

## **PUBLIC NOTICE**

### DEVELOPMENT CORPORATION OF ABILENE, INC.

A meeting of the Development Corporation of Abilene, Inc. ("DCOA") will be held on November 1, 2022, at 174 Cypress Street, 2nd Floor Board Room, Abilene, Texas commencing at 12:00 pm 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, 2nd 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 are allowed for up to 6 minutes).

## **AGENDA**

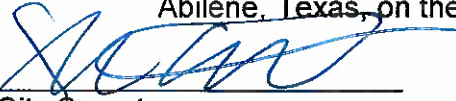
November 1, 2022  
12:00 pm

1. Call the meeting to order
2. Invocation
3. Public Comment on Agenda Items
4. Governance Schedule
5. Approval of minutes from the September 21, 2022 board meeting
6. Presentation of Report of Activity from the Abilene Independent School District and the Wylie Independent School District on the DCOA's NEXTU Program
7. DCOA Financial Report for August 2022 and Quarterly Sales Tax Report
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:
  - A. 551.071 (Consultation with Attorney)
    1. Quality Implement Co. Agreement for Financial Assistance
    2. 3-Year Contract with Audit Firm
    3. Kids Beds
    4. DCOA Bylaws – Term of Office of Board of Directors
  - B. 551.072 (Deliberations about Real Property)
    1. Acquisition of property in East Abilene

- C. 551.074 (Personnel Matters)
    - 1. CEO Evaluation
    - 2. CEO Compensation
    - 3. CEO Incentive Bonus
  - D. 551.087 (Business Prospect/Economic Development)
    - 1. Project Little Giant
    - 2. Project Wishbone
    - 3. Project Fox Hill
    - 4. Project Saldo
9. Report from the President and CEO:
- A. Strategic Plan Objectives:
    - 1. Business Retention & Expansion Initiatives
    - 2. Business Attraction Initiatives
    - 3. Marketing & Brand Management Initiatives
    - 4. Workforce Development Initiatives
    - 5. Real Estate Initiatives
    - 6. Effective Operations Initiatives
  - B. 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 the appointment of the DCOA's President/Chief Executive Officer to consent to a change of control under the Quality Implement Agreement for Financial Assistance
11. Discussion and possible approval authorizing the DCOA's President/Chief Executive Officer to engage an audit firm for a multi-year contract
12. Discussion regarding a DCOA Nominating Committee
13. Discussion and possible approval of an award of an Incentive Bonus and/or an amendment to the DCOA's CEO's Employment Agreement, salary, and/or benefits
14. Discussion and possible approval of a Resolution approving an agreement with Project Little Giant
15. Discussion of the next board meeting date
16. 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 28<sup>th</sup> day of October, 2022 at 9:50 a.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**

**FY 2023 DCOA Governance Schedule**

2022			2023									
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Post Agenda (72 hrs prior to the meeting)</b>
	X											Monthly Board Meeting (minimum quarterly meeting)
												Annual Meeting of Board of Directors (first regularly scheduled board meeting of the year)
												State of the City Address by Mayor
												Annual Economic Development Plan to City Council (prior to, or in conjunction with, the annual budget)
												Annual Budget to City Council (sixty days prior to start of next fiscal year: August 1, 2023)
												Additional Meetings, as needed

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

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

**FY 2023 DCOA Governance Schedule**

2022			2023									
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Governance: Reports of Activity</b>
X												Partners Written Reports of Activity for activity from April 1, 2022 - September 30, 2022 due October 15, 2022
												Partner Written Reports of Activity for activity from October 1, 2022 - March 31, 2023 due April 15, 2023
	X											Report of Activity from Partners

Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	<b>Governance: Annual Approvals</b>
	X											Annual Consideration and Commission for a Financial Audit
												Review and adopt a written resolution approving the DCOA Investment Policy (annually)
												Financial Audit Prepared by 3rd Party Auditor
												Financial Audit Presented to Board
												Submit Required Report (Local Gov. Code 502.151) to Comptroller by April 1, 2023
												Annual Budget Request from Partners due June 1, 2023
												Annual Budget to Board (sixty days prior to start of next fiscal year: August 1, 2023)
												Staffing/Staff Evaluation (Staff Potential Conflicts of Interest)
												New Fiscal Year Contracts for Partners

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

Rev. 10/26/22

**BOARD MEETING MINUTES  
SEPTEMBER 21, 2022**

**DEVELOPMENT CORPORATION OF ABILENE, INC.**  
**BOARD MEETING MINUTES**  
**SEPTEMBER 21, 2022**

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

*\*Floyd Miller joined the meeting by videoconference.*

**STAFF PRESENT:** Misty Mayo                      Julie Johncox\*                      Brock New  
Amy Whitmer                      Marissa Ransted                      Regi McCabe-Gossett  
Ashley Whitmer                      Akane Thaxton                      Rick Jones

*\*Julie Johncox joined the meeting by videoconference.*

**GUESTS PRESENT:** Chris Shelton,                      McMahon Surovik Suttle, PC  
Officer Barber,                      Abilene Marshal's Department

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.
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 AUGUST 19, 2022 BOARD MEETING:** Jack Rich moved to approve the Minutes from the August 19, 2022 Board meeting. Shea Hall seconded, and the motion passed.
6. **DCOA FINANCIAL REPORT FOR JULY 2022:** Regi McCabe-Gossett, DCOA Controller, presented the Financial Report for July 2022. As of July 31, 2022, the DCOA's year-to-date total operating revenue was \$13,673,557, and cash at the end of the period was \$30,275,322. The DCOA's total assets were \$86,572,379, and the DCOA's total liabilities were \$232,107.
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 September 21, 2022, and the time is 9:11 am. Later, Chair Sam Vinson announced the date is still September 21, 2022, and the time is 11:14 am, and that no vote or action was taken in Executive Session.

**8. REPORT FROM THE PRESIDENT AND CEO:** CEO Misty Mayo provided a report on the DCOA’s initiatives regarding the DCOA’s Strategic Plan Initiatives.

**Business Retention & Expansion Initiatives**

- City Council Member Weldon Hurt, DCOA Board Member Jack Rich, & DCOA Team Toured the Completed \$31.6 Million Expansion Project with Primal Pet Executives
- 8 companies met with to discuss current operations, workforce, and potential expansion projects (30 companies visited in 2022)
- 34 companies with active DCOA contract and/or employ 100+ employees
- 275 Type A Companies within Abilene City Limits (Data Source: State Comptroller’s Office)

**Business Attraction Initiatives**

- 1 Marketing Mission
- 2 Site Visits – prospective company touring Abilene with DCOA Team to see Abilene’s assets (counted when a company spends their time and money in Abilene)
- 8 Requests for Proposals in September to date – requests for detailed information about the community including, but not limited to, available sites, maps, utilities, infrastructure, and workforce demographics
- DCOA Competitive Analysis & Target Industry Study – commissioned in alignment with the Strategic Plan
  - Competitive Analysis to understand our capabilities, competitive industries, and peer cities
  - Target Industry Analysis of current targets and future capabilities
  - Site Selection Group to be commissioned by the DCOA to perform the study
- Annual Truck Delays by Metropolitan Statistical Area (Source: Texas A&M Transportation Institute, Interstates & Freeways Only)
  - Abilene's lack of congestion is a true game changer for a company's bottom line. The Abilene MSA boasts the shortest amount of time trucks experience delays in the State of Texas. When converting these annual delay hours into a full-time equivalent (FTEs), Abilene leads the way with 1.5% of an FTE taken up by congestion. While the other MSAs along the I-35 Corridor have an equivalent of 15 to 216 FTEs taken up by annual congestion time.

Metropolitan Statistical Area (MSA)	Annual Truck Delays (Hours)	Estimated Annual Truck Delay Time (Full-Time Equivalents)
Abilene	31	0.01
Austin	140,479	67.54
Dallas-Fort Worth	451,137	216.89
Houston	373,683	179.66
San Antonio	115,345	55.45
Waco	31,400	15.10

- Abilene MSA Housing Starts (Source: US Census Bureau, Building Permits by MSA)
  - Since 2017 the annual number of home starts has increased over 194% indicating a major upswing in housing development – ensuring that Abilene’s housing needs are being met.

- 2017 = 322
- 2018 = 357
- 2019 = 370
- 2020 = 663
- 2021 = 883
- 2022 (estimate) = 949
- Median Household Income (Source: ESRI)
  - Compound Annual Growth Rate = 2.24%
  - 2022 = \$58,076
  - 2023 (projected) = \$59,638
  - 2024 (projected) = \$61,241
  - 2025 (projected) = \$62,888
  - 2026 (projected) = \$64,579
  - 2027 (projected) = \$66,315
- Total Population within 40-Minute Drive Time (Source: ESRI)
  - 2010 = 177,091
  - 2020 = 188,203
  - 2022 = 190,410
  - 2022 Daytime Population = 185,787
  - 2027 (projected) = 192,820

### **Marketing & Brand Management Initiatives**

- Developed Next-Level Competitive Proposal for Prospects highlighting Abilene’s assets
- Completed Research Project for Request for Proposal Packages
- Created Video Showcasing Abilene as the Premier Location for Business Expansion
- Updated Video Introducing Abilene to Prospective Companies in Targeted Industries

### **Workforce Development Initiatives**

- NEXTU Program – Powered by the DCOA, NEXTU is designed to enhance workforce training opportunities to create a pipeline of skilled local employees prepared to meet the demands of Abilene-based Type A employers
  - Offered at Abilene ISD, Wylie ISD, and Big Country Society of Human Resource Management
  - NEXTU Program of Study Growth
    - 2017-2018 = 2
    - 2018-2019 = 6
    - 2019-2020 = 6
    - 2020-2021 = 9
    - 2021-2022 = 15
  - 15 Programs of Study Offered at Wylie ISD and/or Abilene ISD that lead to a Primary Job are Supported by the DCOA
    - Animal Science
    - Plant Science
    - Applied Agricultural Engineering
    - Architectural Design
    - Carpentry
    - Digital Communications
    - Design & Multimedia Art
    - Marketing & Sales

- Accounting
- Business Management
- Programming & Software Development
- Information Technology Support & Services
- Engineering
- Welding
- Electrical
- Veteran Earnings by State by Percentile (Source: US Census Bureau)
  - Texas
    - 75% = \$52,310
    - 50% = \$35,950
    - 25% = \$24,210
  - Washington
    - 75% = \$51,400
    - 50% = \$36,140
    - 25% = \$24,220
  - Oklahoma
    - 75% = \$44,590
    - 50% = \$31,230
    - 25% = \$22,180
  - Georgia
    - 75% = \$50,410
    - 50% = \$35,730
    - 25% = \$24,770
- Average Annual Wage History (Source: Bureau of Labor Statistics & Texas LMI)
  - 2021
    - Abilene MSA = \$47,229
    - Taylor County = \$47,411
    - Texas = \$65,923
    - US = \$67,600
  - 2020
    - Abilene MSA = \$45,968
    - Taylor County = \$46,215
    - Texas = \$62,790
    - US = \$64,012
  - 2019
    - Abilene MSA = \$34,797
    - Taylor County = \$44,096
    - Texas = \$59,800
    - US = \$59,228
  - 2018
    - Abilene MSA = \$42,263
    - Taylor County = \$42,471
    - Texas = \$57,759
    - US = \$57,252

### **Real Estate Initiatives**

- Property enhancement of over 140 acres of Five Points Business Park in preparation for Project Vista

- Worked with Amazon to capture efficiencies and create opportunities for cost savings
- Completed the underground utility project at Access Business Park

### **Effective Operations Initiatives**

- 100% of the DCOA Team has received certification in Basic Economic Development by the Texas Economic Development Council
- The entire DCOA Board of Directors and DCOA Team hold certificates for the State Sales Tax Economic Development continuing education
- 1 Abilene Convention & Visitors Bureau Team Lunch – Educated DCOA team on the organization’s history to enhance the team’s knowledge of Abilene
- 1 International Economic Development Council Webinar on trends and best practices for economic development
- Team & Board Members completed the Texas Public Funds Investment Act Course through University of North Texas Center for Public Management & Government Treasurer’s Organization of Texas (*As dictated by DCOA’s Investment Policy*)

CEO Misty Mayo presented Resolution DCOA-2022.35, approving expenditures greater than or equal to \$50,000 for approval. Jack Rich made a motion to approve Resolution DCOA-2022.35, approving expenditures greater than or equal to \$50,000. Floyd Miller seconded, and the motion passed.

**9. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING THE DCOA’S CHIEF EXECUTIVE OFFICER TO ENTER INTO AMENDED INCENTIVE AGREEMENT(S) WITH FUNERAL DIRECTORS LIFE INSURANCE COMPANY:** CEO Misty Mayo presented Resolution DCOA-2022.27, authorizing the DCOA’s President to execute an amendment to DCOA’s Agreement for Financial Assistance and Promissory Note with Funeral Directors Life Insurance Company. The DCOA and Funeral Directors Life Insurance Company entered into Agreements that provided for principal reductions of the DCOA’s incentive in Years 4 and 5. The amendment to the Agreements would reflect the accelerated creation of jobs by Funeral Directors Life Insurance Company during Years 1-3 of the Agreements so that Funeral Directors Life Insurance Company may earn principal reductions of \$258,750 each year during Years 2-5.

Vic Corley made a motion to approve Resolution DCOA-2022.27, authorizing an amendment to DCOA’s Agreement for Financial Assistance and Promissory Note with Funeral Directors Life Insurance Company. Jack Rich seconded, and the motion passed.

**10. DISCUSSION AND POSSIBLE APPROVAL OF AN AGREEMENT WITH PROJECT EAGLE II:** CEO Misty Mayo presented Resolution DCOA-2022.32, amending and restating the DCOA’s authorization of 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 5-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 \$60,305,000.

Shea Hall made a motion to approve Resolution DCOA-2022.32, amending and restating the DCOA’s authorization of an incentive for Project Eagle II. Floyd Miller seconded, and the motion passed.

**11. DISCUSSION AND POSSIBLE APPROVAL OF AN AGREEMENT WITH THE BUSINESS RETENTION AND EXPANSION PROJECT MAVERICK:** CEO Misty Mayo presented Resolution DCOA-2022.33, authorizing an incentive for Project Maverick in an amount not to exceed \$100,000 in exchange for the Company’s retention of at least 56 FTEs and creation of 3 new FTEs for total employment of 59 FTEs by the end of a 3-year period. Project Maverick is a business retention and expansion project in the manufacturing industry who will expand its existing facility in Abilene, Texas at a projected capital investment of approximately \$750,000.

Shea Hall made a motion to approve Resolution DCOA-2022.33, authorizing an incentive for Project Maverick. Jack Rich seconded, and the motion passed.

**12. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION AUTHORIZING STREET EXPENDITURES FOR MARIGOLD STREET:** CEO Misty Mayo presented Resolution DCOA-2022.34, authorizing an additional expenditure of up to \$3,000,000 for Marigold Street. CEO Misty Mayo explained the City of Abilene, in partnership with the DCOA, previously applied for and received a grant from the Economic Development Administration (EDA) to expand, enhance and improve both Fulwiler Road and Marigold Streets at Five Points Business Park. The project described in the EDA Grant had a budget of \$2,625,000 with \$1,837,500 coming from the EDA Grant and the DCOA’s commitment of up to \$787,500 in funds matched at 30% of the total project cost. During the pursuit of several projects, the DCOA has determined that this area is likely to have a high volume of heavy truck traffic and the original scope of work in the EDA Grant will not be adequate. Therefore, there is an additional expenditure of up to \$3,000,000 needed for a portion of Marigold Street from Polaris Drive to Arnold Boulevard so that the scope of work in the EDA Grant can be amended to account for the high volume of heavy truck traffic on the street.

Vic Corley made a motion to approve Resolution DCOA-2022.34, authorizing an additional expenditure of up to \$3,000,000 for Marigold Street. Shea Hall seconded, and the motion passed.

**13. 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 of Directors is tentatively scheduled for November 1, 2022, at 12:00 pm.

**14. 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  
AUGUST 2022**

Development Corporation of Abilene, Inc.

Statement of Net Position

As of August 31, 2022

Unaudited

	FY22 August 31, 2022	FY21 August 31, 2021
<b>ASSETS</b>		
Current Assets		
Checking/Savings		
Cash in Bank	\$ 11,240,007	\$ 11,405,915
Petty Cash	\$ 30	\$ 37
Investments: Money Market Fund	\$ 7,185,604	\$ 178,609
Investments: Treasuries	\$ 12,731,884	\$ 23,869,356
Due From Pooled Cash	\$ -	\$ -
Due From Investment Fund	\$ -	\$ -
Total Checking/Savings	\$ 31,157,525	\$ 35,453,916
Total Accounts Receivable	\$ 2,475,351	\$ 2,082,949
Other Current Assets		
Accrued Interest on Investments	\$ 73,532	\$ -
Accrued Interest	\$ 221,106	\$ 172,520
Allowance for Doubtful Accounts	\$ (218,208)	\$ (171,931)
Current Portion of Notes Receivable	\$ 559,434	\$ 606,112
Prepaid Expenses	\$ 481,246	\$ 347,178
Total Short Term Notes Receivable	\$ 75,000	\$ 2,120,485
Total Other Current Assets	\$ 1,192,109	\$ 3,074,365
Total Current Assets	\$ 34,824,985	\$ 40,611,230
Fixed Assets		
Land	\$ 2,715,874	\$ 2,715,874
Construction in Progress	\$ -	\$ 1,398,116
Building & Improvements	\$ 25,230,356	\$ 25,230,356
Other Improvements	\$ 21,933,404	\$ 19,877,835
Machinery & Equipment	\$ 7,264	\$ 7,264
Vehicles	\$ 70,862	\$ 70,862
Total Accumulated Depreciation	\$ (15,391,254)	\$ (14,001,308)
Total Fixed Assets	\$ 34,566,506	\$ 35,299,000
Other Assets		
Total Notes Receivable	\$ 6,586,657	\$ 7,159,979
Total Notes Receivable Earning Economic Incentive	\$ 12,958,277	\$ 10,740,987
Allowance for Doubtful Notes Receivable	\$ (1,857,089)	\$ (1,857,089)
Total Other Assets	\$ 17,687,845	\$ 16,043,877
<b>TOTAL ASSETS</b>	<b>\$ 87,079,335</b>	<b>\$ 91,954,107</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
Liabilities		
Current Liabilities		
Accounts Payable	\$ 9,216	\$ 271,453
Due to City of Abilene	\$ 18,290	\$ 76,960
Payroll Liabilities	\$ 80,789	\$ 73,288
Total Liabilities	\$ 108,295	\$ 421,701
Net Assets		
Investment in Capital Assets	\$ 35,311,054	\$ 35,299,000
Unrestricted Net Assets	\$ 17,372,035	\$ (1,350,040)
Restricted - Contractual Obligations	\$ 36,339,673	\$ 57,897,764
Net Income	\$ (2,051,722)	\$ (314,319)
Total Net Assets	\$ 86,971,041	\$ 91,532,405
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 87,079,335</b>	<b>\$ 91,954,107</b>

**Development Corporation of Abilene**  
**Revenues, Expenses, and Changes in Net Position**

**August 31, 2022**

**Unaudited**

	Aug '22	FY22 YTD Oct '21 - Aug '22	FY22 Annual Budget
<b>OPERATING REVENUES</b>			
Sales and Use Tax	\$ 1,432,149	\$ 13,201,968	\$ 12,474,516
Interest Revenues	\$ 13,250	\$ 45,412	\$ 16,391
Land and Building Leases	\$ 291,218	\$ 2,162,794	\$ 983,282
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 1,736,617</b>	<b>\$ 15,410,174</b>	<b>\$ 13,474,189</b>
<b>OPERATING EXPENSES</b>			
* Total Economic Development Expenses	\$ 658,470	\$ 12,112,187	
Abilene Industrial Foundation	\$ -	\$ 281,250	\$ 375,000
Small Business Development Center	\$ 16,869	\$ 157,441	\$ 253,000
Military Affairs Committee	\$ 35,157	\$ 316,743	\$ 437,000
Abilene Regional Airport Business Development	\$ 38,726	\$ 162,566	\$ 220,913
ACU Griggs Center	\$ -	\$ 20,000	\$ 24,500
Asset Management and Administration	\$ 259,971	\$ 2,627,111	\$ 4,188,210
* Property Maintenance	\$ 34,693	\$ 609,427	\$ 1,132,560
Depreciation Expense	\$ 119,955	\$ 1,276,027	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,163,841</b>	<b>\$ 17,562,752</b>	<b>\$ 6,631,183</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 572,776</b>	<b>\$ (2,152,578)</b>	<b>\$ 6,843,006</b>
<b>NON OPERATING REVENUES</b>			
Miscellaneous Revenue	\$ -	\$ 5,000	
Investment Earnings	\$ 37,830	\$ 95,857	\$ 12,000
Gain/Loss on Disposal of Asset	\$ -	\$ -	
<b>TOTAL NON OPERATING REVENUES</b>	<b>\$ 37,830</b>	<b>\$ 100,857</b>	<b>\$ 12,000</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>\$ 37,830</b>	<b>\$ 100,857</b>	
<b>NET REVENUES</b>	<b>\$ 610,606</b>	<b>\$ (2,051,722)</b>	<b>\$ 6,855,006</b>

\* Expenses include multiyear expenses/prior year budget



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

	FY22 YTD Oct '21 - Aug 22
<b>OPERATING ACTIVITIES</b>	
Net Revenue	(\$2,051,722)
Adjustments to Reconcile Net Revenue to Net Cash Provided by Operations:	
Accounts Receivable	(\$50,834)
Accrued Interest	(\$39,471)
Allowance for Doubtful Accounts	\$37,142
Current Portion of Notes Receivables	\$47,787
Purchase of Accrued Interest on Treasuries	(\$73,532)
Prepaid Expense/Escrow	(\$69,200)
Notes Receivables - Earning Economic Incentives	\$1,522,707
Accounts Payable	(\$1,818,133)
	<b>(\$2,495,255)</b>
<b>INVESTING ACTIVITIES</b>	
Construction in Progress	(\$531,478)
Accumulated Depreciation	\$1,276,027
Notes Receivables	(\$1,696,481)
	<b>(\$951,932)</b>
<b>Net Cash Increase for Period</b>	<b>(\$3,447,187)</b>
<b>Cash at Beginning of Period</b>	<b>34,604,712</b>
<b>Cash at End of Period</b>	<b>\$31,157,525</b>

**Development Corporation of Abilene, Inc.**  
**Economic Development Program Status**  
**August 31, 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	-	Yes
City Street Maintenance Fund 2019	8,500,000	4,700,573	257,577	3,541,850	
EASI De-Fuel Truck 2015	224,660	195,200	17,550	11,910	
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	-	Yes
Industrial Maintenance Training AISD FY 2022	50,000	-	49,310	690	
Marigold & Fulwiler St. Upgrade/EDA Grant Match 2021	787,500	81,153	11,163	695,184	
Quality Implements 2021	500,000	-	250,000	250,000	
Primal Pet Group 2021	3,160,000	-	3,160,000	-	Yes
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	
Dyess AFB/Egress Barriers/Matching Grant (Q3 2022)	199,017	-	199,017	-	Yes
Dyess AFB/Gate Upgrade/Matching Grant (Q3 2022)	188,608	-	188,608	-	Yes
TSTC New Abilene Campus 2017	4,000,000	1,379,600	400,000	2,220,400	
<b>TOTAL Multi Year Capital Projects</b>	<b>\$ 59,753,371</b>	<b>\$ 9,871,521</b>	<b>\$ 13,585,562</b>	<b>\$ 35,699,326</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	66,667	25,000	158,333	
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	-	Yes
TTUHSC School of Public Health 2015	1,951,431	1,672,655	278,776	-	Yes
Primal Pet Group 2015	9,500,000	3,452,598	549,835	5,497,568	
Broadwind Towers 2016	570,628	342,377	114,126	114,126	
FDLIC 2020	1,035,000	-	258,750	776,250	
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	
Primal Pet Group 2021	3,160,000	-	-	3,160,000	
Vista Flags 2021	60,000	-	20,000	40,000	
<b>TOTAL Multi Year Economic Incentive Principal Reduction Earned</b>	<b>\$ 26,027,211</b>	<b>\$ 10,295,184</b>	<b>\$ 2,490,418</b>	<b>\$ 12,991,610</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 2023)	\$ 55,000
<b>TOTAL PENDING SIGNED CONTRACTS</b>	<b>\$ 55,000</b>

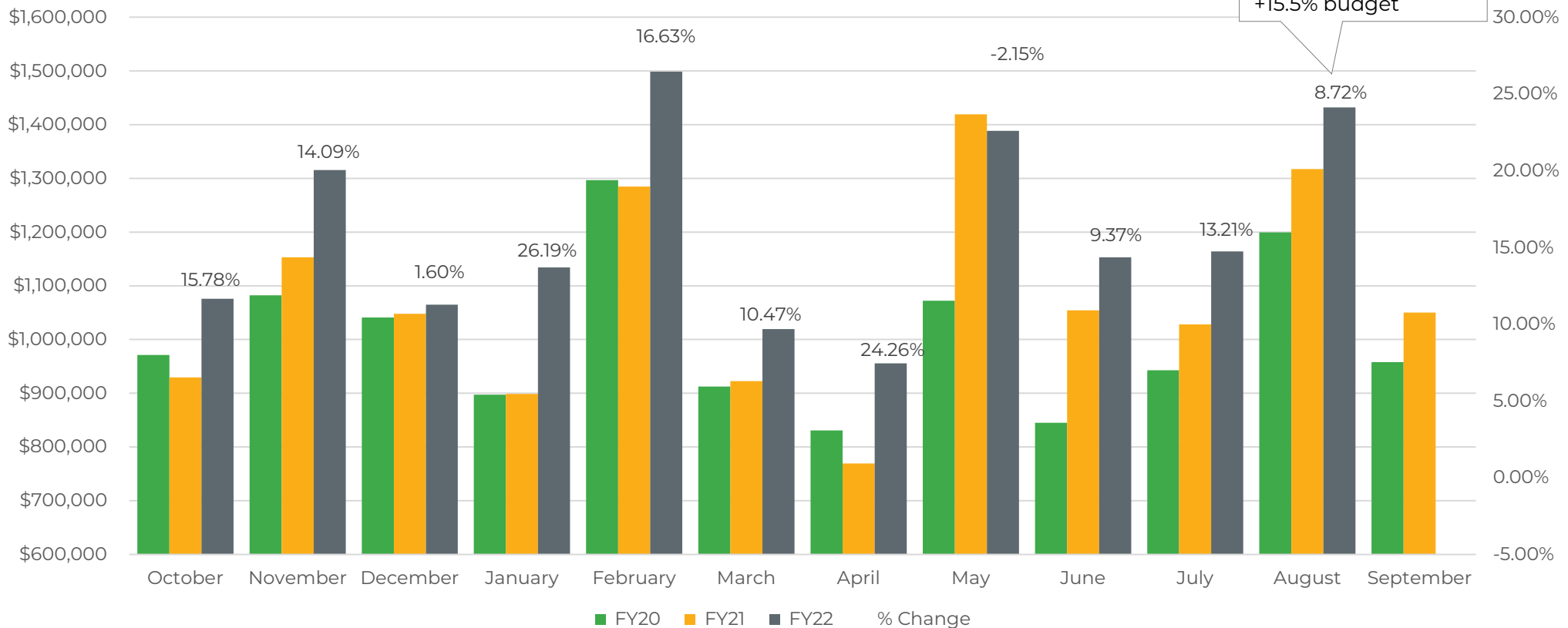
# **QUARTERLY SALES TAX REPORT**

# FISCAL YEAR 2022 YEAR TO DATE SALES TAX

## August 2022 Sales Tax Revenue Report for Economic Development Representing June 2022 Sales % Change is FY22 Compared to FY21

**August Rebate:**  
\$1,432,149

**YTD:**  
+11.65% last year  
+15.5% budget



- This report reflects the month sales tax is received from Austin. Revenue is recorded on this basis for budgetary purposes.
- The Comprehensive Annual Financial Report (CAFR) will reflect revenue based on upon the month the sales tax is paid by the vendor to the State Comptroller in accordance with GASB 33 requirements.
- Revenue for August 2022 represents June 2022 sales.
- Approximately \$32,692 of the rebate is from prior periods, audit, future, and unidentified payments. \$14,361 is from Single Local Rate collections.



# SALES TAX COMPARISON

CITY NAME	NET PAYMENT (in August)	COMPARABLE PAYMENT (Prior Year)	TOTAL PAYMENTS (Year to Date)	PRIOR YEAR PAYMENT (Year to Date)	ECONOMIC DEVELOPMENT SALES TAX TYPE
Amarillo	\$ 9,627,079	\$ 9,098,785	\$ 66,590,280	\$ 60,482,406	Type A
Longview	\$ 4,364,743	\$ 3,843,298	\$ 29,402,345	\$ 25,259,684	Type A
Abilene	\$ 5,694,247	\$ 5,242,100	\$ 38,762,220	\$ 34,582,694	Type A
Lubbock	\$ 9,185,410	\$ 8,713,199	\$ 64,845,554	\$ 57,619,740	Type A
San Angelo	\$ 3,300,685	\$ 3,083,744	\$ 22,626,017	\$ 21,792,199	Type B
Tyler	\$ 4,515,970	\$ 5,161,864	\$ 38,413,329	\$ 35,048,932	Type B
Wichita Falls	\$ 4,043,676	\$ 3,732,220	\$ 27,529,090	\$ 25,172,887	Type A

- Peer cities identified by Site Selection Group

HdL<sup>®</sup> Companies

# TEXAS FORECAST

SALES TAX TRENDS & ECONOMIC DRIVERS

SEPTEMBER 2022



*Big Bend National Park, TX*

## Delivering Revenue, Insight and Efficiency to Local Government Since 1983

HdL provides relevant information and analyses on the economic forces affecting Texas' local government agencies. In addition, HdL's Revenue Enhancement and Economic Development Services help clients to maximize revenues.



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**Summary**

This update to HdL's *Texas Forecast: Sales Tax Trends and Economic Drivers* forecasts that the Texas economy will continue to benefit broadly from net population growth, positive employment conditions, brisk construction and manufacturing activity, aggregate consumer spending, and price growth. Though inflation, rate hikes, and recession fears are dominating headlines, the Texas economy is prepared to withstand post-pandemic turbulence as the structure of demand shifts and stimulus is withdrawn. Even as inflation dynamics put pressure on consumers, it is predicted that projected year-over-year local sales and use tax trends will remain positive through calendar year-end 2023.

**TEXAS SALES TAX TRENDS**

**\$ TOTAL 4Q22 7.8% | 1Q23 7.3% | 2Q22 4.7% | 3Q23 4.3% | 4Q23 4.5%**

Since our last edition, inflation and recession fears have dominated national headlines. While there is hope inflation peaked in response to interest rate actions by the Federal Reserve, it is forecasted it will not decelerate rapidly. Continued price growth and consumer spending are expected to bolster the overall economy into 2023. With increased interest rates putting pressure on rate-sensitive sectors, such as real estate, consumer durables, and business investment, an overheated economy is expected to cool and real growth to slow.

HdL predicts year-over-year sales and use tax revenues will continue to trend positively across all eight business categories in Texas through calendar year-end 2023. Several business categories including *Construction & Manufacturing* and *Utilities & Other Taxable Services* will experience upward trend improvements tied to positive net population growth trends, significant corporate infrastructure investment, continued brisk multi- and single-family home construction activity, and inflationary price increases. As inflation and recessionary concerns weigh on consumers, demand for taxable goods in the *General Retail* category is expected to slow from the heightened levels seen post-pandemic. As a result, trend projections for the *General Retail* category have been reduced through year-end 2023. Meanwhile, *Internet Retail* trend projections have increased through mid-year 2023. Review of related sales tax data suggests actual performance in this category has steadily out-paced earlier projections and the convenience of internet shopping and ease of comparison shopping will continue to attract consumers. Trend projections for the *Grocery Stores & Pharmacy*, *Restaurants & Entertainment*, and *Professional & Financial* business categories remain unchanged. These categories are expected to remain resilient as the post-pandemic shift from demand for goods to demand for services continues and price increases off-set cooling in overall demand.

The update considers actual sales and use tax allocation data through September 2022 (reflecting actual economic activity through July 2022). The September 2022 edition of Beacon Economics' *National and Texas Economic Drivers*, a discussion of key drivers of the national and Texas state economies, is also included for reference.



**Construction & Manufacturing**

4Q22 14% | 1Q23 14% | 2Q23 4%  
3Q23 4% | 4Q23 4%



**Restaurants & Entertainment**

4Q22 8% | 1Q23 6% | 2Q23 7%  
3Q23 6% | 4Q23 7%



**General Retail**

•• 4Q22 2% | 1Q23 2% | 2Q23 2%  
3Q23 2% | 4Q23 2%



**Professional & Financial Services**

4Q22 4% | 1Q23 2% | 2Q23 5%  
3Q23 4% | 4Q23 5%



**Internet Retail**

4Q22 8% | 1Q23 8% | 2Q23 8%  
3Q23 5% | 4Q23 5%



**Utilities & Other Service Providers**

4Q22 10% | 1Q23 10% | 2Q23 8%  
3Q23 8% | 4Q23 8%



**Grocery Stores & Pharmacy**

4Q22 5% | 1Q23 4% | 2Q23 4%  
3Q23 4% | 4Q23 4%



**Unclassified**

4Q22 5% | 1Q23 5% | 2Q23 5%  
3Q23 5% | 4Q23 5%

## A Look Ahead

The next update to the Texas Forecast will be distributed in January 2023. In addition to monitoring key economic indicators, related guidance from industry experts, and evaluating sales and use tax data through December 2022, rule-making activity by the Texas Comptroller of Public Accounts (TCPA) will also be monitored. In response to challenges filed by several cities against the TCPA, a district court judge ruled the TCPA failed to comply with proper administrative procedure when it adopted, and later suspended, new rules related to the sourcing of local sales tax on internet orders. The TCPA has since re-proposed related rules and has scheduled a public hearing on October 17, 2022, to receive comments, with written comments to be submitted by October 22, 2022. The re-proposed rules can be found in the [Texas Register](#). Continuing concerns about local sales tax sourcing rules could spur attempts at related legislative action during the 2023 biennial Texas legislative session, beginning January 2023. Destination-based sourcing, which garnered legislative committee attention during the 2021 legislative session and during subsequent interim committee meetings, will likely be on the docket.



## NATIONAL AND STATEWIDE ECONOMIC DRIVERS



### U.S. Real GDP Growth

2022/23 | 2023/24

1% | 1.4%

Beacon maintains that the U.S. economy remains sturdy, though subject to policy errors to be made by the Federal Reserve. The massive fiscal outlays during the pandemic have flushed households and businesses with excess liquidity with which to continue spending. However, we are fast approaching the end of a very hot business cycle, thus the forecast for slower real growth.



### U.S. Unemployment Rate

3.5% | 4.4%

As the economy slows down, the unemployment rate will inch up modestly. During and following the pandemic years, the labor force shrunk substantially. Beacon predicts the labor market will see a positive spike in participation, however, companies will be faced with modest layoffs as companies right-size in anticipation of an economic slowdown and higher interest rates.



### TX Total Nonfarm Employment

4.9% | 0.9%

The pandemic and affordable housing were key contributors to Texas' substantial net immigration from other states, notably from many of prime working age. Many corporations followed suit and this addition to the Texan labor force has created excellent above national average conditions for job growth. In alignment with the expected slowdown, job growth will be curtailed in the 2023 - 2024 period.



### TX Unemployment Rate

4.1% | 4.7%

The unemployment rate in Texas is expected to be elevated against the national average. Though the large working age migration to Texas has enhanced the overall labor force, it also created increased competition for available jobs.



### TX Median Home Price

2022/23 | 2023/24

\$340,766 | \$348,062

Over the next 24 months, home prices are expected to progressively rise. The pandemic era unleashed a strong desire to purchase a single-family home in Texas since housing affordability in Texas is more attractive compared to other states, thus providing steady price support for Texas homes.



### TX Residential Building Permits

254,607 | 255,892

Due to strong demand for real estate and pro-development policy, Texas will see increased residential permitting despite the decline in residential development elsewhere in the country. Single family home permits have tapered since their high in March 2022 (18,178) but remain well above average. Multi-family residential permits have increased substantially since 2020, reaching an all-time high of 12,497 in July 2022.



### TX Consumer Price Index

9.8% | 6.2%

Beacon predicts inflation to be higher than the national average as demand for goods and services adjusts to the new demographics from the population shift into Texas. Historically, the Texas CPI has trailed that of the national average.



### TX Gasoline Prices

\$3.40 | \$3.08

The slowing of economic activity will be met with a decrease in demand for gasoline products. Additionally, the marginal shift toward electric and fuel efficient vehicles will place downward pressure on gasoline prices.





# HdL<sup>®</sup> Companies

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## HdL Companies

AUSTIN 512.906.0429 | HOUSTON 713.481.6975 | [solutions@hdlcompanies.com](mailto:solutions@hdlcompanies.com) | [hdlcompanies.com](http://hdlcompanies.com)

HdL provides relevant information and analyses on the economic forces to over 500 cities, counties and special districts across the nation. In addition, HdL's Revenue Enhancement and Economic Development Services help clients to maximize revenues. Visit [hdlcompanies.com](http://hdlcompanies.com) for more information.

## Beacon Economics LLC

310.571.3399 | [BeaconEcon.com](http://BeaconEcon.com)

Beacon Economics has proven to be one of the most thorough and accurate economic research/analytical forecasting firms in the country. Their evaluation of the key drivers impacting local economies and tax revenues provides additional perspective to HdL's quarterly consensus updates. The collaboration and sharing of information between Beacon and HdL helps both companies enhance the accuracy of the work that they perform for their respective clients.

**REPORT FROM THE  
PRESIDENT AND CEO**

# VISION

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



# MISSION

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

## BUSINESS RETENTION AND EXPANSION

*Influence business growth in the community.*

Create a culture that engages existing targeted-industry businesses as the catalyst for sustaining and growing our economic base.

## BUSINESS ATTRACTION

*Promote Abilene as the premier location for business.*

Strengthen Abilene's competitive advantage by activating strategies that attract consistent and sustainable investment for the community.

## MARKETING AND BRAND MANAGEMENT

*Market the community aggressively and proactively.*

Develop a robust marketing strategy for DevelopAbilene encompassing communication systems and strategic research to support all initiatives of the DCOA under a highly recognizable brand.

## WORKFORCE DEVELOPMENT

*Implement innovative workforce initiatives to support Type A Companies.*

Initiate new innovative approaches to broaden workforce capacity, creating a sustainable pipeline of available workforce and support systems for existing and future Type A Companies.

## REAL ESTATE

*Prioritize real estate assets that spur Abilene's future growth.*

Lead industry development initiatives and strategic projects that most effectively impact long-term economic development success.

## EFFECTIVE OPERATIONS

*Ensure effectiveness to continue long-term success and impact for Abilene in economic development.*

Establish sustainable mission-critical operations that maximize the DCOA's effectiveness in implementing strategies aligned with the Mission.

## BUSINESS RETENTION & EXPANSION STRATEGIES

- Establish a sustainable system for identifying, researching, and engaging existing Type A businesses.
- Develop programs to support the growth of existing businesses.
- Become a hub for creative and innovative business.



## BUSINESS ATTRACTION STRATEGIES

- Implement systems that identify and engage targeted prospects, manage their interactions with us, and lead them to an Abilene location decision.
- Commission a competitive analysis and target industry study to prepare research that evaluates our resource capacities and identifies prospect industries aligned with those resources.
- Utilize and expand data & software assets to perform next-level, competitive business retention and expansion, business development, promotion, and marketing operations.

## MARKETING AND BRAND MANAGEMENT STRATEGIES

- Identify and develop resources needed to draw prospect interest and confirm the appropriateness of an Abilene location.
- Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.
- Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.

## WORKFORCE DEVELOPMENT STRATEGIES

- Examine all aspects of the regional workforce and create an action summary to support the needs identified.
- Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries.
- Further enhance and invest in education and training with educational partners, including an emphasis on exiting Dyess Airmen.

## REAL ESTATE STRATEGIES

- Implement a real-time sustainable system that identifies and inventories all aspects of available real estate potentially suitable for the needs of targeted prospects, including consideration of acquisition & expansion of existing assets and Industrial Parks.
- Analyze and evaluate costs and benefits of all DCOA properties to determine the best use for each property and formulate plans to implement.
- Plan for long-term opportunities related to economic development incentives, incentive zones, and emerging opportunities.
- Evaluate master plans for both Industrial Parks for updates and improvements.

## EFFECTIVE OPERATIONS STRATEGIES

- Employ systems to ensure engagement of qualified and dedicated Staff and Board members to ensure their contributions through effective training and education.
- Manage engagement of Partners to help deliver aspects of the DCOA's comprehensive responsibilities.
- Implement best practices for policies and financial management systems to ensure future strategic projects are considered, as well as appropriate budgeting, monitoring, recording, and reporting of financial practices.

# BUSINESS RETENTION & EXPANSION INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**BUSINESS RETENTION & EXPANSION STRATEGY** – Develop programs to support the growth of existing businesses.



**DCOA celebrated with 2020 BE in Abilene Winner - Belt Buckle Distillery – at their ribbon cutting ceremony**



**Presented to Rural Economic Development Institute (REDI) on prospect management & site visits**

**40 participants (including City Managers, Board Members & Economic Developers)**

## PILOT PROJECT WITH BWJ METALWORKS

**5 Week**

Total Project Time  
*Initial Project Discussion to Signed Contract*

**\$20.9 Million**

Total Projected Economic Impact to Abilene Over 10 Years  
*Direct & indirect impact of retention & expansion of company*

**\$750,000**

Capital Investment

**56**

Jobs Retained

**3**

Jobs Created

# BUSINESS RETENTION & EXPANSION INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022


**BUSINESS RETENTION & EXPANSION STRATEGY** – Develop programs to support the growth of existing businesses.

Please join us...

### Employee Retention Credit Workshop

Hosted by the Development Corporation of Abilene

Join us to learn how qualifying companies can receive up to \$26,000 per employee!



**Tuesday, November 8, 2022**  
**8:30 AM - Breakfast will be provided**  
**Community Foundation of Abilene | 850 N 1st St, Abilene, TX 79601**

Hear from experts who have helped companies recover money through the Employee Retention Credit program. The Employee Retention Credit is a federal tax credit claimed through a company's payroll tax filings, entitling qualifying companies up to \$26,000 per employee.

[Click Here to Register](#)

## EMPLOYEE RETENTION CREDIT WORKSHOP

- Hosted by DCOA
- DCOA Team is bringing in 3<sup>rd</sup> party expert who specializes in Employee Retention Credit Program to lead workshop
- Email marketing campaign through salesforce
- 250+ Type A companies in Abilene invited

# BUSINESS ATTRACTION INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**BUSINESS ATTRACTION STRATEGY** – Implement systems that identify and engage targeted prospects, manage their interactions with us, and lead them to an Abilene location decision.



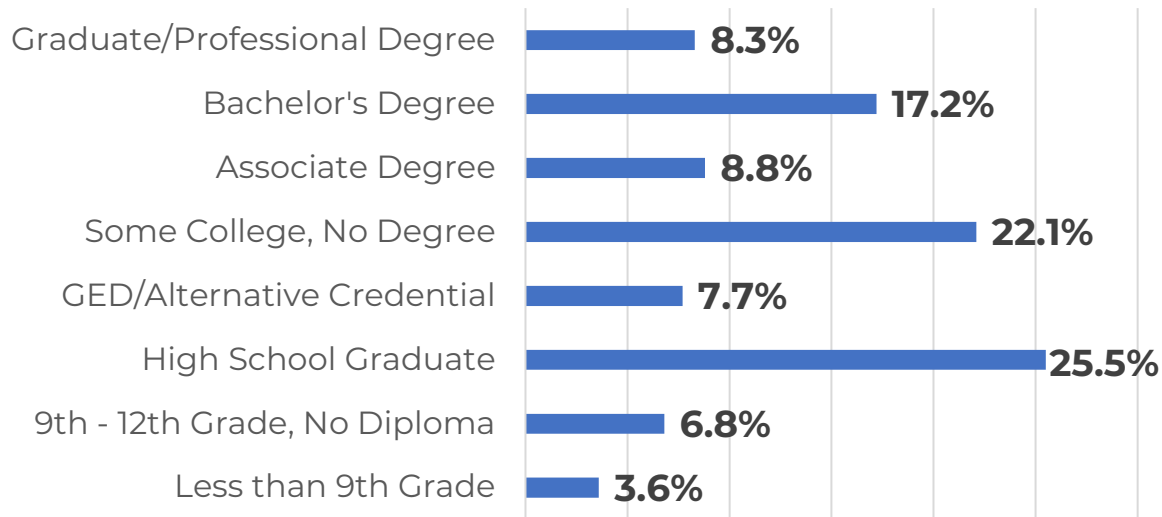
# BUSINESS ATTRACTION INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**BUSINESS ATTRACTION STRATEGY** – Utilize and expand data & software assets to perform next-level, competitive business retention & expansion, business development, promotion, and marketing operations.

### 2022 Population 25+ by Educational Attainment



### ABILENE STUDENT POPULATION DATA

Post-Secondary	13,140
K-12	20,193
Total Student Population	33,333

### ABILENE CAREER COLLEGE READY GRADUATES

2019-20	688
2018-19	937
2020 Graduation Rate (AISD, EISD, WISD)	97.2%
Graduates Enrolled in Texas Higher Education Institute	51.0%



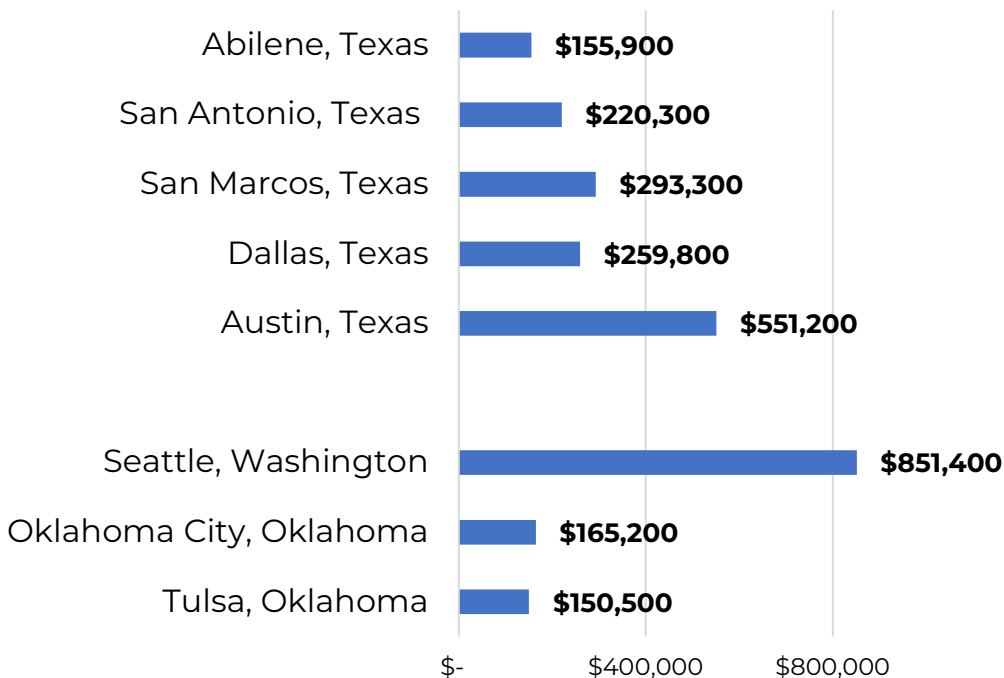
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## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

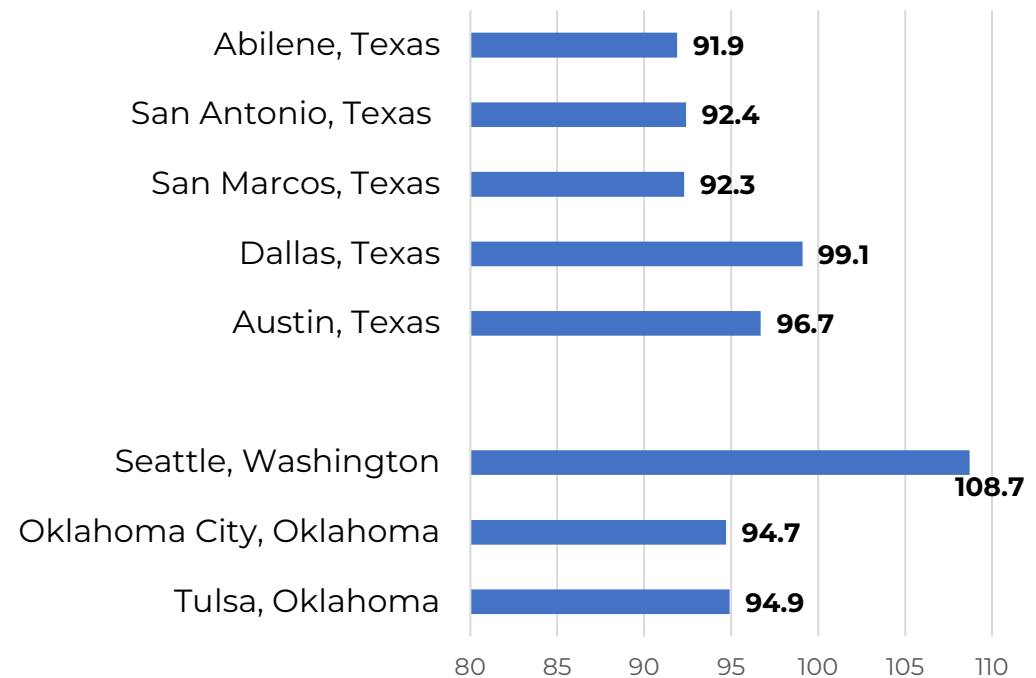
**BUSINESS ATTRACTION STRATEGY** – Utilize and expand data & software assets to perform next-level, competitive business retention & expansion, business development, promotion, and marketing operations.

### MEDIAN HOME COST



Source: BestPlaces.net, by City

### FOOD & GROCERIES INDEX



Source: BestPlaces.net, by City

# MARKETING & BRAND MANAGEMENT INITIATIVES

*REPORT FROM PRESIDENT & CEO  
September 22, 2022 – October 31, 2022*

## UPCOMING 2023–2024 MARKETING CAMPAIGN

**MARKETING & BRAND AWARENESS STRATEGY** – *Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.*

# ENDLESS ABILITY IN ABILENE

# UPCOMING 2023-2024 MARKETING CAMPAIGN



**ENDLESS  
ABILITY  
IN ABILENE**

Abilene is dedicated to fostering the growth of tomorrow's workforce. Recognized as a top ten city in the nation for Economic Development Excellence, Abilene has spent decades building a talented pipeline of skilled workers who are ready to work. Choosing Abilene to call home allows companies to collaborate with four universities and state-of-the-art technical training facilities for high school and college students to build the best workforce pipeline in the country.

Build your workforce at [DevelopedInABI.com](https://DevelopedInABI.com)



DevelopedInABI.com



# MARKETING & BRAND MANAGEMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**MARKETING & BRAND AWARENESS STRATEGY** – Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.

## Intentional Advertising Partners



## Advertising Impressions

**2,600,000+**  
CURRENT SUBSCRIBERS

**50**  
STATES REPRESENTED

**421,000+**  
WEBSITE VISITS SINCE WEBSITE  
LAUNCH IN FEBRUARY 2022




Develop **Abilene**  
DEVELOPMENT CORPORATION OF ABILENE

# MARKETING & BRAND MANAGEMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022


**MARKETING & BRAND AWARENESS STRATEGY** – Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.



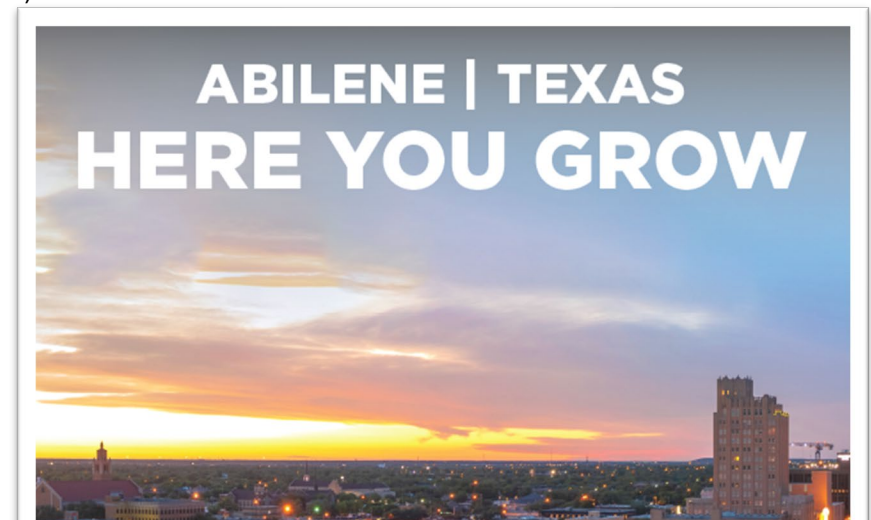

**#8 CITY IN THE NATION**  
**ABILENE, TEXAS**

Abilene, Texas has been recognized nationally as the **#8 City in the Nation for Corporate Facility Investment and Excellence in Economic Development** with populations less than 200,000 by Site Selection Magazine.

**The Future is Bright in Abilene, Texas.**






DevelopAbilene.com/Awards



**ABILENE | TEXAS**  
**HERE YOU GROW**

**Abilene, Texas** has thousands of acres of land, direct access to Dallas/Fort Worth, and the infrastructure your business needs to thrive. Nationally recognized for attracting high-value projects, **The Development Corporation of Abilene** is the premier partner to help your business expand. Grow in a place you can call home.

**Build your business at [DevelopAbilene.com/Grow](https://DevelopAbilene.com/Grow)**



# MARKETING & BRAND MANAGEMENT INITIATIVES

REPORT FROM PRESIDENT & CEO  
September 22, 2022 – October 31, 2022

**MARKETING & BRAND AWARENESS STRATEGY** – Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.



## Big Business In Abilene

with **Misty Mayo**, President & CEO,  
Development Corporation of Abilene

EMBRACING ECONOMIC DEVELOPMENT, THE ABILENE, TX  
COMMUNITY WELCOMES COMPANIES OF ALL SIZES.

**BF:** Please tell us about Abilene and what the city offers to business.

**MM:** While Abilene has a population of 126,518, we are the hub city to a 19-county region with a skilled labor shed of over 140,000 and a retail trade area of over 300,000. We are strategically located in the south-central United States directly on I-20 and just two and half hours from the Dallas/Fort Worth metro. As far as our workforce, landscape, and the diverse array of companies Abilene boasts, we are a premier location for business expansion.

Additionally, Abilene has three universities, a technical college, a community college, and a health sciences center to support the future needs of our businesses. We are also home to Dyess Air Force Base, one of the city's largest employers, which brings a diverse veteran workforce population to our community.

**BF:** What is a recent notable relocation or expansion project in Abilene?

**MM:** 2021 and 2022 proved to be historic for our community, including the attraction of the largest projects in terms of capital investment in the Development Corporation of Abilene's 33-year history. Last year, Great Lakes Cheese broke ground on its \$184.5 million cheese packaging and distribution plant. The 286,500 square foot state-of-the-art facility will create over 500 jobs and is estimated to provide a \$3.48 billion economic impact for Abilene and Texas over the next 10 years. Great Lakes Cheese's generational commitment to Abilene will make a transformational impact on our community for years.

Another monumental project was Lanclum, an energy technology and infrastructure company. Their \$2.4 billion project will develop an 800-acre data center campus. Company leaders attributed Abilene's ideal location, proximity to abundant wind and solar generation, and its high-quality workforce as just a few of the reasons they chose

*“Our mission is to lead economic growth in Abilene by attracting and sustaining industries that support job creation, foster strong business, and ensure a prosperous community.”*

our community for their Clean Compute Campus. These expansion projects are one of many examples of the opportunities the Development Corporation of Abilene is tasked to find and win for our community. I am always honored to explain how each project will positively impact the families of the Abilene community for generations to come.

**BF:** Tell us about an incentive or program that's having an impact.

**MM:** As the economic development driver of Abilene, our mission is to lead economic growth by attracting

and sustaining industries that support job creation, foster strong business, and ensure a prosperous community. We have core goals that drive our mission, of which business retention and expansion and workforce development are two critical goals.

Our commitment to our existing companies is why we developed a customized Business Retention and Expansion program designed to ensure Abilene's existing companies continue to connect, grow, and prosper here. We work to create a culture that engages existing targeted-industry business as the catalyst for sustain and growing Abilene's economic base.

To support our current and prospective businesses and grow the local workforce organically, we focus on implementing innovative workforce initiatives to support our Type A companies. The Development Corporation of Abilene has created a Manufacturing Certification that will be facilitated

through Texas State Technical College, Hardin-Simmons University, and the Texas Manufacturers Assistance Center. This custom curriculum will be available to our local Type A employers to develop qualified, trained workers to fill their manufacturing jobs. Our pipeline of powerful professionals will continue to grow as interested workers can be trained at no cost to them while working.

**BF:** What does the future hold? What else should readers know about Abilene, TX? What should they know about the Development Corporation of Abilene?

**MM:** I believe the future is bright for Abilene. We are aggressively working to attract and retain companies in the Abilene region that have shared qualities and common goals for our community and workforce development. For example, we partnered with Great Lakes Cheese to help design a custom curriculum through the Development Corporation of Abilene's Man-

ufacturing Certificate, so graduating high school students can qualify for employment immediately while continuing their training.

The net we are casting is global in reach as we continue to spread the word about what makes Abilene the premier location for business expansion. Globalization and targeting emerging technologies are top priorities. Ultimately, we want companies to come to Abilene and benefit from the qualities that make our community a wonderful place to live, learn, work, and prosper.

Each and every day, the Development Corporation of Abilene is focused on creating the Abilene of the future. As Texas experiences major growth, I am confident that the strong culture and commitment of this community will continue to shine brightly to companies who look to call Abilene home. ♦



Abilene's west Texas location has access to approximately 10 million consumers within a half-day drive or flight from Abilene Regional Airport.



Texas Governor Greg Abbott (center) visits a new construction site in Abilene, TX.

# MARKETING & BRAND MANAGEMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**MARKETING & BRAND AWARENESS STRATEGY** – Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.

## 2022 YTexas Summit “Experience Abilene” Lounge

- 6 Abilene companies represented
- 80 Students through the DCOA’s NEXTU Program at Abilene & Wylie ISD students
- Cooper High School Color Guard presented the flag during the national anthem for the opening ceremony

### Summit Attendance

- 900+ attendees
- 125+ companies





# MARKETING & BRAND MANAGEMENT INITIATIVES



**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**MARKETING & BRAND AWARENESS STRATEGY** – Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.



## 2022 YTEXAS SUMMIT



# MARKETING & BRAND MANAGEMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**MARKETING & BRAND AWARENESS STRATEGY** – Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.



**DCOA Team Misty Mayo, Julie Johncox, and Brock New presented at Leadership Abilene's Economic Development Day and held strategic discussions on DCOA activities and successes**

**1** Groundbreaking Ceremony for ACU's NEXT Lab

*CEO Misty Mayo spoke at event*

National & International press on the DCOA's Local Expansion Project Announcement with Bridgestone Bandag

# MARKETING & BRAND AWARENESS INITIATIVES

## SOCIAL MEDIA (September – October)

### REPORT FROM PRESIDENT & CEO



Continuing to support existing businesses, the DCOA was honored to recognize Bridgestone Bandag’s 50-year investment in Abilene and celebrate one of their employee’s, Douglas Wayne Gray, own 50th Anniversary with the company through a proclamation from Mayor Williams. Bridgestone Bandag’s commitment to the community and their individual employees is remarkable. This is the embodiment of “One Team, Team Abilene.”

#DevelopAbilene



The Development Corporation of Abilene is pleased to announce Broadwind Heavy Fabrications, a local manufacturer of large fabrications to the wind tower industry, will enhance their current operations in Abilene. The company’s manufacturing facility is located in Abilene’s premier industrial park, Five Points Business Park.

“The DCOA’s project with Broadwind reinforces the fact that Abilene, Texas is primed for growth in the manufacturing industry,” said Misty Mayo, President and Chief Executive Officer of the Development Corporation of Abilene. “Over the next 10-years, this \$3 million project is estimated to add over \$20 million in taxes for the City of Abilene, Taylor County, and Abilene Independent School District.”

To learn more, read the full statement here: <https://bit.ly/DCOABroadwind22>

# MARKETING & BRAND AWARENESS INITIATIVES

## SOCIAL MEDIA (September – October)

### REPORT FROM PRESIDENT & CEO



This week the Development Corporation of Abilene team and community leaders had the opportunity to tour the newly completed Primal Pet Foods manufacturing facility expansion at the DCOA’s Five Points Business Park.

Primal Pet broke ground last August on their \$31.6 million plant expansion which provides significant upgrades to their manufacturing facility, and that will create and retain hundreds of jobs in Abilene.

“Our partnership with Primal Pet is representative of the type of work the DCOA prioritizes. This is a great example of what the DCOA does for Abilene —investing sales tax dollars in companies that ensure the viability of the community for years to come,”

Misty Mayo, President and Chief Executive Officer, DCOA.



NextU is a program sponsored by the DCOA. The 2022 NextU Gradation ceremony at the Leadership & Innovation in Future Technologies (LIFT) was a celebration of Abilene’s new workforce talent. NextU provides professional opportunities for high school students and creates a pipeline of skilled local employees prepared to meet the demands of Abilene-based employers. Congratulations to NextU’s recent graduates!

# MARKETING & BRAND AWARENESS INITIATIVES

## SOCIAL MEDIA (September – October)

### REPORT FROM PRESIDENT & CEO



Bridgestone Bandag, a long-standing manufacturer in the Abilene community, will expand their operations in Abilene, Texas with a \$60 million investment to build 50,000 square feet adding to their existing 200,000 square foot facility. As a leading manufacturer in tire retread, this expansion project will focus on the development of an automated operation for rubber mixing and production.

Bridgestone Bandag's expansion project is expected to retain 179 employees while creating an additional 25 jobs with average salaries above the average salary of the City of Abilene. Over the next 10-years, the \$60 million project is estimated to add over \$21 million in taxes for the City of Abilene, Taylor County, and Abilene Independent School District.

This morning, the Development Corporation of Abilene (DCOA) presented "Project Eagle II" to the City Council of Abilene. The City Council's approval of the DCOA's \$6 million incentive package enables the DCOA to enter into an agreement with Bridgestone Bandag to expand its footprint and provide capacity needed for future production.

"Business retention and expansion is one of our top priorities," said Misty Mayo, President and Chief Executive Officer of the DCOA. "This announcement represents one of many companies choosing to grow and prosper in Abilene while providing continued opportunities for our community to thrive. We are creating the Abilene of the future, one successful expansion at a time," Mayo continued.

Read the full press release here: <https://bit.ly/DCOAProjectEagle22>

Abilene: here you grow.

#DevelopAbilene

# MARKETING & BRAND AWARENESS INITIATIVES

## SOCIAL MEDIA (September – October)

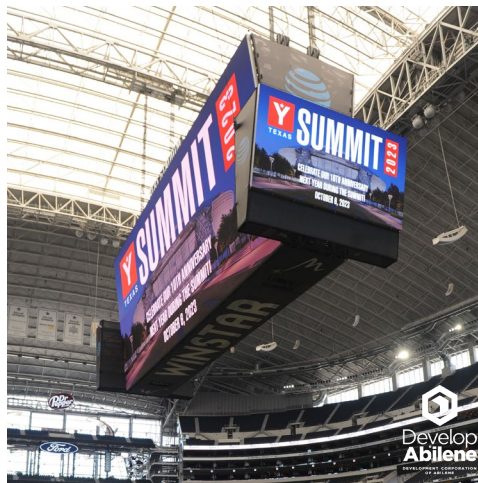
### REPORT FROM PRESIDENT & CEO



**SMALL BUSINESS YOUNG  
ENTREPRENEUR OF THE YEAR**  
Jason Hodges | Chike Nutrition

In 2020, the DCOA contracted with Chike Nutrition to support Chike’s capital investment of \$2.5 million for their operations. This business retention & expansion project created 46 new jobs and retained 23 jobs in our community. What a long way Chike has come since they started this company out of their homes. Recently, Jason Hodges, CEO, was awarded the Small Business Young Entrepreneur of the Year by the Abilene Chamber for his passionate commitment to business. Congrats, Jason & Chike! One Team, Team Abilene.

#### #DevelopAbilene



The Development Corporation of Abilene team represented Abilene at the 2022 YTEXAS Summit. This summit brought the largest technology companies in Texas together in an effort to strengthen workforce development.

Several DCOA project companies helped represent Abilene to national businesses.

Career and Technical Education students from the DCOA’s NEXTU’s program, through AISD’s LIFT and Wylie High School, were invited to attend to showcase the future generation of workforce and development. Students learned how important to use professional communication to establish relationships with companies and then practice those skills in front of CEO’s in the industry of drone flights, AI technology, sport management, bitcoin, and space flight. In addition, the Cooper High School Color Guard presented the flag during the national anthem for the opening ceremony.

These students prove the future truly is bright.

# MARKETING & BRAND AWARENESS INITIATIVES

## SOCIAL MEDIA (September – October)

### REPORT FROM PRESIDENT & CEO



The DCOA proudly represented Abilene at a recent Team Texas Market Mission to actively promote the entire state of Texas as the premier location for business expansion. Brock New, Vice President of Business Attraction, traveled to represent Abilene. Texas means business.

#DevelopAbilene



ICYMI: Last week the Development Corporation, local business leaders and over 200 local high schoolers from Abilene Independent School District and Wylie Independent School District represented Abilene at the 2022 YTexas Summit.

The Development Corporation of Abilene is committed to building the workforce of tomorrow. Career and Technical Education students from the DCOA's NEXTU's program, through AISD's LIFT and Wylie High School, were invited to attend to showcase the future generation of workforce and development. Students learned how important to use professional communication to establish relationships with companies and then practice those skills in front of CEO's in the industry of drone flights, AI technology, sport management, bitcoin, and space flight. In addition, the Cooper High School Color Guard presented the flag during the national anthem for the opening ceremony. These students prove the future truly is bright.

# MARKETING & BRAND AWARENESS INITIATIVES SOCIAL MEDIA (September – October)

## REPORT FROM PRESIDENT & CEO

### Misty Mayo Named TEDC Board Treasurer



"The work the Texas Economic Development Council does for economic development is truly invaluable."

*It is an honor to serve this organization as Treasurer of the Board. I look forward to representing Abilene."*



The Texas Economic Development Council Board elected Abilene's Misty Mayo, CEO, Development Corporation of Abilene, as Board Treasurer. Misty is now in the rotation to be a future board chair of TEDC.

The Texas Economic Development Council is governed by a 24-member board and an 8-member Executive Committee. The TEDC provides information, education and legislative services to its members to foster the expansion of existing businesses, the location of new firms and the development of strategies that promote a positive business climate in Texas. With more than 930 members, the TEDC is the largest state economic development association in the nation.

"The work the Texas Economic Development Council does for economic development is truly invaluable. It is an honor to serve this organization as Treasurer of the Board. I look forward to representing Abilene." – Misty Mayo



# WORKFORCE DEVELOPMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**WORKFORCE DEVELOPMENT STRATEGY** – Further enhanced and invest in education & training with educational partners, including an emphasis on exiting Dyess Airmen.



Students through the NEXTU Program at Abilene ISD & Wylie ISD, local company representatives, and the DCOA team represented Abilene at the YTexas event in AT&T Stadium

# 80

Students attended the YTexas event through the DCOA's NEXTU Program at Abilene ISD & Wylie ISD

**THROUGH THE DCOA'S NEXTU PROGRAM AT ABILENE ISD & WYLIE ISD, STUDENTS WERE EXPOSED TO VARIOUS OPPORTUNITIES PRESENTED AT YTEXAS**

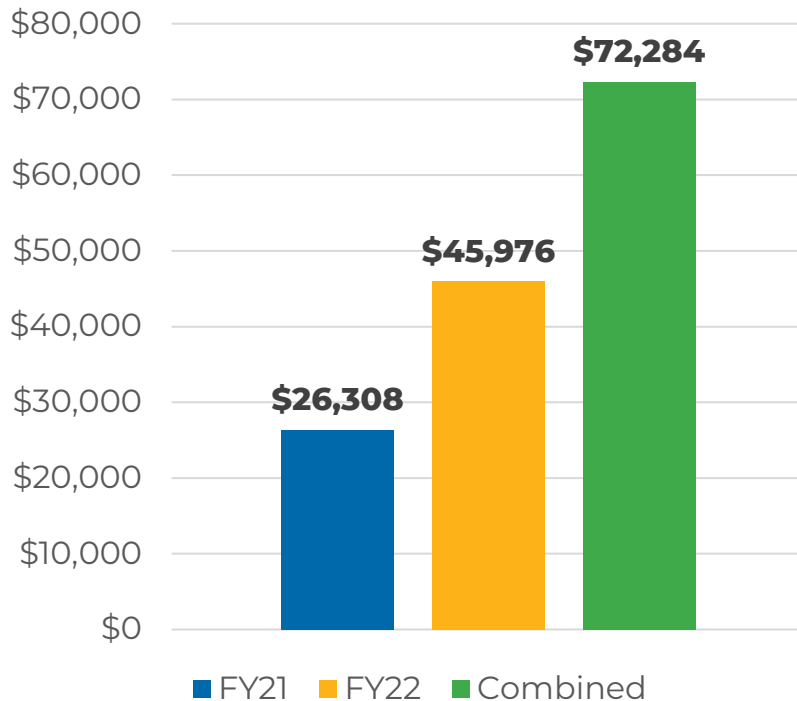
- 1 Students attended Internship Ignite session hosted by the Texas Workforce Commission
- 2 Cooper High School Color Guard did a presentation of the colors for opening ceremony
- 3 Visited with over 35 vendors about industry and education

# WORKFORCE DEVELOPMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**WORKFORCE DEVELOPMENT STRATEGY** – Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries.

## ABILENE ISD NEXTU SCHOLARSHIP UTILIZATION



Abilene ISD has grown its scholarship utilization by **75%** from Fiscal Year 2021 and Fiscal Year 2022 due to growth in student enrollment and diversification and addition of new programs of study.



NEXTU student, Austin is excited to receive his TIG welding torch (funded by the DCOA).

Austin is a senior at Abilene High School.

# \$107,000

Invested into Abilene ISD for NEXTU:  
\$72,000+ in scholarships  
\$35,000 in equipment

Fiscal Year 2021 and Fiscal Year 2022 combined

# WORKFORCE DEVELOPMENT INITIATIVES

**REPORT FROM PRESIDENT & CEO**  
September 22, 2022 – October 31, 2022

**WORKFORCE DEVELOPMENT STRATEGY** – Examine all aspects of the regional workforce and create an action summary to support the needs identified.



**\$35,000** study commissioned  
by the DCOA  
*Launched October 1, 2022*

In partnership with the  
Community Foundation of  
Abilene for Thrive ABI  
*Developed key stakeholder list of over 35  
individuals, with an additional 3 Focus  
Groups, and Leadership Team*



Gain insight and define main childcare  
issues our military families and local  
Type A businesses' employees face

## CHILDCARE STUDY

# WORKFORCE DEVELOPMENT INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**WORKFORCE DEVELOPMENT STRATEGY** – Further enhanced and invest in education & training with educational partners, including an emphasis on exiting Dyess Airmen.

DCOA sponsored the World of Work (WOW) event hosted by Workforce Solutions of West Central Texas, a career & post-secondary exploration fair for high school students in the Abilene Region.



- 2,000+ students
- 45 school districts
- 40 employers (14 manufacturers)
- 18 post-secondary partners

Marissa was nominated to serve as the Economic Development chair for the Big Country Manufacturing Alliance (BCMA).



The BCMA is a cross-sector partnership with industry, education, workforce, and economic development and comprised of over:

- 197 individual members
- 54 Manufacturing Companies
- 12 different Big Country Counties

# WORKFORCE DEVELOPMENT INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**WORKFORCE DEVELOPMENT STRATEGY** – Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries.

### DCOA MANUFACTURING CERTIFICATION



**Custom curriculum for Manufacturing Certificate** facilitated by Texas State Technical College, Hardin-Simmons University, & Texas Manufacturers Assistance Center



Will **train up to 20 individuals** at no cost to the participant



**\$20,000 match funding committed by DCOA** for the Texas Workforce Commission's High Demand Job Training Grant

*Written by Workforce Solutions of West Central Texas*



**Innovative regional partnership** with Sweetwater Enterprise for Economic Development & Brownwood Economic Development Corporation



- Specialized Manufacturing Certificate
- Hybrid Course Format
- Performance Based Education
- Technical Testing on Campus



- Soft Skill Courses
- 5 Days a Week
- 2 Hour Courses
- School of Business, including Engineering & Mathematics



- Beginning of Lean
- Value Stream Mapping
- Workplace Organization
- Quality Management Basics
- Identification & Elimination of Waste Simulation

# REAL ESTATE INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**REAL ESTATE STRATEGY** – Analyze and evaluate costs and benefits of all DCOA properties to determine the best use for each property and formulate plans to implement.



Completed repairs and upgrades to the 413,000 square foot parking lot at Blue Cross Blue Shield



Awarded bid to replace 2,100 square feet of damaged concrete at Eagle Aviation Services' Hangar 2 (owned by the DCOA)



Ordered upgraded security systems for doors and elevator at 174 Cypress Street

# EFFECTIVE OPERATIONS INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**EFFECTIVE OPERATIONS STRATEGY** – Employee systems to ensure engagement of qualified and dedicated Staff and Board members to ensure their contributions through effective training and education.

**DCOA received Merit Award recognition for Community Economic Development from Texas Economic Development Council**



**6 DCOA Team Members attended the 2022 Texas Economic Development Council Annual Conference where they received an update on industry trends and best-practices**

1

DCOA & Small Business Development Center (SBDC) Team Lunch – Education on Both Organizations' History to Enhance Knowledge of Abilene

3

Team Members Completed the Gallup from Boss to Coach One Course offered through Gallup

DCOA received all Fiscal Year 2022 Partner Annual Report of Activities

*As dictated by DCOA's Fiscal Year 2022 Agreements with each partner organization*

*Tied to Effective Operations Strategy: Manage engagement of Partners to help deliver aspects of the DCOA's comprehensive responsibilities.*

# EFFECTIVE OPERATIONS INITIATIVES

## REPORT FROM PRESIDENT & CEO

September 22, 2022 – October 31, 2022

**EFFECTIVE OPERATIONS STRATEGY** – Employee systems to ensure engagement of qualified and dedicated Staff and Board members to ensure their contributions through effective training and education.

- Texas Economic Development Council Board elected Misty Mayo as Board Treasurer
- Misty is now in the rotation to be a future board chair of TEDC
- TEDC is the largest state professional economic development association in the nation

## Misty Mayo Named TEDC Board Treasurer



“The work the Texas Economic Development Council does for economic development is truly invaluable.”

***It is an honor to serve this organization as Treasurer of the Board. I look forward to representing Abilene.”***



**Misty Mayo**

President and CEO  
Development Corporation of Abilene



**RESOLUTION NO. DCOA-2023.03**

**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 1<sup>st</sup> day of November, 2022.

ATTEST:

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

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

APPROVED AS TO FORM:

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

# EXPENDITURES OVER \$50,000

## REPORT FROM PRESIDENT & CEO

VENDOR	CONTRACT AMOUNT	DETAILS
Central Appraisal District of Taylor County	\$62,275.59	Property Tax for Property Leased to Amazon <i>Cost of property tax is included in tenant's monthly lease payment</i>
City of Abilene	\$257,577.06	Fiscal Year 2022 Street Maintenance Expense for East North 10 <sup>th</sup> (from Almond Street to Loop 322) <i>Project Approved by Resolution in January 2021</i>

**RESOLUTION APPROVING THE  
APPOINTMENT OF THE DCOA'S  
PRESIDENT/CHIEF EXECUTIVE  
OFFICER TO CONSENT TO A CHANGE  
OF CONTROL UNDER THE QUALITY  
IMPLEMENT AGREEMENT FOR  
FINANCIAL ASSISTANCE**

**RESOLUTION NO. DCOA-2023.02**

**A RESOLUTION OF THE DEVELOPMENT CORPORATION OF ABILENE, INC. (“DCOA”) AUTHORIZING THE DCOA TO CONSENT TO A CHANGE OF CONTROL UNDER THE DCOA’S AGREEMENT FOR FINANCIAL ASSISTANCE WITH QUALITY IMPLEMENT CO. (“COMPANY”).**

WHEREAS, Company entered into an Agreement for Financial Assistance (the “AFFA”) with the DCOA effective May 24, 2021 and BT Reed Properties, LLC executed a Guaranty guaranteeing the Company’s obligations under the AFFA; and,

WHEREAS, the AFFA requires the DCOA’s written consent before a Change of Control (as defined in the AFFA) may occur; and,

WHEREAS, the DCOA’s staff requests the DCOA’s Board of Directors authorize the DCOA’s President (“**President**”) to consent to a Change of Control.

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

**PART 1.** The DCOA’s President be and hereby is authorized to deliver the written consent of the DCOA to the Company consenting to a transfer of equity or ownership interest of the Company and/or BT Reed Properties, LLC.

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

**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 President prior to the expiration date.

**PART 3.** This Resolution takes effect immediately upon passage.

ADOPTED this the 1<sup>st</sup> day of November, 2022.

ATTEST:

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

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

APPROVED AS TO FORM:

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

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

## RESOLUTION NO. DCOA-2023.01

### 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 \$12,000,000; and,

WHEREAS, Company projects to have 500 full-time employees (“**FTEs**”) by the end of a period of no less than 8-years; and,

WHEREAS, the DCOA’s staff requests the DCOA’s Board of Directors approve (i) a loan to the Company in the amount of \$1,800,000 (the “**Loan**”); and (ii) an incentive for Project Little Giant in an amount not to exceed \$825,000; 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; and,

WHEREAS, as part of the Loan, the DCOA desires to obtain a lien on the Facility and purchase a Loan Policy of Title Insurance in the amount of the Loan at a cost of up to \$10,000 and pay other closing costs related to closing the Loan (the “**Closing Costs**”).

### 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 annual employment of 500 FTEs by the end of a period of no less than 8 years, (i) a loan from the DCOA to the Company in the amount of \$1,800,000 with 0.00% interest and a maturity date of July 1, 2031; and (ii) an incentive package for Project Little Giant in an amount not to exceed \$825,000.
- PART 2.** DCOA hereby authorizes the payment of the Closing Costs related to the Loan.
- PART 3.** 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 4.** 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 5.** This Resolution takes effect immediately upon passage.

ADOPTED this the 1<sup>st</sup> day of November, 2022.

ATTEST:

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

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

APPROVED AS TO FORM:

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