



2014 ANNUAL REPORT

"The reward for work well done is the opportunity to do more"

-Dr. Jonas Salk

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Mission Statement

The City of San Angelo Development Corporation (COSADC), working with economic development partners, retains, strengthens and diversifies the job base of the community to ensure a vibrant business climate for San Angelo and the region.

Leadership Message

"The City of San Angelo Development Corporation had another big year in 2014. Roland Peña was hired as Executive Director and the COSADC Board of Directors initiated and completed numerous economic development projects."

-Scott Tankersley



Scott Tankersley
President

"Looking back this year, our accomplishments helped to improve the quality of life and assist in the creation of jobs for our community. We are very proud of our efforts with that regard." -Roland Peña



Roland Peña
Executive Director

2014 Board of Directors



2014 COSADC Board Members

Board of Directors (left to right): Juan Flores (Director), Scott Tankersley (President), Tony Villarreal (Second Vice President), John Bariou (First Vice President), Tommy Hiebert (Director), Daniel Anderson (Director) and Richard Crisp (Director)

Economic Development Partners



The Evolution of COSADC

1999 Voter Approval of the Half-Cent Sales Tax

Voters approved the adoption of a sales and use tax in 1999 within the City of San Angelo in accordance with Section 4B of Article 5190.6 of Vernon's Annual Civil Statutes. Originally, the half-cent sales tax was allocated for the dredging of Lake Nasworthy, projects associated with the coliseum and its fairgrounds and the development and/or promotion of new or expanding business enterprises. Under the original terms, the projects were limited to a six-year term for financing.

2004 Reauthorization by the Voters

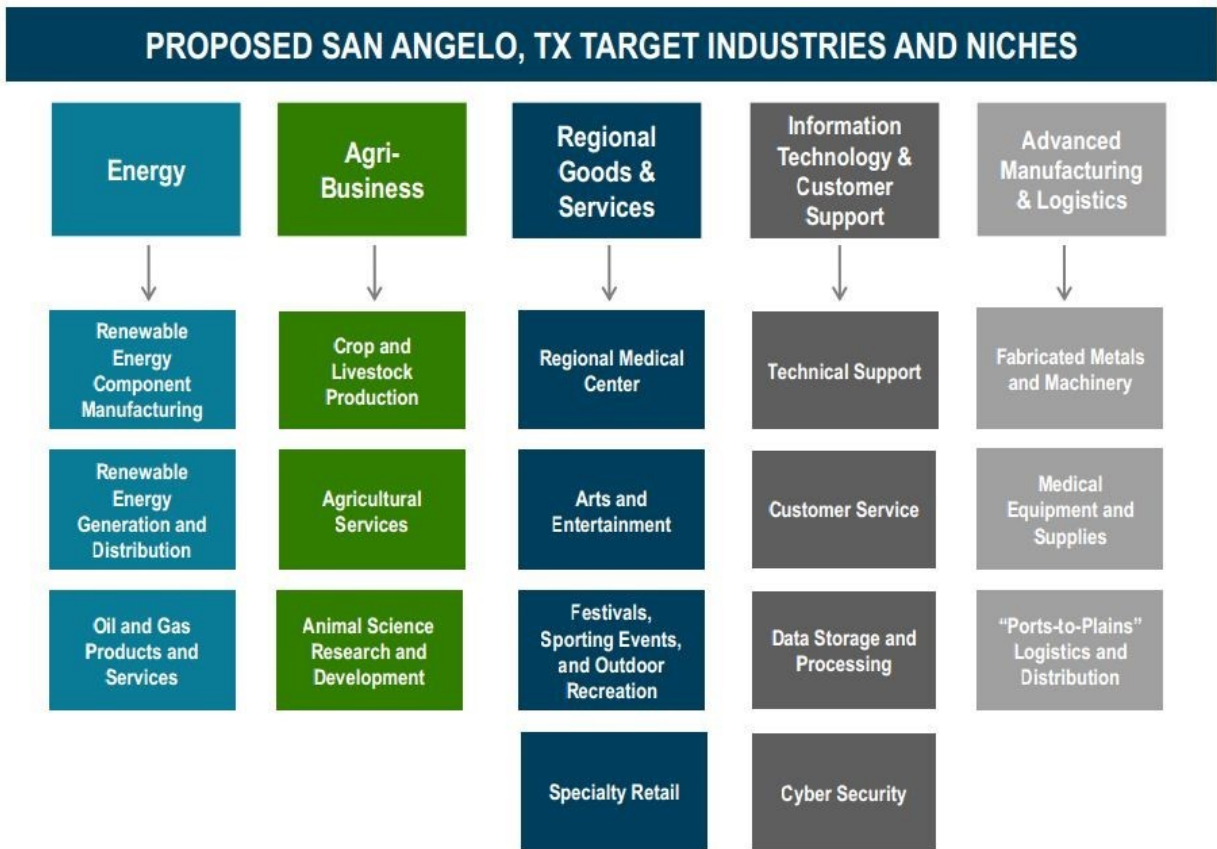
In 2004, the half-cent sales tax was again approved by the voters and the eligible project list was expanded. The initiative now allowed for infrastructure projects related to the development of water supply facilities for water reuse and/or the use of fresh or brackish groundwater and the institution and development of water conservation programs. The voters also approved funding for other projects that included Concho River improvements, parks and sports facilities improvements and maintenance, the Fort Concho Museum, the coliseum and improvements to its fairgrounds, and the development of an Affordable Housing Program. Also approved were the use of funds for the creation, development, retention and expansion of authorized business enterprises that either create or retain primary jobs. The term for financing was also increased from six years to 20 years.

2010 Ballot

In 2010, the half-cent sales tax was approved by the voters again, this time with a repeal of the expiration date that was part of the 2004 reauthorization, under certain conditions. These conditions included funding water-related projects on an increasing basis for a minimum of 21 percent of total halfcent sales tax receipts to a maximum of 72 percent of receipts as these projects are approved by the voters and completed. The maximum amount of total half-cent sales tax receipts allocated for job creation and retention projects was authorized at 28 percent under the act.

San Angelo Target Industries

The following industries were chosen by survey as desirable targets for attraction or expansion by at least 25 percent of San Angelo residents:



Board Work Group Updated List of Priorities

At its meeting on March 12, 2014, the COSADC Board held a work session facilitated by Alysia Cook, PCEM, IOM. The intent of the work session was to evaluate and re-prioritize the top goals of the Strategic Plan. As a result of this meeting, the following priorities were established or reaffirmed.

Where more than one item is shown under each Priority, the items were tied based on board priorities. The paragraph reference from the original Strategic Plan immediately precedes each item.

Priority 1a:

C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base (GAFB) through joint City-Chamber annual trips to Washington, D.C., additional congressional support, and Chamber sponsored military appreciation events. Actively pursue the expansion of Cyber Training programs at GAFB. (Lead: Chamber of Commerce)

Progress:

- Consultant hired to help manage BRAC possibilities
- Four-month partnership formed to update materials with consultant
- Intelligence/Firefighting visits to Pentagon
- Base commander presents report to Chamber highlighting City of San Angelo support

Goals:

- Continue GAFB community-based partnership initiative to find win-win opportunities
- Visit Congressional Armed Services Committee members from Texas
- Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17 at the Recreation Camp)

Priority 1b:

E.22.d. Address issues identified by employers by working with city, county or state officials. Utilize the Business Retention and Expansion Program (BREP) to better understand the needs and challenges of local businesses (Lead: Chamber of Commerce-COSADC)

Progress:

- Meetings with Chamber of Commerce and companies to discuss expansions and distress issues "Industry thrives where we have workforce!"

Goals:

- Streamline expansion process and share with existing businesses

- Work with City staff to improve and streamline permit/building processes related to site selection
- BREP – seek local businesses and increase outreach and marketing to determine business needs
- Preparing for the future regarding workforce changes
- Create formal BREP partnership

Priority 2a:

A.4.a. Continue to involve regional leaders in the air service and marketing campaign efforts to recapture Houston as a daily flight destination to and from San Angelo (Lead: City of San Angelo)

Progress:

- SkyWest considering COSA for direct Houston flight; decision on-hold based on airline’s capacity to expand, not any local factors
- Hired consultant to help get service here

Goals:

- Work closely with Lou to keep up to date on progress and opportunities
- Pay attention to Dec. 31 deadline to use federal grant

Priority 2b:

H.35.h. Continue to collaborate with Texas Pacifico to improve freight rail infrastructure in the Concho Valley region and in strategic locations outside of the region that provide necessary connections, such as the Presidio International Rail Bridge. (Lead: Chamber of Commerce) Progress:

- Texas side of Presidio International Rail Bridge has been identified for possible funding • Partners working together to capitalize on a rail line

Goals:

- Continue to have representatives present and participate in meetings
- Continue to leverage support
- Continue to work with initial partners to preserve relationships for future rail endeavors • Be sure to share results, i.e., safety, savings, reinvestment

Priority 3a:

NEW ITEM: Explore the impact of oil and gas industry expansion in the region to identify future needs, including attracting, retaining and expanding secondary industries and businesses. (Lead: Concho Valley Workforce Development, and joint responsibilities as we move along)

Progress:

- West Texas Energy Consortium Economic Impact study, Phase 1 released

Goals:

- Create a San Angelo Subcommittee of the UTSA West Texas Energy Consortium to review impact information contained in the First Phase Study, then develop local strategies for future needs

Priority 3b:

C.14.d. Leverage Angelo State University’s association with the Texas Tech University System to identify opportunities to attract education or research functions from Texas Tech’s Lubbock campus to ASU (Lead: Angelo State University)

Progress:

- College of Business at Angelo State University (ASU) currently working to identify economic development opportunities
- ASU Energy Management Courses now offered
- ASU Financial Planning Courses now offered
- Nursing program interest has increased since 2012 Plan

Goals:

- Continue to focus on health care programs/offering

The remaining previously identified priorities for COSADC are in no particular order:

D. 17.a. Fully capitalize on the COSADC’s forward-thinking investment in the Business Resource Center (BRC) to provide a high level of support to small businesses and entrepreneurs in the Concho Valley region (Lead: ASU Small Business Development Center) Progress:

- BRC has been a successful endeavor to date

- Scholarship for Business Plan Competition Winner
- Multiple Career Fairs
- SBDC's evening programs

Goals:

- Considering co-working lease space opportunities
- Research/investigate a mentoring program (SBDC)
- Develop Youth Training Program with local businesses
- Pipeline program/criteria development Concho Valley CED and COSADC

E.23.b. Continue to ensure that incentives include a requirement that projected economic and fiscal return from assisted projects outweighs any public cost. Also, stipulate that tax abatement will be selectively considered for those projects deemed to be of the most significant value to the growth of San Angelo's economy. NOTE: Incentives should explicitly encourage business expansion or attraction within San Angelo's target industries, while not precluding the award of incentives to worthy firms that do not fall within the target industries. (Lead: COSADC) Progress:

- Salary increases, capital investment and tax infusion currently being evaluated

Goals:

- Consider restructuring of bidding language to improve local business consideration on projects
- Consider local-bid requirements as weighted selection criteria for a company to receive grant or incentive

H.33.a. Continue to assist Shannon Health, San Angelo Community Medical Center, and Baptist Memorial (added) and other regional health care facilities with needed training programs and workforce recruitment. (Lead: CV Workforce Development) Progress:

- Nursing Grant Programs (Workforce)
- Both hospitals now have representatives on the Workforce Board
- Ongoing efforts with Angelo State University and Howard College

Goals:

- Assist ASU to secure Allied Health building

H.35.b. Identify mutually beneficial industry supply chain opportunities to market in partnership with cities in Mexico's Maquiladora region. (Lead: Chamber of Commerce)

Progress:

- Ports-to-Plains Southern Work Group has made contacts and pursued discussions

Goals:

- Explore exporting opportunities
- Tap resource base in San Antonio – UTSA Economic Development

H.35.i. Continue to work closely with Ports-to-Plains, state and local governments, and U.S. and Mexican companies to identify infrastructure deficiencies and establish cross-border partnerships to finance and construct any necessary improvements. (Lead: City of San Angelo) Progress:

- Ports-to-Plains initiatives
- U.S. 277-S improvements
- Loop 306 construction
- Presidio International Rail Bridge (in H.35.h)

Goals:

- Pursue funding for future project

Organization Priorities

COSADC Executive Director Roland Peña presented the following as Internal Organization Priorities:

- Core Services
 - Administrator / Stewards - best use - efficiency
 - Board Liaison / Meeting Information
 - Business Retention and Expansion
 - Facilitate Recruitment
 - Execution of Strategic Plan Priorities
 - BRC Management
 - Staff Development / Leadership
- Internal Control (Policies / Standard Operating Procedures)
 - By-Laws
 - Incentive Guidelines
 - Industrial Park Covenants
 - Prospect Management
 - Compliance with incentive commitments
 - Accounting / Finance
 - Inventory

- Contracts review
- Sales Tax Training (Board / Administrators)
- Relationships
 - City Council
 - COSADC Board
 - Community
 - Partner / Partnership Activity
- Tools needed
 - ROI/Economic Impact
 - New IT Equipment
 - Accounting Software
 - Fact Sheets
 - Awareness

Major Accomplishments

Staff duties associated with development and the Tax Increment Reinvestment Zone (TIRZ) program were returned to the city's Development Services Department

- A Subcommittee and staff developed and initiated the Business Retention and Expansion Program (BREP)
- DeCoty Coffee Company Inc. became our first BREP recipient
- Hosted the 2014 Annual Ports-to-Plains Southern Work Group Conference
- The City entered into an agreement with the cities of Midland and Abilene to establish the West Texas Water Partnership, San Angelo's portion to be funded by half-cent sales tax designated for water supply and conservation
- Agreed to enter into a partnership with the San Angelo Chamber of Commerce, Tom Green County and the San Angelo Independent School District to contract with Scott Bethel to determine the best ways to show support for Goodfellow Air Force Base in advance of the upcoming next round of federal Base Realignment and Closure discussions
- Held a Board Workshop with consultant Alysia Cook, PCEM, IOM, to set strategies, review priorities, and identify partner roles for COSADC
- Revised meeting schedule from twice monthly to once monthly
- Approved:
 - expending \$189,965 for costs incurred to evaluate reclaimed water alternatives for the non-potable water use study
 - the expenditure of \$111,400 for costs incurred for a feasibility study of creating a surface water catchment basin on the Red Arroyo
 - up to \$7,500 for scholarships to train personnel from existing Stage 2 companies wishing to attend certain training provided by the Angelo State University Small Business Development Center
 - funding up to \$79,825 for consultant services for a new Air Service Marketing Program
 - the allocation of \$993,639 for the construction improvement for Paulann and Smith

- the sale of two tracts at the Industrial Park of 5.25 acres at a price of \$25,000 per acre
- pursuing professional services to complete Phase 3 of the certification process after authorizing and completing Phases 1 and 2 of the AEP Quality Site Certification process for the Industrial Park
- the nomination of Roland Peña and appointment as COSADC representative to the Water Advisory Board
- Participated in El Chepe Mexico business and trade relations trip
- Attended annual Ports-to-Plains conference in Del Rio
- A total of 55 full-time and six part-time jobs were created through the Business Factory, for a total sales revenue of \$10,763,343.

Marketing and Business Recruitment

The City of San Angelo contracts with the San Angelo Chamber of Commerce to help market San Angelo and recruit companies in a variety of ways. These include participating in state and national associations, attending trade shows, distributing marketing pieces, placing advertising outside of the community and responding to requests for proposals and information from prospective companies and coordinating details when business prospects visit San Angelo.

This work is accomplished by the Chamber's Economic Development Division, which includes Michael Looney, Vice President for Marketing and Recruitment, and Hope Baron, Economic Development Specialist.

2014 Trade Shows

- San Angelo Business Expo
- West Texas Energy Expo
- West Texas Legislative Summit
- Doing Business with the Oil Companies

List of Association Events

- Ports-to-Plains Southern Work Group Meeting

Marketing

- Cline Shale Alliance banner ads
- Full page ad, Trade & Industry Journal
- 160 plus packets and/or brochures provided

Once the Chamber of Commerce has successfully added San Angelo to a company's list of possible cities in which to locate, COSADC staff members, with direction from the COSADC Board and City Council, formulate an incentive offer that the Chamber of Commerce and/or COSADC staff members communicate to the prospective company.

Ongoing Projects

MedHab LLC

MedHab LLC, a leading-edge company in the medical device industry, develops medical devices offering customized physical rehabilitation protocols for patients. It has developed StepRite, a wearable device that has the capability to measure body weight, pressure, gait, flexibility and thermal sensing of lower extremities using pressure sensing and accelerometer technology. In August 2012, MedHab LLC entered in a performance agreement with the City of San Angelo Development Corporation. Under that agreement, MedHab LLC will locate its production operation in San Angelo, create between 75 and 227 full-time qualifying positions, and relocate its offices to the Incubator Annex at 2009 W. Beauregard Ave., which was accomplished in December 2012. As of Dec. 31, 2014, MedHab LLC had not requested nor had they been paid any incentives under the agreement.

Following are the major incentive items in the agreement between COSADC and MedHab LLC:

- Effective Date of Agreement – Aug. 22, 2012
- Term of Agreement – Agreement terminates Jan. 1, 2019, or six years after final payments have been made
- 2009 W. Beauregard Lease Assistance – Move in within 120 days of Effective Date, with lease continuing for three years. Lease agreement was executed Dec. 19, 2012, and MedHab now occupies the facility
- Job Creation – Within six years of Effective Date (which would be Aug. 22, 2018) create and retain a minimum of 75 Full-Time Equivalent (FTEs) employees and incentivize up to a total of 227 FTEs within the same time frame. Incentive to be \$7,929.00 per FTE.
- Job Retention – Must retain positions for six years from date of payment of incentive
- Capital Investment – \$125,000 minimum within two years
- Capital Investment or Capital Lease – Within six years, to a maximum incentivized \$2 million incentive equals 15 percent of capital investment up to \$300,000)
- Real Property Investment – Within six years, renovations or improvements to purchased site up to \$1.1 million, with incentive equaling 52 percent up to \$575,000
- Code Compliance Incentive – 25 percent of renovation code compliance items up to \$12,500

Ethicon

Ethicon is part of the Johnson & Johnson family of companies and is a leader in the health care surgical profession. It creates innovative solutions to help advance surgery and has life-changing impacts on

health care. It also has a large impact on the San Angelo economy as Ethicon is the city's 10th largest employer. Ethicon submitted a request in 2010 to COSADC for initiatives to help expand and modernize its existing plant and also to incentivize the retention of up to 30 at-risk positions within its plant. This would help Ethicon to ensure job retention, modernize its processes and assist in making the San Angelo plant more competitive with other Johnson & Johnson locations. The main points of the Ethicon agreement are as follows:

- Capital investment – Between \$16 million and \$28 million
- Job retention – Up to 30 at-risk positions
- City Tax Rebate – Based on increase in appraised value, 100 percent first year; 75 percent second year; 50 percent third year and 25 percent fourth year – to be accomplished in two phases
- County Tax Abatement – Same terms as City rebate
- Capital Investment as of Dec. 31, 2012 – Over \$19.8 million
- City Tax Rebate to Date – \$305,249.36

Hirschfeld Energy Systems LLC (formerly Martifer-Hirschfeld Energy Systems LLC)

Martifer-Hirschfeld Energy Systems LLC was a jointly owned subsidiary of Martifer Wind Energy Systems LLC, a Delaware limited liability company, and Hirschfeld Wind Energy Solutions, a Texas limited liability company. In December 2009, COSADC entered into an economic development performance agreement with Martifer-Hirschfeld Energy Systems LLC to construct a renewable energy plant geared to the production of towers for the wind energy industry. At this time, the City of San Angelo also entered into an agreement with Martifer-Hirschfeld Energy Systems LLC. In 2010, its 175,000-square-foot energy vessel manufacturing plant in San Angelo was completed. In April 2012, COSADC was notified that Hirschfeld Wind Energy Solutions II would become the owner of the Martifer portion of the plant, the company name would be changed to Hirschfeld Energy Systems LLC and the plant would remain in business. Since that time, Hirschfeld has completed all standing orders for wind towers and has aggressively entered the oil and gas energy market to produce tanks and other vessels in support of that industry. The total employment at the end of the 2012 year was less than at the height of employment for the year. When the fourth quarter payroll for the year was annualized, the equivalent rate was 169 FTEs or 12 FTEs less than the total incentivized for the previous year. In 2014, 34 jobs were lost for a total of 91 FTEs to date. As of 2013, the company had made a capital investment of over \$20 million for Phase 1 and the land purchase and construction requirements were met by the company and incentives paid accordingly. In 2014, 34 jobs were lost for a total of 91 FTEs to date.

The main points of the COSADC agreement with Hirschfeld are as follows:

- Capital Investment Phase 1 – \$20 million
- Capital Investment Phase 2 – \$20 million (total \$40 million)
- Job Creation – Up to 225 Full Time Equivalent (FTEs)

Note – FTE is defined on a sliding scale as \$31,531 in 2010, increasing yearly to \$38,671 in 2015)

- Land Purchase Incentive – \$280,000 for purchase of land upon which plant is to be constructed
- Construction Funding Incentive – \$500,000 upon completion of \$15 million investment
- Construction Funding Incentive 2 – \$500,000 upon completion of Phase 1 construction
- Job Creation Incentive - \$6,000 per FTE up to 225 or a total of \$1,350,000

Job creation and incentives paid to date are as follows:

- 2010 – 47 FTEs for a total of \$282,000
- 2011 – added 134 FTEs for a total of \$804,000
- 2012 – lost 12 FTEs
- 2013 – lost 44 FTEs
- 2014 – lost 34 for a total of 91 FTEs

Glazer's

Glazer's, one of the largest and most successful private companies in the U.S., is primarily focused on the sale, marketing and distribution of alcoholic beverages. In 2010, COSADC and Glazer's entered into an agreement for the expansion of its existing operations in San Angelo, the retention of existing jobs and the creation of new jobs. As of 2014, Glazer's has continued to comply with and exceed all requirements of its agreement with COSADC.

The main points of those agreements are as follows:

- Land Acquisition – 10.757 acres
- Facility Construction – \$7,200,000
- Job Retention – 45 FTEs (FTE = \$31,720 per year)
- Job Creation – 79 FTEs (FTE = \$33,390)
- Job Creation Incentive – \$7,500.00 per FTE for up to 124 total FTEs and a maximum incentive of \$930,000 from COSADC
- City Property Tax Rebate – Upon completion of land acquisition, facility construction and job retention and creation per the above, the city will rebate annual property taxes as follow:
 - Years 1 & 2 – 100 percent
 - Years 3 & 4 – 90 percent
 - Years 5-7 – 75 percent
 - Years 8- 10 – 50 percent

Job creation and incentives paid to date are as follows:

- Job Retention and Creation – 124 FTEs for \$930,000 (Glazer’s has continued to exceed its required job retention numbers and, having fulfilled its retention requirement, is no longer required to report this item)
- City Property Tax Rebate – \$339,371.05

Blue Cross Blue Shield of Texas

As the state’s largest health insurer, Blue Cross Blue Shield of Texas focuses on providing financially sound health care coverage to as many Texans as possible. In 2009, COSADC entered into an agreement with Blue Cross Blue Shield of Texas (BCBS), in which BCBS agrees to maintain its current facility and retain its current payroll of \$12 million in exchange for a 10-year property tax assistance grant.

Incentives paid to date are:

- Grant Amount – \$37,118 per year
- Grant paid to date – \$222,708

Business Retention and Expansion

At its meeting in August 2014, the COSADC Board approved the Business Retention and Expansion Program (BREP) Policy that was then ratified by City Council. Although the BREP had always been an important component of COSADC’s activities, for the first time a formalized plan was established that included a formalized program with a marketing plan and incentive guidelines.

These incentives are designed to encourage the support, development and growth of local businesses by:

- Encouraging and empowering businesses that choose to expand their operations in the City of San Angelo
- Lowering the cost of doing business for those who need the assistance to compete and retain existing jobs
- Providing assistance to those legacy companies that have made their corporate headquarters in San Angelo

Incentives are available for existing businesses that:

- Have operated in the City of San Angelo for a minimum of two years
- Will commit to a minimum of capital investment for a plant expansion and/or addition of new equipment
- Retain existing jobs and/or create new jobs
- Pay a prevailing wage rate based on the specific industry

- Meet the eligibility requirements under Chapters 501 and 505 of the Local Government Code

The incentives approved by both COSADC and City Council include:

- Ad Valorem tax rebates on a sliding scale for up to four years, ranging from 10 percent to 100 percent of the increase in taxes resulting from capital investment made by the company
- Development fee reduction
- Sales and use tax rebate for City portion of sales and use tax
- Partial reimbursement of water tap fee for fire suppression
- Partial reimbursement for secondary egress
- Partial reimbursement for cost of fire suppression, monitored smoke alarms or other fire protection system costs
- Partial reimbursement of asbestos abatement costs
- Job creation and/or retention incentives from \$1,000 to \$5,000 per eligible position
- Loan participation
- Eligible infrastructure improvements
- Land purchases, leasehold improvements, new construction, and eligible capital investments

In addition to the above incentives, the BREP policy focuses very heavily on training and other services available through the various Economic Development partners including the Small Business Development Center (SBDC), Workforce Development Board, Howard College and the West Texas Training Center.

DeCoty Coffee Company Inc. in 2014 became the first company to enter into a BREP agreement and was in many ways the inaugural project case for the newly established Business Retention and Expansion Program.

DeCoty Coffee Company Inc.

DeCoty Coffee Company Inc. is the most diversified coffee roaster in the Southwest. In addition to coffee, it produces tea, spices and products used in food-service applications and is a San Angelo Heritage Company that has been in business since 1929. The main points of the BREP agreement are as follows:

- Total Capital Investment – \$1,512,632
- Property Tax Rebate – \$14,986
- Development Fee Waiver – \$1,303
- City Sales Tax Rebate – \$2,000
- Life Safety Related Issues – \$20,000

- Job Creation – Up to 12 jobs at \$5,000 per job, for a total of \$60,000
- Maximum Grant Amount – Not to exceed \$98,289

Business Factory

The Business Factory is an incubation program designed for small businesses and entrepreneurs who enjoy the networking benefits and atmosphere of a professional environment. It is provided by the Center for Entrepreneurial Development and provides a fertile work environment to operate and grow. The CVCED and Business Factory also provide business assistance in conjunction with the ASU Small Business Development Center.

2014 Clients

- BEPC – 9 employees
- Angelo Solutions – 4 employees
- MedHab LLC – 3 employees
- Earth Partners – 1 employee
- Blue Collar Health – 2 employees
- ProSource Engineering LLC – 1 employee

2014 Achievements

- 55 jobs created
- \$10,763,343 in annual sales
- \$7,136,154 in annual payroll

Air Service Marketing Plan

The objective of the 2014 Air Service Marketing Plan is to use Small Community Air Service Development (SCASD) Grant money to increase the chances of attracting new services to the evolving San Angelo-Texas (SJT) market. The goals are to identify and capitalize on quick wins by assessing the market and preserving the SCASD Grant and to position SJT for long-term success by attracting and retaining new services without jeopardizing the existing services.

SJT Initial Strategy and Plan Development- Phase 1

- Define Goals and Objectives
 - Prepare for and hold initial meeting in SJT with airport leadership and stakeholders
 - Devise and adopt Goal and Objectives for Marketing Strategy and Plan Development
 - Define next step options for SJT leadership
- Small Community Air Service Development Grant Extension
 - Screen, recommend and hire Air Service Development (ASD) partner
 - Oversee and coordinate ASD partner's efforts to secure Grant extension

SJT Initial Strategy and Plan Development- Phase 2

- Design Strategies and Measures
 - Analyze SJT Market and Customers
 - Market Assessment
 - Compare with and contrast to Minot, N.D.
 - Airline Outreach
 - Derive Options and Recommendations for SJT leadership and KSA review
 - Adopt Strategies and Measures
- Develop Integrated Plan
 - Draft Integrated Plan, including specific tactical options and recommendations
 - Second meeting with airport leadership and stakeholders
 - Adopt integrated Plan and next steps

Transportation

Ports-to-Plains

The City of San Angelo, Tom Green County and San Angelo Chamber of Commerce participate as partners of the Ports-to-Plains Alliance, an advocacy group dedicated to delivering infrastructure, food and fuel to secure the quality of life of America’s great cities. In March 2014, COSADC hosted the Southern Work Group Meeting and also attended the annual Ports-to-Plains conference in Del Rio in September.

Affordable Housing

In 2004, The Affordable Housing Program was approved by the voters to create an annual allocation of \$335,000, granted by COSADC to the City’s Affordable Housing Assistant Program (AHAP). This program is extremely important to COSADC for San Angelo’s growth because strong neighborhoods build a strong and vibrant community.



The Affordable Housing Program, through the use of half-cent sales tax funds, accomplished the following in 2014:

- Gap Financing – \$184,217.31 toward four new housing units for first-time homebuyers
- Affordable Housing – \$55,629.16 to purchase a foreclosed program home
- Rehab – \$9,070 toward rehab of six housing units for elderly homeowners
- Blitz – \$10,288 toward siding and painting of 26 housing units for low-income homeowners

Reclaimed Water Alternatives

Non-Potable Water Use Study

In 2014, COSADC Board approved expending \$189,965 for costs incurred to evaluate reclaimed water alternatives for the non-potable water use study.

City of San Angelo Reclaimed Water Alternatives Evaluation			
	Total Labor		Percent of Total Fee
	Hours	Fee (\$\$\$)	
Reclaimed Water Alternatives Evaluation	1,036	\$ 153,510	100.0%
1 Kickoff Meeting	71	\$ 11,830	7.7%
2 Review and Comiple Information	51	\$ 6,760	4.4%
3 Potable Reuse Alternative Evaluation (3 alts)	602	\$ 83,310	54.3%
4 Nonpotable Reuse Alternatives	20	\$ 4,030	2.6%
5 Select Recommended Alternative	34	\$ 5,780	3.8%
6 Report	178	\$ 24,160	15.7%
PM Project Administration and Meetings	80	\$ 17,640	11.5%
<u>TOTAL LABOR</u>			
Total Labor Hours	1,036		
Total Labor Amount		\$ 153,510	100.0%
<u>TOTAL EXPENSES (see breakdown below)</u>			
Total Subconsultants		\$ 34,500	
Total Reimbursables		\$ 1,955	
Total Expenses		\$ 36,455	
GRAND TOTAL - Reclaimed Water Alternatives Evaluation		\$ 189,965	

Community Development Projects

Concho River Improvement Project

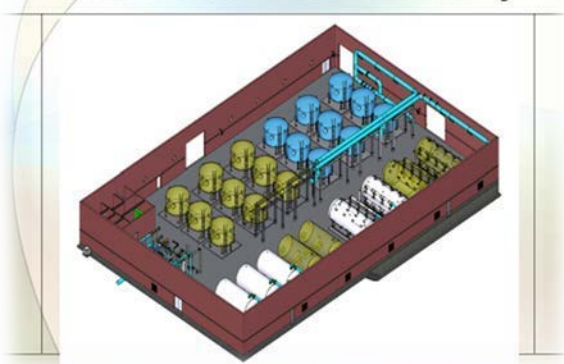


The Concho River Improvement Project is a half-cent sales tax-funded project of \$13.5 million (including nearly \$2 million in various grant funds). In 2010, 1.43 million cubic feet of silt was dredged from the North Concho River Basin from Sulphur Draw upriver to 14th Street. (This was the beginning of Phase I of the project). Phase II began in October 2011 and included stabilization of the banks along public lands from Oakes Street upriver to the vicinity of Sulphur Draw, additional trails and trail improvements, new lighting, an outdoor exercise area, public art, new irrigation systems, shaded sitting areas, water features and other special elements. This project was expected to be completed in August of 2013 but given drought and other delays was finished in early 2014. *Project Budget: \$13.5 million*

Hickory Aquifer

The Hickory Aquifer Project consists of a water well field made up of several wells near Melvin. Water from this area will be pumped via the pump stations to a high point near Eden and will flow by gravity from there. When complete, this system will provide more than 6 million gallons of water per day. The first series of wells and the supply line were substantially completed by the end of 2013, with a well field expansion and treatment facility that began in 2014 and is still ongoing. *Project Budget: \$120,000,000*

Ground Water Treatment Facility



Ground Water Treatment Facility



Airport Terminal Renovation



The San Angelo Regional Airport is owned by the City of San Angelo and is the only commercial airport serving the Concho Valley. The estimated cost of this renovation project is \$5.9 million to be paid by half-cent sales tax funds provided by the City of San Angelo Development Corporation, funds from the Federal Aviation Administration, as well as passenger facility charges. Renovations to the airport terminal will include exterior improvements, a new entry sign, terminal entrance pavement enhancements, curbside canopies, air traffic control tower renovations, relocation and configuration of the airline ticket counters and baggage claim area, improvements to the security checkpoint, structural modifications to accommodate a view from the entrance to the arrival/departure escalator area, relocation of the airport administration offices and enhancements to the meet-and-greet area. The Grand Reopening of the terminal is anticipated late 2015 or early 2016. *Project Budget: \$5,925,715*

City Auditorium

Time Summary

Awaiting results of SAPAC fundraising drive before bidding project.

Budget Summary

- Initial Project Budget = \$3,750,000
- Expenditures, to date = \$1,956,228.84

Expenditures, to date, related to design, abatement, demolition, HVAC equipment and installation, basement structural improvements, structural work related to HVAC, annex basement, some plumbing renovations, basement fire protection, etc.

- SAPAC is raising \$2.5 million for additional improvements

As of 2014, this project is still in the fundraising stage.

Improvements for Smith and Paulann Boulevards

COSADC approved funding of an extension of Paulann Boulevard to encourage development. The project extends PaulAnn Boulevard from the U.S. Highway 67 frontage road to the north and connects with the Smith Street extension. Smith was extended from the addition of Howard College’s new facilities at the West Texas Training Center east to PaulAnn Boulevard. Funded with half-cent sales tax dollars administered by the City of San Angelo Development Corp., the project will help relieve a backup of traffic on Highway 67 as Howard College students pull into and out of the training center. The extension was completed and opened in July coming under budget at \$718,256. *Project Budget: \$753,270*



Attachment A

The following pages contain the COSADC Board and Internal Organization's status of the Prioritization of Goals. The activity per goal is historical from the date of commencement at the top of the Status column to its current or latest report at the bottom of the column.

City of San Angelo Development Corporation Prioritization of Goals

Prioritization of Goals	Progress:	To Do:	Status	Completed
#1 Priority				
<p>C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. <u>Actively pursue growth in training programs at GAFB.</u> (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<p>4/28-5/1 /2014 Chamber annual leadership trip to Washington DC. Briefings with General Robert Otto, Chief of Staff for Intelligence, U.S. Air Force and Senator Ted Cruz, Senate Armed Services Committee.</p> <ul style="list-style-type: none"> •P4 Partnership Program completed, 2 MOUs a.(MOU - Combined National Incident Management Services (NIMS) Training (Tom Green County & 3121hTraining Squadron - 17th Civil Engineering Squadron) b. MOU - Shared use of the Goodfellow AFB Firing Range and Training Facility (Tom Green County Sheriff's Department & 17th Security Forces Squeidron) signed and 9 others in process of completion. •Goodfellow Appreciation event completed 5/17. • As of 19 September: \$30,881.00 Child Care Quality Initiative Grant awarded to Assist Local Child Care Facilities in Military Communities; grant will help nearby child care facilities meet more military base child care requirements. •The childcare MOU started with the Partnership initiative Goodfellow this spring was scheduled for mid-December signing, but now just slipped to mid-January •The Executive Leadership Committee of the Goodfellow Community Partnership Initiative (GCPI) met Nov. 6, and next quarterly meeting will be late February 2015. •Five MOUs have now been signed resulting from the GCPI. Four others are being worked on, and two related to childcare provider training are scheduled to be signed on January 14. •Transportation initiatives are being worked on behalf of Goodfellow, and in the meantime, the Chamber is providing buses for students to attend the Goodfellow Awards Banquet on January 30. •The Chamber met with Goodfellow support partners Dec. 18 and agreed upon a short 4-month engagement with Scott Bethel in 2015 for consulting services. •Planning is underway on late April 2015 working trip to Washington DC <p>(Continued)</p>	<p align="center">Ongoing</p>
<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. <u>Actively pursue growth in training programs at GAFB.</u> (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<p>As of March 4, 2015 Planning is halfway complete on late April 2015 working trip to Washington DC with representation from the City, County, ASU, SAISD and business community. Appointments are being sought with military and legislative leaders in charge of existing Goodfellow missions, as well as those in which we would like to see growth (e.g. cyber training and international intel training).</p> <ul style="list-style-type: none"> •The next meeting of the Goodfellow Community Partnership Initiative (GCPI) will be March 12 under the leadership of Lt. Col. Greg Scougall with the Chamber hosting. It is an expanded group of the Executive Leadership Committee. Eight MOUs have been signed to date, the most of any community/base nationwide. Detail provided in attachment. •The Chamber signed a three-year contract with the Concho Valley Transit District to provide a portion of the funding for the Goodfellow Trolley operating Fridays & Saturdays. Funding will increase from \$3,000 in 2015 to \$4,000 in 2017. Ridership increased 10% in 2014 over 2013. •Goodfellow asked the Chamber to underwrite transportation to the Goodfellow Awards Banquet on January 30, and Military Appreciation Night at the Rodeo on February 25, which it did. •The Chamber coordinated support with the City, County, and SAISD with the Chamber in a four-month engagement that began February 15 with Scott Bethel (BGen Ret) in 2015 for consulting services. He is assisting with appointments for the April 2015 Washington trip, and spoke to the Cornerstone Investors meeting March 2. <p>As 4/1/2015 With less than a month before the April 2015 working trip to Washington DC with representation from the City, County, ASU, SAISD and business community, final arrangements and appointments are being made by Phil.</p> <p>(Continued)</p>	<p align="center">Ongoing</p>
Prioritization of Goals	Progress:	To Do:	Status	Completed

City of San Angelo Development Corporation Prioritization of Goals

<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. Actively pursue growth in training programs at GAFB. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<ul style="list-style-type: none"> •The Chamber sponsored the Goodfellow Community Partnership Initiative (GCPI) lunch meeting on March 12, during which a 9th MOU was officially added to the list: The Goodfellow/Howard College Internship Program, providing training and educational opportunities for Howard College students and Air Force Support Squadron members. Seven other partnership concepts are being worked by GCPI committees. •Military consultant Scott Bethel (BGen Ret) spoke to the Cornerstone Investors meeting on March 2, providing insight into future plans for Intel training, and highlighting strengths and weaknesses for expanding Goodfellow. He is also helping us frame our discussions with military leaders in Washington DC for meetings on April 29. •The Altus Trophy has been awarded to San Angelo, signifying the best community/Air Force Base relationship in the Air Education & Training Command in 2014. A press conference and celebration are being planned for April 8 with General Robin Rand coming to San Angelo to award the trophy. <p>As of May 6/2015 - The Altus Trophy was presented by AETC Commander General Robin Rand to San Angelo during a wonderful dinner and evening of testimonials on Wednesday, April 8, at the Museum of Fine Arts. The award signifies the best community/Air Force Base relationship in the Air Education & Training Command. (Continued)</p>	<p align="center">Ongoing</p>
<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. Actively pursue growth in training programs at GAFB. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<ul style="list-style-type: none"> •The Chamber led representatives from the City, County, SAISD and business community on the annual mission to Washington DC to promote growth and opportunities for Goodfellow AFB in the future. At the Pentagon, the delegation met with the number one and two people in the Air Force overseeing Intelligence, Surveillance & Reconnaissance, the number one person overseeing international training for the DOD, which is a growth target for Goodfellow, and two people in charge of overseeing local Air Force bases. The delegation also met with Senator Cornyn, Representative Conaway, Congressman Hurd who has an intelligence background, and staff members for House Armed Services Committee Chairman Mac Thornberry and Senate Armed Services Committee member Senator Cruz, bringing them up to date on the Goodfellow Community Partnership Initiative and the significance of the Altus Award. •The Chamber sponsored the Goodfellow Community Partnership Initiative (GCPI) lunch meeting on March 12, during which a 9th MOU was officially added to the list: The Goodfellow/Howard College Internship Program, providing training and educational opportunities for Howard College students and Air Force Support Squadron members. Seven other partnership concepts are being worked by GCPI committees. • Military consultant Scott Bethel (BGen Ret) assisted the Chamber in completing a new brochure and power point presentation that not only helped us frame our discussions with military leaders in Washington DC, but also is to be used in educating the San Angelo community in the coming year. <p>As of June 3/2015</p> <ul style="list-style-type: none"> • Two conference calls were scheduled, planned and followed up on by Phil with the Goodfellow Community Partnership Initiative’s Leadership Team. A quarterly meeting is being planned for late June, and two subcommittees are working on MOUs to bring about savings to public partners on shared resources. (Continued) 	<p align="center">Ongoing</p>
<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. Actively pursue growth in training programs at GAFB. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<ul style="list-style-type: none"> • The 10th annual Goodfellow Appreciation Day was held May 16, hosting 1,800 military representatives from Goodfellow to several hours of entertainment for the whole family, live music, delicious barbecue and over 100 volunteers from the community expressing appreciation for their service and presence in San Angelo. • Five pages of detailed notes were compiled documenting the meetings on the June 27-30 trip to the Pentagon and Capitol Hill. The notes have now been sent out to trip participants for comments, and the contents have been approved for circulation with the military officials. Follow up efforts have begun. • Chamber staff and volunteers have participated in Goodfellow’s quarterly awards breakfast and several changes of command of leaders changing out between May and July. • Military consultant Scott Bethel (BGen Ret) worked with Phil in establishing the follow up plan to the Washington DC visit, helping establish priorities for contacts with AETC in San Antonio and Air Force leaders in Washington DC. <p>As of July 1/2015</p> <ul style="list-style-type: none"> • A quarterly meeting of the Executive Leadership Team of the Goodfellow Community Partnership was held June 23 with all partner groups participating. Task Force reports were heard and plans are taking shape for a major meeting with more participants in September after the new Goodfellow Base Commander, Col. Michael Downs, arrives. Michael Looney represented the Chamber. (Continued) 	<p align="center">Ongoing</p>
<p align="center">Prioritization of Goals</p>	<p align="center">Progress:</p>	<p align="center">To Do:</p>	<p align="center">Status</p>	<p align="center">Completed</p>

City of San Angelo Development Corporation Prioritization of Goals

<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. Actively pursue growth in training programs at GAFB. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<ul style="list-style-type: none"> • The next major MOU to add to the nine already in place may be the Shared Vehicle Maintenance Partnership, by which Goodfellow, the City and the County plan to work together to reduce vehicle maintenance costs by specializing in various tasks and sharing in personnel costs. A draft of the proposal is being reviewed by all parties, after which it will be sent to Air Force Headquarters for review. • The task force on the Joint Emergency Training Center is working continuously on a longer-term, more ambitious proposal for a training facility that should save budget dollars not only for Goodfellow, but also for all local entities requiring law enforcement training and certification. Another goal of this effort is to create economic impact for San Angelo by hosting law enforcement training for agencies within a 200-mile radius. • Col. Kelly Klein stepped down as Commander of the 17th Medical Group at Goodfellow, and Phil Neighbors represented the community at the recognition ceremony June 25 with remarks and presentations for Kelly and Shelley Klein <p>As of August 6/2015</p> <ul style="list-style-type: none"> • Phil is working with new leadership at Goodfellow on the logistics and planning for the next quarterly meeting of the Goodfellow Community Partnership Initiative that will be held at the ASU Houston Harte University Center Sept. 3. It is being billed as a “Refresh” meeting, since many new leaders are now in place at Goodfellow since the group last met, and all of the subcommittees are invited to come and participate. • Chamber and community leadership were well represented at retirement ceremonies for Goodfellow Commander Kim Joos, and Change of Command activities for her replacement, Col. Michael L. Downs, who is also speaking to the next monthly Chamber luncheon on Tuesday, August 11. New commanders over the Medical Group and Mission Support Group have also met with Chamber staff, and Michael Looney attended the Quarterly Awards breakfast at Goodfellow in July. (Continued) 	<p align="center">Ongoing</p>
<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. Actively pursue growth in training programs at GAFB. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<ul style="list-style-type: none"> • The Texas Military Preparedness Commission, a function of the Governor’s Office of Economic Development, issued an RFP for grants for projects that will benefit military bases and their communities. The Chamber provided information to Goodfellow’s new leadership, and one project is being considered for submission prior to the next deadline for applications of Sept. 1. • It is the Chamber’s turn to host the Altus Award Trophy, and it is prominently displayed in the Chamber’s Visitor Center for another few weeks. <p>As of September 6, 2015</p> <ul style="list-style-type: none"> • The “Refresh” meeting of the Goodfellow Community Partnership Initiative will be held Sept. 3 at the ASU Houston Harte University Center. Most of the subcommittees of GCPI have met in the past month in order to be able to report to the entire group, and to help new leadership at Goodfellow AFB understand what has been accomplished so far, and what major goals are still in play. We also plan some brainstorming to talk about possible uses of grant funds from the Texas Military Preparedness Commission that the Chamber made known to Base leadership. Lt. Col. Ryan Vetter and Phil Neighbors are in charge of the Refresh meeting. • Michael Looney and Phil Neighbors have met with Joseph Dube, Chief of the International Military Student Office, to advance the goal of increasing the number of international students training at Goodfellow that was established on the Chamber’s trip to Washington in April. The next step will be promoting Goodfellow’s “Amigo” program that matches international students and families with San Angelo families who serve as hosts to help the internationals with social and cultural experiences. (Continued) 	<p align="center">Ongoing</p>
<p>Continued: C.15.a. Vigorously support the continuation and expansion of Goodfellow Air Force Base GAFB) through joint City-Chamber annual trips to Washington, DC, additional congressional support, and Chamber-sponsored military appreciation events. Actively pursue growth in training programs at GAFB. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Consultant hired to help manage BRAC possibilities • 4-month partnership formed to update materials with Consultant • Intelligence/Firefighting visits to Pentagon • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue AFB community-based partnership initiative to find win-win opportunities • Visit Armed Services Committee members from Texas • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<ul style="list-style-type: none"> • The Chamber featured new Training Wing Commander, Col. Michael Downs, at the August monthly Chamber luncheon, where Col. Downs expressed appreciation for his warm welcome and the support of Goodfellow. He stayed and spoke to every person who wanted to meet and visit with him. Plans are now complete for the Chamber’s annual Friendship Golf Tournament scheduled Oct. 9, pairing military and civilian players in a fun outing designed to raise funds for Project Warmheart, which is used to fund emergencies for families of deployed military members from Goodfellow. 	<p align="center">Ongoing</p>
<p align="center">Prioritization of Goals</p>	<p align="center">Progress:</p>	<p align="center">To Do:</p>	<p align="center">Status</p>	<p align="center">Completed</p>

City of San Angelo Development Corporation Prioritization of Goals

<p>E.22.d. Address issues identified by employers by working with city, county, or state officials. Utilize the Retention & Expansion Program to <u>better understand the needs and challenges of local businesses</u> (Lead: COSA Development Services - Chamber of Commerce - COSADC)</p>	<ul style="list-style-type: none"> • Base Commander gives report to Chamber of Commerce highlighting City of San Angelo support 	<ul style="list-style-type: none"> • Continue to build support for Armed Forces Day at Goodfellow AFB (this year to be held May 17th at the Recreation Camp) 	<p>Development Services instituted the following:</p> <ul style="list-style-type: none"> • Checklist of minimum requirements for commercial plans submittals, to ensure consistency, completeness, & faster reviews; • Checklist for obtaining signatures on plat, to address the prior issue of items being submitted for signature before the required conditions were met, to speed up the signature process & address the propensity for requirements to be overlooked; • Process for temporary assignment of 911 addressing, to assist developers in scheduling their contractors (an increasing issue due to the levels of activity) and preparation of real estate documents; • Clarification of subdivision process within the ETJ via a handout, pursuant to modifications in the interlocal agreement between the City/County approved in March; • New policy for DRCs which requires minimum submittal information, to improve the quality of information received in the meetings, & to help address the issue of increased activity but not parallel increase in personnel; • Creation of service called "consultation" which allows those pursuing development - but who are not far enough along in the planning process to qualify for a DRC - to have a scheduled meeting to address specific issues or areas of concern; • Development Task Force creation; • Pursuit of the software purchase(s) needed; • Created a single point of contact; • Education - Lunch & Learn, COSA U, Citizens 101 <p>(Continued)</p>	<ul style="list-style-type: none"> • Planning & Development Services continues to explore business friendly process improvements.
<p>(Continued) E.22.d. Address issues identified by employers by working with city, county, or state officials. Utilize the Retention & Expansion Program to <u>better understand the needs and challenges of local businesses</u> (Lead: COSA Development Services - Chamber of Commerce - COSADC)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Meetings with Chamber of Commerce and companies to discuss expansions and distress issues • "Industry thrives where we have workforce!" 	<ul style="list-style-type: none"> • Streamline expansion process and share with existing businesses • Work with City staff to improve and streamline permit/building processes related to site selection • BREP (Business Retention & Expansion Program) – seek local businesses and increase outreach and marketing to determine business needs. • Preparing for the future regarding workforce changes • Create formal BREP partnership 	<ul style="list-style-type: none"> • SBDC coordinating high level training programs for existing businesses. • Board approved \$650,000 budget for BREP purposes including business training classes to be conducted by SBDC, Howard College, ASU. • Chamber staff participating in City Development Task Force Meetings and collaborating with City Planning Director in streamlining development processes. Working with local employers on specific expansion and location issues. Planning for major employer education effort in first quarter of 2015 regarding assistance and incentives available to local employers through enhanced BREP initiatives. • COSADC Staff developed BRE+P Program Plan and led ad hoc committee of board members and partners (chamber, SBDC) and partner resource input (WDB) to develop incentive policy. Adopted by board and ratified by city council. • COSADC staff begins Marketing and BRE+P visits beginning in January. <p>As of 3/4/2015</p> <ul style="list-style-type: none"> • Following COSADC's rollout of the new opportunities for existing businesses in the expanded BRE Program, the Chamber has publicized the information once, spoken to a number of existing businesses about the program, and plans to partner with COSADC in an ongoing effort in the next quarter. • Hosted one and a half days of briefings in late February with eight existing businesses regarding access and transportation issues should a new development move forward across the street from them. <p>As of 4/1/2015</p> <ul style="list-style-type: none"> • Michael Looney and Phil Neighbors are making individual calls on businesses following the March 2 Cornerstone reception, and seeking input from them on issues in which the economic allies may assist them. • Follow up has taken place with two of the existing businesses on specific issues dealing with a proposed new development right across the street with them on Sherwood Way. (Continued) 	<ul style="list-style-type: none"> • BRE+P Plan Developed. • Marketing and implementation of BRE+P company visits to follow.

City of San Angelo Development Corporation Prioritization of Goals

Prioritization of Goals	Progress:	To Do:	Status	Completed
<p>(Continued) E.22.d. Address issues identified by employers by working with city, county, or state officials. Utilize the Retention & Expansion Program to better understand the needs and challenges of local businesses (Lead: COSA Development Services - Chamber of Commerce - COSADC)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Meetings with Chamber of Commerce and companies to discuss expansions and distress issues • “Industry thrives where we have workforce!” 	<ul style="list-style-type: none"> • Streamline expansion process and share with existing businesses • Work with City staff to improve and streamline permit/building processes related to site selection • BREP (Business Retention & Expansion Program) – seek local businesses and increase outreach and marketing to determine business needs. • Preparing for the future regarding workforce changes • Create formal BREP partnership 	<ul style="list-style-type: none"> •The Chamber is currently working with three local companies in need of expansion: 1) a steel component fabrication company; 2) a national telecommunications company; and 3) a building materials company. <p>As of 6/18/2015</p> <ul style="list-style-type: none"> •Direct mail piece, follow-up letter, and cold calls have been conducted by COSADC staff since early January. The direct mail and letter included some 300 companies and to date 35 companies have been contacted by phone. •35 companies contacted and met with 14 existing companies from January 1 to June 1, 2015 • Three existing retailers on west Sherwood Way were provided information by Phil Neighbors regarding the potential major retail development in their area. • In addition to the five local companies considering expansion mentioned in last month’s report, Michael began working with a local specialty electronics component manufacturer in June <p>As of August 6/2015</p> <ul style="list-style-type: none"> • Michael has met with the following businesses in an attempt to work with them on issues relevant to their retention or expansion: <ul style="list-style-type: none"> o Concho Valley Radiator (CVR) – have been discussing potential expansion and/or cooperative arrangement with East Texas Radiator of Longview, Texas. (Bob Schneeman has also been involved in these discussions) o Dreibruders Foods – have met with company ownership to explore potential larger-scale expansion into San Angelo. o Electric Rider – have met to discuss potential new lines of business and future expansion needs. o Principal LED – met with local business leader, Francis Jelensperger, and Principal leadership to understand lines of business and any next-step expansion needs that may evolve. o Pittman Fabrication – met with owner, Curtis Pittman, to discuss 12–18 month expansion needs. (Continued) 	<ul style="list-style-type: none"> •BRE+P Plan Developed. •Marketing and implementation of BRE+P company visits to follow.
<p>(Continued) E.22.d. Address issues identified by employers by working with city, county, or state officials. Utilize the Retention & Expansion Program to better understand the needs and challenges of local businesses (Lead: COSA Development Services - Chamber of Commerce - COSADC)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Meetings with Chamber of Commerce and companies to discuss expansions and distress issues • “Industry thrives where we have workforce!” 	<ul style="list-style-type: none"> • Streamline expansion process and share with existing businesses • Work with City staff to improve and streamline permit/building processes related to site selection • BREP (Business Retention & Expansion Program) – seek local businesses and increase outreach and marketing to determine business needs. • Preparing for the future regarding workforce changes • Create formal BREP partnership 	<p>As of September 30, 2015</p> <ul style="list-style-type: none"> •East Texas Marketing and BREP conducted between COSADC and Chamber of Commerce •Over 40 companies were called on and 4 ED agreements have been executed. •Board approved BREP Marketing "Helping local businesses" Campaign and hired McLaughlin Advertising to conduct marketing using traditional and new methods such as internet analytics. Google Ad Words for manufacturing was launched on October 12th. <p>In that period through today, 37 people in Tom Green County have searched for keyword combinations in our list. The primary one searched was "manufacturing investment". The other ones used were manufacturing financing, manufacturing development, and manufacturing growth. While it’s good that we got our message in front of everyone who searched these terms, the low volume tells us we need to modify our keys so that they are slightly less specific. We keep doing this until the results lead us to believe our words are too common, then we adjust back to the prior batch of key words.</p> <ul style="list-style-type: none"> •COSADC B2B message on the digital screens at the Governors forum on Tuesday. •The direct mailer has been printed and will be going in the mail after to forum to arrive in boxes on the 30th and the 1st. We are currently working up the keywords and strategy for the Google for products manufactured here. 	
<p>#2 Priority</p>				
<p>A.4.a. Continue to involve regional leaders in the air service and marketing campaign efforts to re-capture Houston as a daily flight destination to and from San Angelo (Lead: City of San Angelo Airport - COSADC - Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • SkyWest considering COSA for direct Houston flight – decision on-hold based on airline’s capacity to expand; not any local factors • Hired Consultant to help get service here 	<ul style="list-style-type: none"> • Work closely with Lou to keep up-to-date on progress and opportunities • Pay attention to December 31st deadline to use Federal grant 	<ul style="list-style-type: none"> •In July 2014 the Board approved funding an Air Service Development Plan that included the following deliverables: goal and objectives, air service development partner contracted Ailevon, leakage study, market assessment study, strategy options and recommendations •Minot reseach trip conducted on 9/16-18, 2014, SCASD Grant Extension filing, Strategies based on Fed DOT response on filing, drafting of integrated plan. •Received a one-year extension to the SCASD grant which will now expire in December 2016 •2/27/2015 Began conversations with Botique Air to initiate Houston service •Airport is seeking to submit for second SCASD Grant Extension 	<p align="center">Ongoing</p>

City of San Angelo Development Corporation Prioritization of Goals

<p>H.35.h. Continue to collaborate with Texas Pacifico to improve freight rail infrastructure in the Concho Valley region and in strategic locations outside of the region that provide necessary connections such as the Presidio International Rail Bridge. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Texas side of Presidio International Rail Bridge has been identified for possible funding • Partners working together to capitalize on a rail line 	<ul style="list-style-type: none"> • Continue to have representatives present and participate in meetings • Continue to leverage support • Continue to work with initial partners to preserve relationships for future rail endeavors • Be sure to share results, i.e., safety, savings, reinvestment 	<ul style="list-style-type: none"> •Construction of new bridge is expected by second quarter of 2015. •COSA Staff, board member, and city council members attended the annual Texas Pacifico "El Chepe" business relations trip 9/7-11-2014. •Chamber staff is working with two potential employment projects seeking acreage along rail lines <p>As of March 4, 2015 - Research existing economic activity and maquila relationships between San Angelo and northern Mexico, and develop a plan of action to spur additional partnerships benefitting San Angelo businesses</p> <ul style="list-style-type: none"> •Worked with Texas Pacifico in last quarter of 2014 regarding two potential employment projects seeking acreage along rail lines. •Actively in contact as with an established rail port (RailLogix) with locations in the Baytown and San Antonio areas. Working with their regional representative to explore the feasibility of a rail port on the Texas Pacifico line in or near San Angelo. Presently scheduling a time for them to visit the area and potential prospective sites. •Held conversations with TxDOT Rail Division and Texas Pacifico, and the letting of the reconstruction of the rail bridge between Ojinaga and Presidio has now been delayed until as late as the fourth quarter of 2015 (October). •Once actual bridge reconstruction has been scheduled, the Chamber plans to work with Texas Pacifico and COSADC in hosting all communities along the South Orient Railroad Line to a summit to work on opportunities for increased trade and commerce. <p>As of August 6, 2015 - An update on the progress of repairing the International Rail Bridge at Presidio was given at the West Texas Legislative Summit. TxDOT/ Texas Pacifico officials met in Presidio at the end of July in an attempt to facilitate the progress of setting a construction date. We are awaiting an outline of the project timeline.</p> <p>As of September 6, 2015 - Officials at Texas Pacifico Railroad are confident that repairs should begin on the International Rail Bridge at Presidio by the first or second quarter of 2016.</p>	<p align="center">Ongoing</p>
Prioritization of Goals	Progress:	To Do:	Status	Completed
#3 Priority				
<p>NEW ITEM: Explore the impact of oil and gas industry expansion in the region to identify future needs including attracting, retaining, and expanding secondary industries and businesses. (LEAD: Concho Valley Workforce Development, and joint responsibilities as we move along)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • West Texas Energy Consortium Economic Impact study, Phase 1 released 	<ul style="list-style-type: none"> • Create a San Angelo Subcommittee of the UTSA West Texas Energy Consortium to review impact information contained in the First Phase Study, then develop local strategies for future needs 	<ul style="list-style-type: none"> • June 4, 2014 - West Texas Energy Consortium Economic Impact study, Phase 2 released • As of 5 December - Wagner-Peyser \$490K Grant Awarded to WTxEC; organization currently under re-organization and refining its focus area • May 6-7, 2015 - Annual WTxEC Conference held in San Angelo • October 6, 2015 - WTxEC has reorganized their committee structure and is focusing on the workforce piece (primarily STEM) within the Oil & Gas area. - • Awarded Innovation Grant (Sep 2015) to establish a regional, virtual Center of Excellence for STEM education (CE-STEM) to support employers' demands for individuals skilled in the energy, water and aerospace fields. Grant will help develop STEM career guidance app, a Teachers STEM tool kit, and continue growing the WTxEC Center of Excellence site on STEM education (Howard College-SA participating) • West Texas College awarded Texas Regional STEM Degree Accelerator Initiative grant (Oct 2015); CVWDB participating with WCT Board plus 6 other Colleges (Howard-SA included) • Uses AVID to ensure students develop the skills and habits employers document as essential for successful employment ex. critical thinking, ommunications, collaboration, and teamwork) as they learn technical theory and application • AVID Higher Education facilitates faculty development and professional learning, and can be used to train CTE program educators 	<p align="center">Ongoing</p>
<p>C.14.d. Leverage Angelo State University's association with the Texas Tech University System <u>to identify opportunities to attract education or research functions from Texas Tech's Lubbock campus to ASU</u>. (Lead: Angelo State University)</p>		<ul style="list-style-type: none"> • Continue to focus on healthcare programs/offerings 		
Prioritization of Goals	Progress:	To Do:	Status	Completed

City of San Angelo Development Corporation Prioritization of Goals

<p>D. 17.a. Fully capitalize on the COSADC’s forward-thinking investment in the Business Resource Center (BRC) to provide a high level of support to small businesses and entrepreneurs in the Concho Valley Region (Lead: ASU Small Business Development Center)</p>	<p>As of March 12, 2014: <ul style="list-style-type: none"> • BRC has been a successful endeavor to-date </p>	<ul style="list-style-type: none"> • Considering co-working lease space opportunities • Research/investigate a mentoring program (SBDC) • Restarting the Business plan competition • Continued rental of BRC conference room to CVCED clients and BRC training room to outside entities, CVSHRM, Downtown San Angelo, San Angelo Chamber •Host Downtown San Angelo Art Walk March 2015 •Continued projects allowing ASU students to assist partners of the BRC 	<p>As of June 6, 2015</p> <ul style="list-style-type: none"> • Continued high level existing business seminars and workshops held at BRC. • 2014 use of BRC conference/training rooms---SBDC conference room (196 times), BRC Training room (96 events), BRC Conference room (172 times) • Economic development functions are now located primarily within one facility, thus enhancing both the effectiveness and timeliness of services provided to new, existing, expanding, or relocating businesses. • One company graduated from the Business Factory in October - Blue Collar Health • BEPC double in size and square footage in the Business Factory twice in 2014 - accomodated expansion - set to graduate Summer of 2015 • Added one new engineering company in December <p>As of September 6, 2015</p> <ul style="list-style-type: none"> • 2 companies have successfully graduated from the BRC (Angelo Solutions and BEPC). Both companies have incurred capital investments and created jobs. • 2 companies recruited and moved into the Business Factory (Immigration Project and Art Gill). • Economic development functions are now located primarily within one facility, thus enhancing both the effectiveness and timeliness of services provided to new, existing, expanding, or relocating businesses. <p>2015 YTD (as of 10/24) use of BRC conference/training rooms---SBDC conference room (121 times), BRC Training room (98 meetings and events), BRC Conference room times 200 times.</p> <ul style="list-style-type: none"> •Increased number of ED partnership meetings for recruiting new businesses. •Kick off 2016 Business Plan Competition in BRC Lobby with a well-attended Press conference. (Continued) 	<ul style="list-style-type: none"> • Restarted the Business plan competition •Hosted Downtown San Angelo Art Walk March 2015 •Ongoing
<p>D. 17.a. Fully capitalize on the COSADC’s forward-thinking investment in the Business Resource Center (BRC) to provide a high level of support to small businesses and entrepreneurs in the Concho Valley Region (Lead: ASU Small Business Development Center)</p>	<p>As of March 12, 2014: <ul style="list-style-type: none"> • BRC has been a successful endeavor to-date </p>	<ul style="list-style-type: none"> • Considering co-working lease space opportunities • Research/investigate a mentoring program (SBDC) • Restarting the Business plan competition • Continued rental of BRC conference room to CVCED clients and BRC training room to outside entities, CVSHRM, Downtown San Angelo, San Angelo Chamber •Host Downtown San Angelo Art Walk March 2015 •Continued projects allowing ASU students to assist partners of the BRC 	<ul style="list-style-type: none"> •BRC has been a very successful endeavor to-date •SBDC's technical business advice program-record number of clients seen in FY2015 •SBDC's technical business training-100+ seminars and workshops yearly •High awareness in community of BRC through SBDC advocacy, advising, training, and marketing. COSADC & CVCED activities •Employment of ASU students through internships and graduate assistants (service learning) •Increased productivity, knowledge, and networking of the BRC partners •The downtown location has enabled the center to support revitalization activity surrounding the BRC 	

City of San Angelo Development Corporation Prioritization of Goals

<p>E.23.b. Pipeline program/criteria development Concho Valley CED and COSADC - Continue to ensure that incentives include a requirement that projected economic and fiscal return from assisted projects outweighs any public cost. Also, stipulate that tax abatement will be selectively considered for those projects deemed to be of the most significant value to the growth of San Angelo's economy. NOTE: Incentives should explicitly encourage business expansion or attraction within San Angelo's target industries, while not precluding the award of incentives to worthy firms that do not fall within the target industries. (Lead: COSADC)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Salary increases, capital investment, & tax infusion currently being evaluated 	<ul style="list-style-type: none"> • Considering restructuring of bidding language to improve local business consideration on projects • Consider local-bid requirements as weighted selection criteria for a company to receive grant or incentive 	<ul style="list-style-type: none"> • Economic Impact Tool created and now available to assist in evaluating ROI and ensuring incentives provide economic impact to city. • ROI language now being included in all contracts, grants, and ED agreements. • ROI form being created for client evaluation of economic development assistance. • Economic Impact Tool utilized in the development of the new Business Retention Expansion Program (BRE+P) • Incentive Policy to ensure incentive offerings have a payback within the specified outline tables. • Tax rebates have been incorporated in the BRE+P incentive policy to assist in streamlining incentive payments. <p>As of October 6, 2015</p> <ul style="list-style-type: none"> • BRE+P and Recruitment negotiations and ED agreements are structured to strive for higher salaries. • Recruitment strategies and marketing are also aligned to target higher skilled and higher paying salaries 	<p align="center">Ongoing</p>
<p>H.33.a. Continue to assist Shannon Health, San Angelo Community Medical Center, and Baptist Memorial (added) and other regional healthcare facilities with needed training programs and workforce recruitment. (Lead: CV Workforce Development)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Nursing Grant Programs (Workforce) • Both hospitals now have representatives on the Workforce Board • Ongoing efforts with ASU & Howard University 	<ul style="list-style-type: none"> • Assist ASU to Secure Allied Health building • Address nurse training issues • Address local area employer nursing shortfalls • Continue to focus on healthcare programs/offerings • Under Affordable Care Act, Medical Assistants now required to be certified: retrain MA into Certified Mas (CMAs) • Local and Texas-wide shortage make RNs one of the largest shortfalls in workforce (Expected 38K shortage by 2020): develop program to grow RNs from LVNs 	<p>As of June 6, 2015</p> <ul style="list-style-type: none"> • CNA training has been curtailed over the past 18 months because of the ASU change to 4-year only nursing program and Howard College still looking for an instructor. Expect the training to begin to pick up this year. • CNAs remain in demand by the nursing homes and home health agencies in particular. • In shortage of RNs and LVNs, CNAs are working in hospitals as well. Attempts to fill a class quarterly and as long as funding is available. • Jul-present: Howard College cannot hire RN Program Director; No RN training available, 102+ on waiting list; RN critical shortage • 29 October: initiated first meeting initiated with Center for Community Wellness, Engagement and Development, Ken Stewart and AHEC, Erin Greg, to discuss interest in Regional Healthcare Coalition/Consortium • 10 November: passed interim solution to hiring RN Program Director; Howard College working it (provided HC a work around method to allow them to hire a qualified RN instructor in an oversight role of the program, versus a full time director. Abilene-Cisco college worked this with Hendricks up in Abilene and HC is looking into it.) • 5 December: Meeting with ASU CWED, AHEC, Howard College and ASU Nursing to refine nurse training issues/Consortium focus before recruiting regional healthcare organizations 	<p align="center">Ongoing</p>
<p>(Continued) H.33.a. Continue to assist Shannon Health, San Angelo Community Medical Center, and Baptist Memorial (added) and other regional healthcare facilities with needed training programs and workforce recruitment. (Lead: CV Workforce Development)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Nursing Grant Programs (Workforce) • Both hospitals now have representatives on the Workforce Board • Ongoing efforts with ASU & Howard University 	<ul style="list-style-type: none"> • Assist ASU to Secure Allied Health building • Address nurse training issues • Address local area employer nursing shortfalls • Continue to focus on healthcare programs/offerings • Under Affordable Care Act, Medical Assistants now required to be certified: retrain MA into Certified Mas (CMAs) • Local and Texas-wide shortage make RNs one of the largest shortfalls in workforce (Expected 38K shortage by 2020): develop program to grow RNs from LVNs 	<p>As of October 6, 2015</p> <ul style="list-style-type: none"> • TTU approved Stage 1 design budget for programming, planning, and schematic design of the new Health and Human Services Building on Aug 7. • Aversion training underway for 33 local medical assistants' to transition CMA • Certified Medical Assistant course in place at Howard College-SA; first class started Aug 2015 • High Demand Skills Grant awarded with June 15, 2015 start date; uses COSADC & CVWDB matching \$75K, includes \$55K supporting donations from Shannon, SACMC and HC-SA Foundation; LVN-RN Bridge Program Director started August 8, 2015. Still looking for instructor • COSADC - HC Financial Agreement completed; funds awarded on Nov 1, 2015 • CVWDB - HC Financial Agreement amended to match COSADC's dates/clarify payment process; completed Oct 11, 2015 • HC press release set for Oct 26 after announcement to HC Board 	<p align="center">Ongoing</p>

Prioritization of Goals

Progress:

To Do:

Status

Completed

City of San Angelo Development Corporation Prioritization of Goals

<p>H.35.b. Identify mutually beneficial industry supply chain opportunities to market in partnership with cities in Mexico's maquiladora region. (Lead: Chamber of Commerce)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Ports to Plains Southern Work Group has made contacts and pursued discussions. 	<ul style="list-style-type: none"> • Explore exporting opportunities • Tap resource base in San Antonio – UTSA Economic Development 	<ul style="list-style-type: none"> •SBDC International Trade Office and liason with SBDC International Trade Center in San Antonio to provide technical exporting advice. •5/6/2015 Information was provided to Rosalva Carreon Ibarra with Canacintra in late April furnishing information for an article in Vanguard Industrial magazine, and we are following up with information for her on industries and logistics companies in the San Angelo area. 	<p align="center">Ongoing</p>
<p>H.35.i. Continue to work closely with Ports-to-Plains, state and local governments, and U.S. and Mexican companies to identify infrastructure deficiencies and establish cross-border partnerships to finance and construct any necessary improvements. (Lead: City of San Angelo)</p>	<p>As of March 12, 2014:</p> <ul style="list-style-type: none"> • Ports-to-Plains initiatives • Highway 277-S improvements • Highway 306 • Presidio International Rail Bridge (in H.35.h) 	<ul style="list-style-type: none"> • Pursue funding for future project 	<ul style="list-style-type: none"> •March 2014 - Ports to Plains Southern Work Group Meeting held March meeting in San Angelo. •August 2014 - Sponsorhip for Annual Ports to Plains Conference Approved - ad developed for conference program. •Mayor continues to serve on Advisory Board representing City of San Angelo. •October 2014 - City Council Woman Farmer was elected to serve on PTP Board at the annual conference. •Staff attended the annual conference in Del Rio/Acuna Mexico in October and toured several Maquilador facilities. •March 24, 2015 - TxDOT hosted a series of stakeholder meetings to gather feedback for the Ports-to-Plains/I-27 extension study that is currently underway. A continuation of the conversation of the past two decades, stakeholders discussed strategies to enhance the corridor. Staff attended the San Angelo stakeholder meeting at the TXDOT Regional District Office. •April 2015 - Staff attended the PTP Alliance Energy Summit in Lubbock, Texas. •April-June 2015 - Staff members have been participating in planning committee of the PTP Alliance to develop a B2B event during the 2015 annual conference. Companies wishing to do business with other companies along the PTP corridor will have an opportunity to network during this event. •October 2015 - CM, City Council PTP Board member, 2 ED Staff and Chamber representative attended the annual conference. Video was produced for the event. In addition, we began our #see you in San Angelo Campain and 	<p align="center">Ongoing</p>