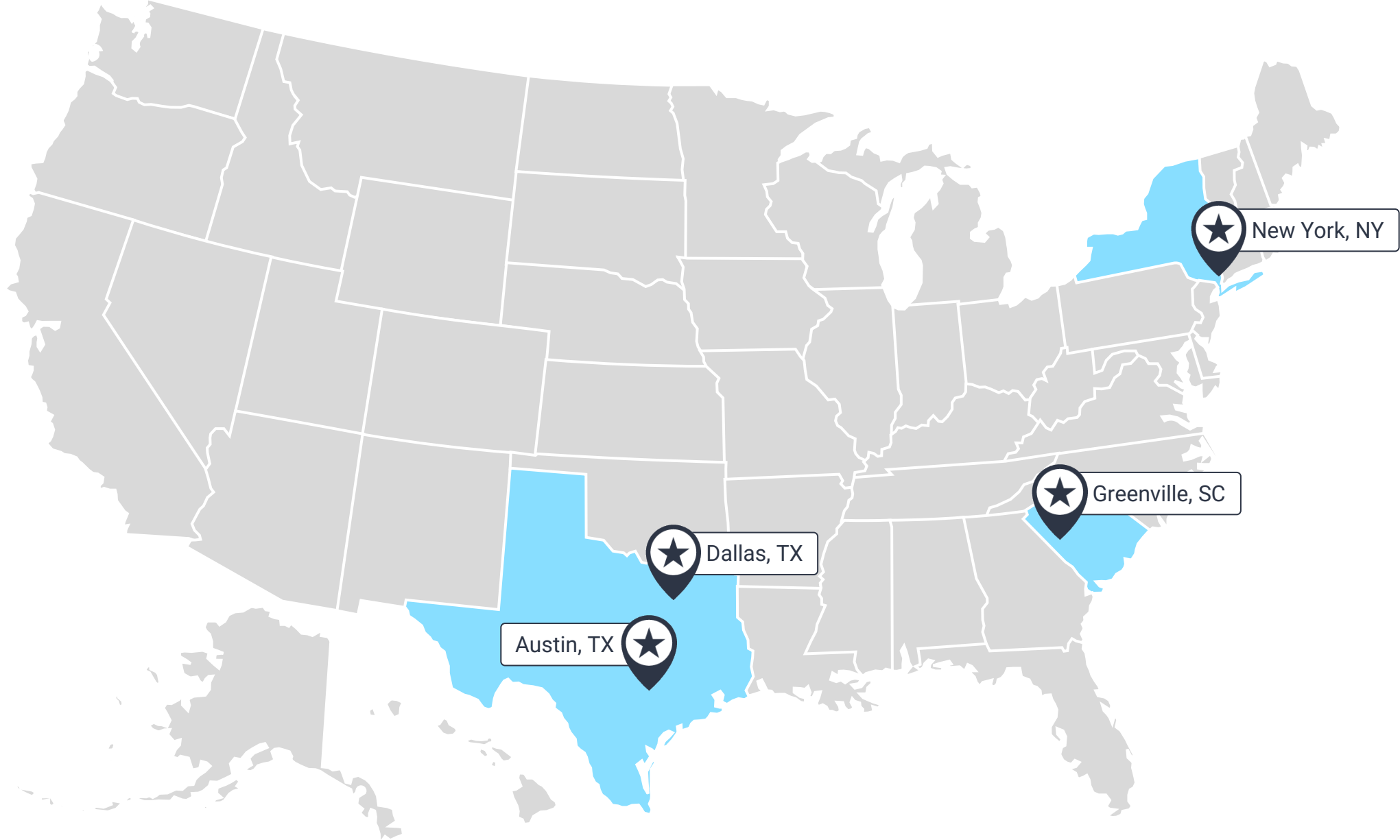
Technology  
Platform  
Developed to manage  
economic incentive  
receivables



Fastest Growing  
Companies  
by Inc. Magazine

5-Time Best  
Places To Work  
by Dallas Business Journal

# Locations Across The U.S.



# Core Lines Of Business



## Location Advisory

### Consulting Services

- Demographic analysis
- Workforce assessment
- Labor cost analysis
- Labor supply-demand forecasting
- Occupational demand analysis
- College/university assessment
- Commuter analysis
- Segmentation analysis
- Infrastructure assessment
- Logistics analysis
- Utility cost analysis
- Employer interviews
- Competition saturation analysis
- Operating cost comparison
- Location optimization analysis
- Customized GIS mapping



## Economic Incentives Services

### Identification & Evaluation

- State and local tax evaluation
- Program research and evaluation
- Request for proposals
- Economic incentive comparison
- Financial analysis
- Economic impact modeling
- Market comparables
- Negotiation strategy

### Negotiations

- Tax credits and abatements
- Sales and use tax rebates
- Cash grants
- Real estate grants
- Enterprise zones, TIF's, PID, etc.
- Employee training subsidies/grants
- Special public/private financing
- Site Infrastructure grants/rebates
- Competition restrictions

### Administration & Compliance

- Application preparation
- Contract review
- Documentation administration
- Annual compliance
- Financial reporting



## Corporate Real Estate Services

### Market Research

- Market research
- Site/building tours
- Site/building inspections

### Negotiations

- Acquisitions
- Dispositions
- Sale lease-backs
- Developer bidding
- Lease Renewals
- Lease restructuring
- Subleases

### Construction Management

- Site visits/assessment
- Vendor bidding and supervision
- Budgeting and scheduling
- Telecom and IT interface
- FF&E management
- Move coordination

### Portfolio Management

- Strategic portfolio planning
- Lease database management
- Lease audits
- Vendor management
- Occupancy forecasts
- Organization planning



## Economic Development Consulting

### Consulting Services

- Economic analysis
- Demographic analysis
- Competitive benchmarking
- Industry cluster analysis
- Target industry analysis
- Economic impact analysis
- Underemployment studies
- Commuter studies
- Site certifications
- Economic incentive design
- Organizational planning
- Marketing plans
- Real estate development plans
- Real estate re-use plans

Through the "Corporate Lens"



# Recent Production & Distribution Clients

## Food & Beverage



## Healthcare & Medical Device



## Transportation



## Construction Products



## Consumer Goods



## E-Commerce & Warehousing



## Heavy Industry



# Recent Economic Development Clients

## State & Utility



## Community



## Regional



# Site Selection & Workforce



# Changing Industrial Project Profiles



Headcount  
~~100-300 Jobs~~



# DOWN  
50-200 Jobs



SKILL REQS.  
UP



Capital Investment  
~~\$25M-\$75M~~



UP  
\$50m - \$100m



Real Estate  
100k-200k SF

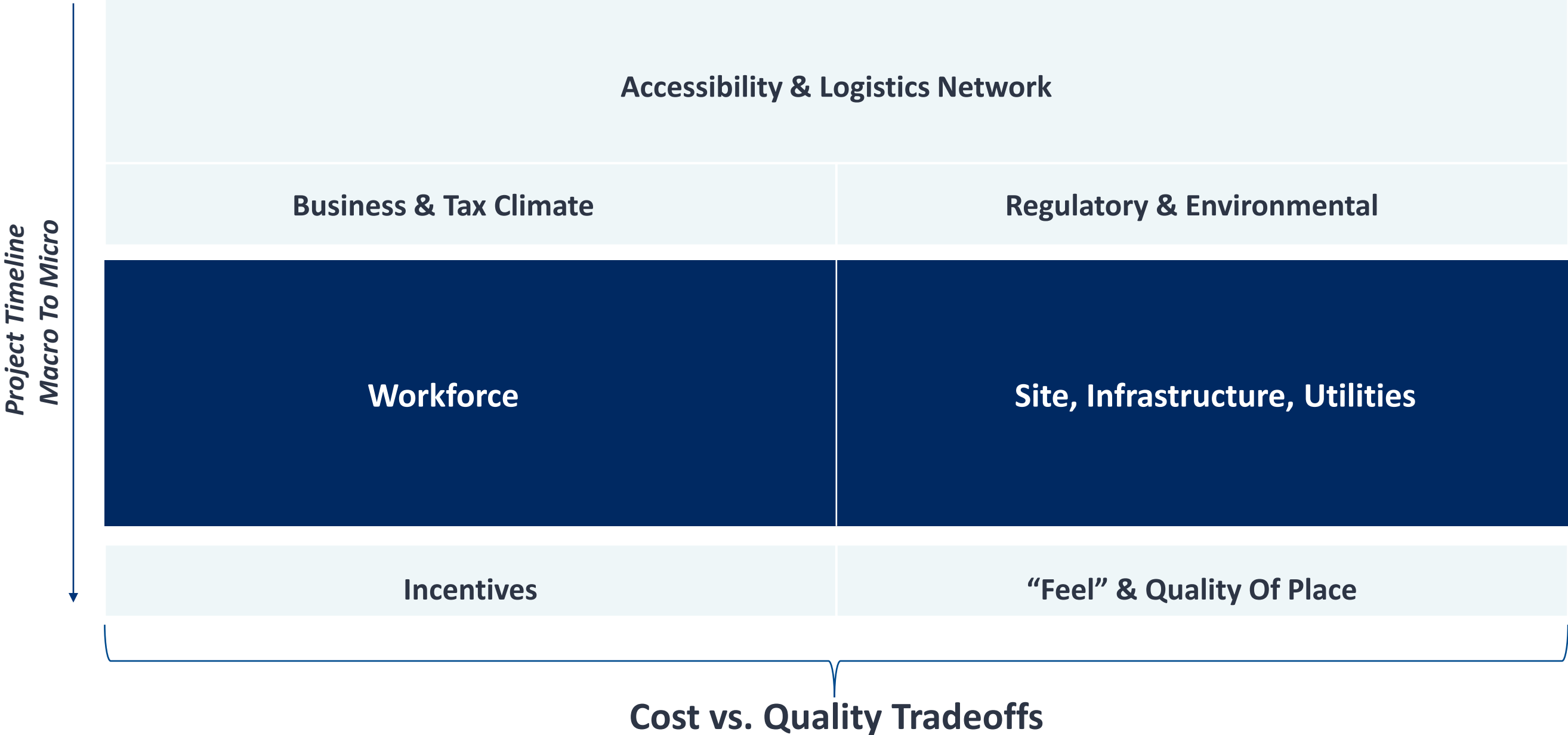


Mega  
Utility Projects

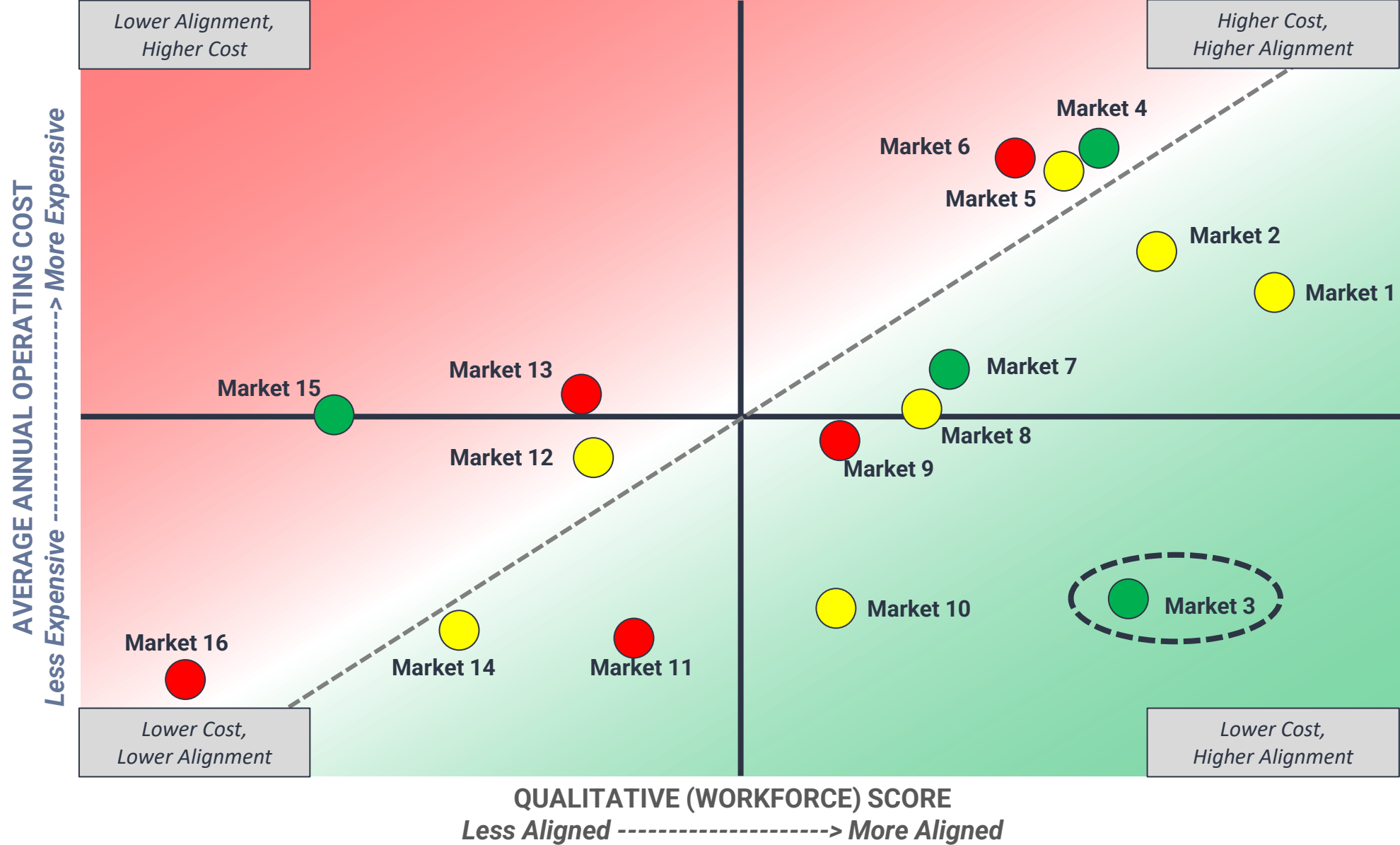


GROWING

# Industrial Location Drivers



# Cost vs. Quality vs. Sites



## How Can You?

- Lower Costs?
- Improve Sites?
- Enhance Workforce?

# Site Selection Process

	<b>1</b> Needs Assessment	<b>2</b> Metro Area Filtering Analysis	<b>3</b> Site Selection Analysis	<b>4</b> Tours & Due Diligence	<b>5</b> Negotiations	<b>6</b> Construction
Key Steps	<ul style="list-style-type: none"> <li>• Strategy formation</li> <li>• Business drivers</li> <li>• Project timeline</li> <li>• Criteria weighting</li> <li>• Business unit</li> <li>• Employee types</li> <li>• Job creation</li> <li>• Infrastructure needs</li> <li>• Capital investment</li> <li>• Geographic preference</li> <li>• Accessibility needs</li> </ul>	<ul style="list-style-type: none"> <li>• Labor force size</li> <li>• Population growth</li> <li>• Unemployment rate</li> <li>• Employee skills</li> <li>• Call center saturation</li> <li>• Wage rates</li> <li>• Minimum wage laws</li> <li>• Household income</li> <li>• Cost of living</li> <li>• University presence</li> <li>• Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Community profiles</li> <li>• Competition research</li> <li>• Call center saturation analysis</li> <li>• Business climate analysis</li> <li>• Wage surveys and employer interviews</li> <li>• Accessibility analysis</li> <li>• Operating cost analysis</li> <li>• Weighted decision matrix</li> <li>• Executive Summary</li> </ul>	<ul style="list-style-type: none"> <li>• Community leaders</li> <li>• Economic development organizations</li> <li>• Government officials</li> <li>• Recruitment agencies</li> <li>• University officials</li> <li>• Real estate options</li> <li>• Infrastructure providers</li> <li>• Fiber providers</li> <li>• Utility providers</li> </ul>	<p>Economic Incentives</p> <ul style="list-style-type: none"> <li>• Tax abatements</li> <li>• Training grants</li> <li>• Tax credits</li> <li>• Cash grants</li> <li>• Real estate grants</li> </ul> <p>Real Estate</p> <ul style="list-style-type: none"> <li>• Rental rate</li> <li>• Improvement allowance</li> <li>• Termination options</li> <li>• Lease renewal options</li> <li>• Expansion rights</li> </ul>	<ul style="list-style-type: none"> <li>• Project budget</li> <li>• Project schedule</li> <li>• Space programming</li> <li>• Architect selection</li> <li>• Engineer selection</li> <li>• Construction documents</li> <li>• FF&amp;E procurement plan</li> <li>• Permitting</li> <li>• Cabling and equipment install</li> <li>• Move management</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>• Project Questionnaire</li> <li>• Project Kick-Off Call</li> </ul>	<ul style="list-style-type: none"> <li>• GeoCision Analysis</li> <li>• Project Profile Summary</li> </ul>	<ul style="list-style-type: none"> <li>• Site Selection Report</li> </ul>	<ul style="list-style-type: none"> <li>• Tour Agenda</li> <li>• Site Ranking Matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Request for Proposals</li> <li>• Proposal Comparison</li> <li>• Financial Analysis</li> <li>• Letter of Intent</li> <li>• Documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Budget &amp; Schedule</li> <li>• Programming Analysis</li> <li>• Test Fits &amp; Design Docs</li> <li>• Vendor RFPs</li> <li>• Permits</li> </ul>
Results	<b>Understand Your Needs &amp; Objectives</b>	<b>Identify Candidate Metro Areas</b>	<b>Identify Shortlist Metro Areas</b>	<b>Identify Finalist Metro Area &amp; Buildings</b>	<b>Secure Real Estate &amp; Economic Incentives</b>	<b>Project Delivered On-Time &amp; On-Budget</b>
	Week 1-2	Week 3-5	Week 6-11	Week 12-15	Week 16+	On-Going

**Data Driven Workforce Analysis**



**Story Driven Workforce Analysis**

# Data Collection & Approach



## Quantitative & Secondary Data Sources

- Multiple best-in-class sources.
- Comparable to other markets.
- Main driver of Demographics, and Occupational Dynamics sections.
- Support for Education & Training section.

## Data Driven Workforce Analysis

*Reality AND Perception – understanding why you may fall out of the “filter”*



## Qualitative & Primary Data Sources

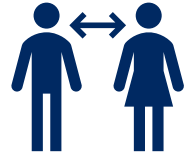
- Collected via two community visits and follow up conversations.
- 25 Interviews Total
  - 12 Employer Interviews
  - 13 Stakeholder Interviews (training, education, military)
- Supplements data noted above.
- Provides significant insight into workforce and community dynamics that are lost in the data.

## Story Driven Workforce Analysis

*How do you tell your story effectively?*



# SSG's Approach To Workforce Analytics



## Demographics

- Population, Growth, Labor Force
- Age, Education, Income
- Commuting & Realistic Labor Shed



## Occupational Dynamics

- Supply of Key Skill Sets
- Demand for Key Skill Sets
- Wages & Salaries



## Training & Education

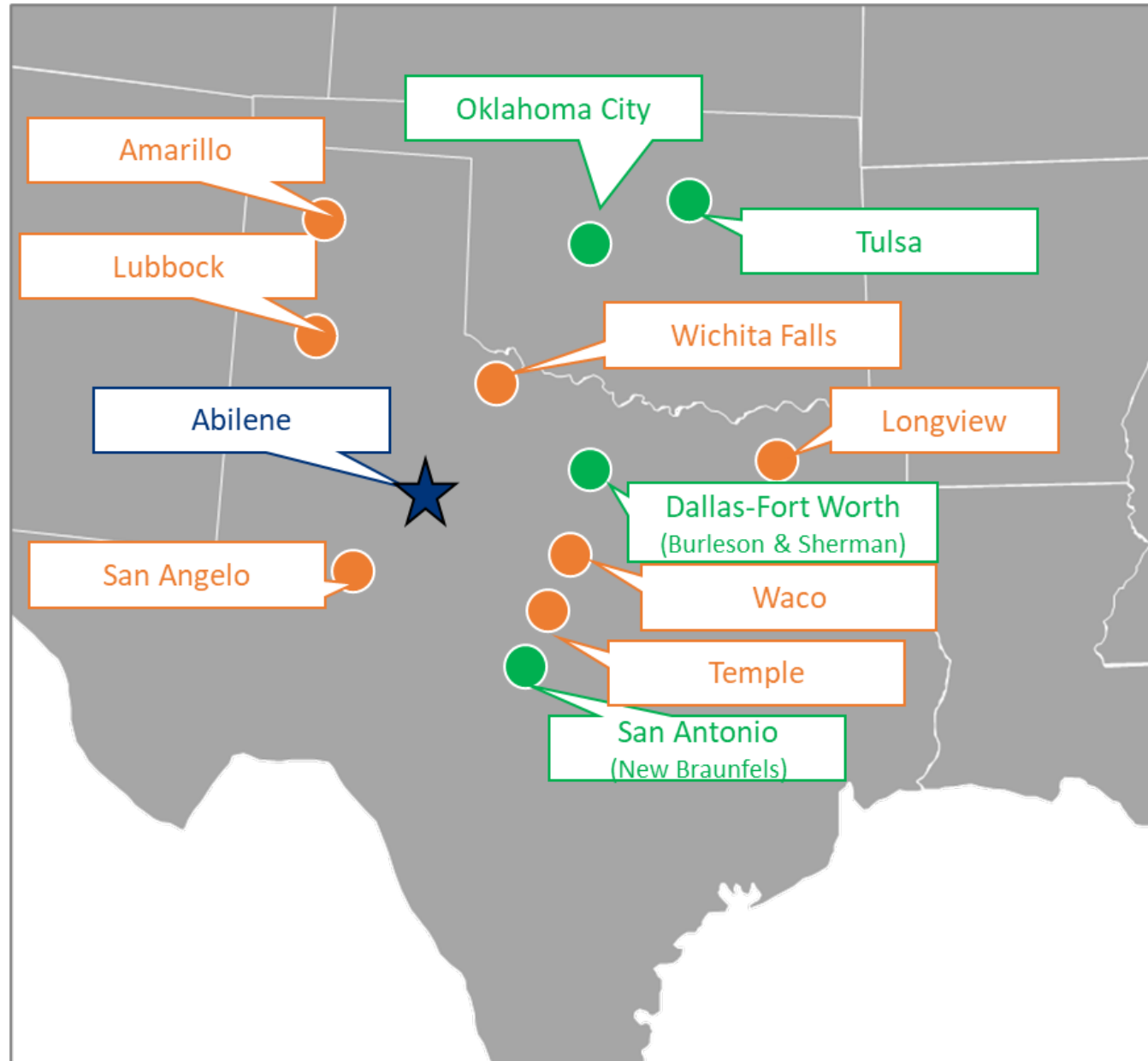
- K-12
- Technical Training
- Colleges & Universities
- Workforce Development



## Quality of Place

- Some data (housing, crime, rankings)
- But much more qualitative-focused

# Comparison Markets



**Peer Markets**

**Large Markets  
(Bigger Threat in  
SSG's View)**

# Target Industries & Occupational Cluster Analysis

Target Industries	Target Occupational Clusters (SOC Based)
<b>Advanced Manufacturing</b>  <i>Includes "Energy" and "Advanced Technology"</i>	<ul style="list-style-type: none"> <li>• Production – All</li> <li>• Engineering</li> <li>• Engineering Techs</li> <li>• Maintenance</li> <li>• Logistics – Direct</li> <li>• Logistics – Support</li> <li>• Production – Food Specific (SSG rec.)</li> <li>• Production – Metal Specific (SSG rec.)</li> </ul>
<b>Aerospace</b>	<ul style="list-style-type: none"> <li>• Production – Aerospace Specific</li> <li>• Engineering – Aerospace Specific</li> </ul>
<b>Bio-Tech</b>	<ul style="list-style-type: none"> <li>• Production – Bio/Life Science</li> <li>• Hard Science (e.g. chemists, biologists)</li> <li>• Science Techs (e.g. chem techs)</li> <li>• Health Care &amp; Related</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Higher Skill IT (bachelor's+ talent)</li> <li>• Moderate Skill IT (no degree)</li> </ul>
<b>Business &amp; Professional Services</b>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Accounting</li> <li>• HR</li> <li>• Marketing</li> <li>• Administrative Support</li> </ul>

**Pre-Identified by Abilene & Supplemented by SSG**

**Diverse Occupational Cluster**

**Differing Value Propositions**

*Some more favorable supply, Some more favorable demand*