



2016 Year End Summary



Tommy Hiebert, President



Roland A. Peña, Executive Director

Program of Work -

The City of San Angelo Development Corporation (COSADC) approved a Program of Work at the beginning of the year based on the following seven guiding principles:

- 1. Increase the tax base*
- 2. Reduce the tax burden on residential tax payer*
- 3. Improve wages*
- 4. Attract new businesses from target industries*
- 5. Create jobs*
- 6. Retain businesses/jobs*

Objectives were developed to the following Strategies:

- 1. Business Retention and Expansion*
- 2. Workforce Development Infrastructure*
- 3. New/Small Business Development*
- 4. Industry Target Marketing*
- 5. Research*
- 6. Infrastructure*
- 7. Administration*

The 2016 Program of Work is located in the appendix of this document.

This year-end summary provides highlights of the major accomplishments of the organization. The results of the program are evidence of a tremendously successful year.



2016 COSADC Board Members

Top Row: Left to Right– John Bariou (Director), Richard Crisp, (Director), Scott Tankersley (Director), Todd Kolls (Director)

Bottom Row: Left to Right– Edward Carasco (First Vice President), Tommy Hlebert (President), Juan Flores (Second Vice President)

Our Mission

The City of San Angelo Development Corporation serves the community to diversify the economy, expand the tax base, foster business growth and increase job opportunities. Working with economic development partners, COSADC will retain, strengthen and diversify the job base of the community to ensure a vibrant business

2016 COSADC Staff



Robert Schneeman

Business, Retention and Expansion Coordinator



Nora Regino-Nevarez

Executive office Coordinator



Shannon Scott

Economic Development Specialist

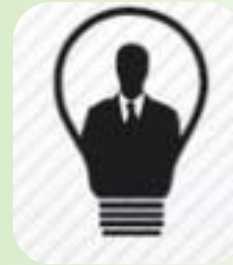




**ED Partner Referrals to the
Business Factory**

Goal: 15-20

Results: 17



**Business Incubation
Marketing Venues**

Goal: 1-3

Results: 3

New/Small Business Development



Incubator Contracts

Goal: 4

Results: 2



Creation of Jobs

Goal: 30

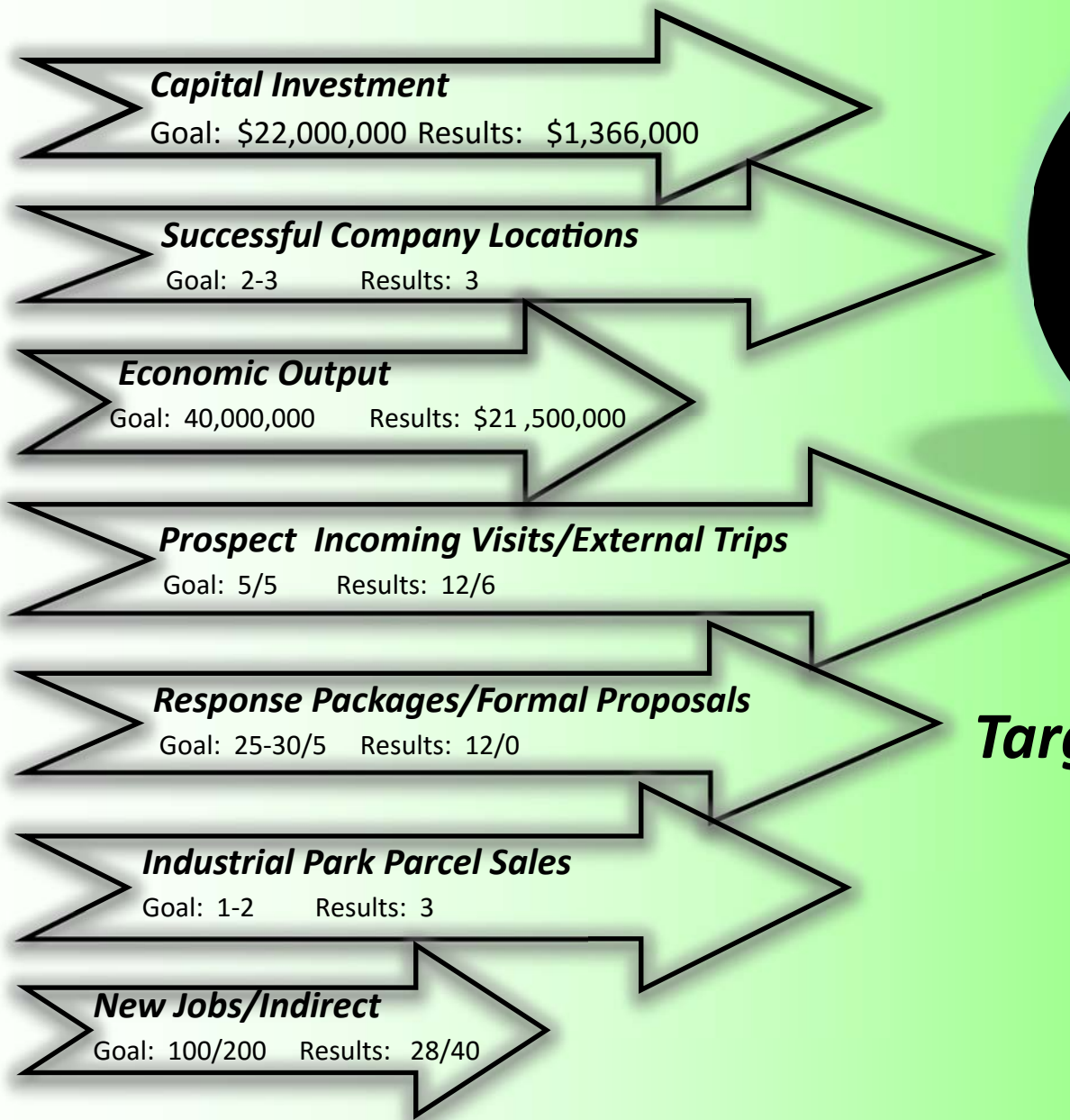
Results: 2



**Entrepreneurship
Marketing Plan**

Goal: 1

Results: 1



Targeted Marketing

**Howard College-
ASU
Curriculum
Projects**

Goal: 1-2
Results: 1

**Initiate
development of
ACT Workforce
Readiness Plan**

Goal: 1
Results: 1

***Workforce
Development***

**Early adopters of ACT
Program Concept / To date**

Goal: 2-3
Results: 18 / 62

**ED Partner
Referrals**

Goal: 100
Results: 31



1. Federal Funding
2. Funding of Phase II
3. Development Agreements
4. Membership/P2P/I-14 Conf.

Infrastructure

- Goal: 1-2
 Goal: 1
 Goal: 1-2
 Goal: 2-3

- Results: In process
 Results: In process
 Results: In process
 Results: 8



1. Small Bus. Assessment Poll
2. Analyze Moody's Analytics
3. Update Strat. Plan Mkt. Ass. Data
4. Building & Site Database

Research

- Goal: 1
 Goal: 1
 Goal: 1
 Goal: 1

- Results: 1
 Results: 1
 Results: 0
 Results: 0



1. Internal Dept. participation and utilization of municipal eco. dev. tools
2. Prof. training for personnel
3. Technology/new processes to achieve effectiveness
4. Annual Compliance Review

Administration

- Goal: 1-2
 Goal: 1-3
 Goal: 1-3
 Goal: 1

- Results: 4
 Results: 8
 Results: 2
 Results: 1



Governor's Small Business Forum

- ◆ 61 unique entrepreneurs
- ◆ 48 resources-speakers
- ◆ 109 total attendees between San Angelo and Alpine
- ◆ First time to video cast/stream out and webinar in
- ◆ Quality speakers
- ◆ Team efforts with partners
- ◆ Possible invitation next year



Ports to Plains Annual Conference

- ◆ Hosted in San Angelo
- ◆ 175 attendees
- ◆ 12 speakers



Tax Increment Reinvestment Zone (TIRZ)

- ◆ 12 submitted applications
- ◆ 8 projects were approved (1 North, 7 South)
- ◆ \$44,000 in funding approved for North
- ◆ 225,071.10 in funding approved for South



Business Plan Competition

- ◆ 1st Place– Awarded \$15,000 in cash as well as in kind products and services
- ◆ 2nd Place– Awarded \$10,000 in cash as well as in kind products and services
- ◆ 1st Place Winners: Odom RD Dietician Consultants– Tabitha and Ryan Odom
- ◆ 2nd Place Winner: Concho Valley Tactical Supply– Shawn Bearden



\$2 Million Dollar Grant to help Goodfellow AFB

- ◆ The grant helps to renovate two buildings and assists in expanding the mission of Goodfellow Air Force Base's military intelligence training.
- ◆ COSADC provided more than one-third of the funds as matching.
- ◆ More than 100 additional students from 32 international countries per year will be trained at Goodfellow AFB.
- ◆ Most will bring their families, live outside the base and contribute to the local economy by shopping and spending dollars for housing and retail goods.



San Angelo Business & Industrial Park

- ◆ Three entrance signs received a make-over with an industrial look.



Aerial Economic Development Video

- ◆ COSADC teamed up with AEP Texas North and Neon Productions to develop an epic video for San Angelo
- ◆ The video is intended for marketing purposes and can be found at this [link](#).

LVN-RN Program

- ◆ Board of Nursing approval of LVN to RN program at Howard College on July 21st, 2016
- ◆ Started with 10 students
- ◆ First cohort of 20 generic ADN and 30 accelerated LVN to RN students admitted in August of 2016
- ◆ First students participating in the accelerated LVN to RN track will graduate in the summer of 2017
- ◆ The program received initial seed funds of over \$300,000 from the City of San Angelo Development Corporation (COSADC) teamed up with Shannon Medical Center, Community Hospital, and the Workforce Development Board.



ACT Work Ready Community

- ◆ Core team created to proactively promote and educate business community for a self-sustaining program
- ◆ Held first stakeholder meeting on 5-5-2016, 18 signed up to recognize the NCRC.
- ◆ ACT Academy #2 – 6/24-18/2016
- ◆ ACT Academy #3 – 9/6-9/2016
- ◆ Second stakeholder meeting held – 9/22
- ◆ Press Conference and launch of ACT WorkReadiness Website and 2 Year Plan (October)
- ◆ ACT Academy #4 - 12/12-14

ECONOMIC NEWS—YEAR END SUMMARY

- The population of our MSA, which covers Tom Green and Irion counties, grew to 119,659, according to the U.S. Census Bureau's July 2015 estimates.
- For the first time, San Angelo's population topped the 100,000 mark, with 100,450 people.
- The job market maintained a healthy growth rate, increasing by 1,400 jobs by the end of November.
- Our total civilian labor force increased to 56,500, only 500 less for the same month in 2014.
- The Bureau of Labor & Statistics recorded 2,848 business establishments in the MSA. An increase of 28 businesses compared to the same quarter two years ago.
- Two local start-up companies were awarded \$25,000 in prize money and thousands of dollars worth of in-kind services as a result of a successful relaunch of the San Angelo Business Plan Competition.
- Over \$85 million in new and remodel commercial building projects in 2016 exceeding the 2015 valuation for commercial construction
- Shannon Medical Center broke ground on a \$74 million, seven-story tower that will add 80,000 square feet of space.
- Shannon will investing another \$400 million in the community over the next 10 years.
- Howard College received approval from the Texas State Board of Nursing to establish a generic and an accelerated Licensed Vocational Nurse (LVN) to Registered Nurse (RN) Associate Degree Nursing (ADN) Education Program.
- A Governor's Office Military Defense Grant in the amount of \$2 Million was awarded to Tom Green County to assist Goodfellow Airforce Base in their mission expansion.
- The U.S. Geological Survey announced the largest estimate of continuous oil ever assessed in the United States had been found in the Midland Basin Wolfcamp shale. San Angelo's MSA sits in the major shale play.
- COSADC released a new aerial Economic Development video intended to peak the interest of a company to consider at San Angelo a potential location for relocation or expansion.
- COSADC's new business program supported the development of six expansion projects with millions in capital investments, 319 new jobs and the retention of 303 jobs. The expansions are occurring in

Appendix A

COSADC

Program of Work

2016



Work Program 2016

GUIDING PRINCIPLES

- Increase the tax base
- Reduce the tax burden on residential tax payer
- Improve wage salaries
- Attract new businesses from target industries
- Create jobs
- Retain businesses/jobs

SEVEN STRATEGIES

1. Business Retention and Expansion
2. Workforce Development Infrastructure
3. New/Small Business Development
4. Industry Target Marketing
5. Research
6. Infrastructure
7. Administration

Business Retention/Expansion

Objective: Assist in the development of 2-4 local expansion projects. These new projects, along with projects currently underway, will create 50-100 new jobs and retain 150-200 jobs.

	2016 GOALS	2016 RESULTS TO DATE
Retention Visits	25-30	26
Local expansion projects	2-4	6
New Jobs/Indirect Jobs	50-100/100	319/449
Retained Jobs	150-200	303
Capital Investment	\$3,000,000	\$5,360,000
Annual Economic Output	\$9,000,000	\$166 M

<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
Fully implement the BREP Business to Business Marketing Campaign	Business Retention Expansion Coordinator	3rd Quarter	<ol style="list-style-type: none"> 1. Print, TV, Google – yielded 1 company interested in our programs and 1 company with return calls seeking products made in San Angelo 2. Presentation to College of Bus – SB Comp. Class 2-23—2016 3. Twelve banks have been visited to date and materials left along with poster/cards. 4. Sponsorship of the Chamber Diversity Micro-business Luncheon with presentation for programs available to small business 5. Sponsorship of the SBDC Lenders Luncheon and presentation for programs available for small business 6. A BREP Brochure has been created and printed 7. Governor’s Small Business Forum Held on October 13, 2016 – 14 Partner and Resources were provided to Small Businesses attending event.
Create 1-2 BREP appreciation/educational event with local company CEOs/GMs	Business Retention Expansion Coordinator	2nd Quarter	<ol style="list-style-type: none"> 1. Co-Sponsoring with SBDC and presentation to Micro-Business Luncheon held by Diversity Committee of the Chamber of Commerce on 7-15. 2. Lenders luncheon sponsorship and presentation scheduled for 8-17. 3. Working on appreciation dinner in November of 16’ for current BREP clients as well as potential BREP clients we have been speaking to/working with.

<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
<p>Conduct 25-30 retention/expansion visits and determine business trends/needs.</p> <p>-In order to complete this task, 3 Direct Mail pieces were created and distributed to 2 target industries which included IT-Communications and Manufacturing.</p> <p>-From the Direct Mail pieces, we received 0 inquiries.</p> <p>-21 cold calls were made to the IT-Communications cluster.</p> <p>-11 cold calls were made to the Manufacturing cluster.</p> <p>Of those 32 total cold calls, 26 appointments were set and held.</p>	<p>Business Retention Expansion Coordinator</p>	<p>4th Quarter</p>	<p>1 - Coverlay Mfg. 2 - Mrs. Rios Corn Tortillas 3 - Terrill Manufacturing 4 - Angelo Titan Industries 5 - Engine Pro Machine 6 - Speed Connect 7 - Tex Web Host 8 - Texas State Data Corp. 9 - New Quest IT Solutions 10 - Sudden Link Communications 11 - Terrill Manufacturing (second visit) 12 - City Lumber 13 - Kolster Welding 14 - Frontier Communications (3x) 15 - Bleyl Engineering 16 - Heiser House 17 - Engine Pro Machine (second visit) 18 - Atos 19 - Cal Tech 20 - EDI Communications 21 - Snider Technology 22 - Unisys Corp. 23 - Principal LED 24 - Talk O' Texas 25 - Mike Kelly 26 - Fast Signs 27 - AEP Texas 28 - Principal LED</p>

<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
<p>Negotiate 4 economic development performance agreements creating the retention and creation of jobs.</p>	<p>Business Retention Expansion Coordinator</p>	<p>2nd Quarter</p>	<p>1-Ranger Aviation \$240,000 – repair and replacement of a fire suppression system that includes an automatic fire sprinkler system and five alarm equipment – project retains 24 employees and 18 indirect jobs with the potential of adding new jobs with new contract opportunities as a result. Currently the project has a \$5.7 M annual economic output. 2-Time Clock Plus \$388,600 - \$500,000 capital invest furniture and equipment by company for expansion. Retaining 130 employees to add 65 new jobs and 53 indirect jobs with an economic output of \$29.1 M and increase in gross area product \$19.3 million annually. 3- Goodfellow Air Force Base \$633,000 - \$2.6 Million total value of Project, for renovation of two classroom buildings to be used as a training center and collaboration center, and the purchase of technology hardware required for instruction: 76 jobs, 154 indirect jobs, resulting in \$29.1 M in annual economic output and increase in gross area product of \$14.5 million. 4- CalTech \$603,050 - \$100,000 capital investment. Retaining 51 employees and will add 100 new jobs over the course of 5 years which adds 131 indirect jobs. The project will support \$67.8 million in annual economic output. Additionally the economic activity will result in an increase in gross area product of \$46.7 million. 5-Principal LED \$350,000 - \$920,000 capital investment. Retaining 51 employees and will add 50 during the course of 10 years, 31.4 indirect jobs, resulting in \$21M annual economic output and \$8.4M in gross area product. 6-Martifer-Hirschfeld – Settlement included expansion and additional \$1 M capital investment on rail spur. Retaining 47 employees during 5 years and will add 28 during same time frame, 61.6 indirect jobs resulting in a \$29.4 M annual economic output and \$13.3 M increase in gross area product.</p>
<p>Support local industry companies on 2-3 legislative/regulatory/economic development issues by submitting testimony or letters to local, state or federal elected officials or committees</p>	<p>Business Retention Expansion Coordinator ED Director/President of Board</p>	<p>4th Quarter</p>	<p>1-GAFB Intel expansion Support letter to Office of Governor 2-Time Clock Plus – (June 20) staff provided advocacy support in favor of street name relocation at the Planning and Zoning Commission (5-2 vote in favor). 3-Staff provided comments and supported the street name relocation at the City Council Meeting on July 12 (6-1 vote in favor) 4-Potential Eden prison closure - Support letters from COSADC, Mayor, Chamber</p>

			5-I-14 designation Support letters Mayor, Chamber, COSADC, County Judge Support letters Mayor, Chamber, COSADC, County Judge for I-14 designation
Work with ED Partners and business sector to receive 1-4 referrals and develop expansion/retention projects.	Business Retention Expansion Coordinator	2 nd Quarter	<ol style="list-style-type: none"> 1. Referrals from SBDC Profit Mastery (Gandy Ink & Coverlay) 2. Engine Pro Machine From WDB 3. Angelo Trucking Co. referral to SBDC from COSADC to SBDC 4. Conexion to SBDC from COSADC 5. San-Tex Services from WDB to COSADC 6. Terrill Mfg to COSADC from WDB 7. City Lumber from WDB to COSADC 8. Homebuilder –COSADC to SBDC 9. COSADC to SBDC – Non Profit Food Processing 10. COSADC to SBDC - Concrete Co 11. COSADC to Chamber Recruitment for non-toxin treatment of Eboli/Ecoli,
Development 1-2 industry cluster initiatives to assist in the expansion/retention of local industry employers	Business Retention Expansion Coordinator	4 th Quarter	<ol style="list-style-type: none"> 1. Howard College pursuing a construction trade program with the San Angelo and Texas Home Builders Association. 2. Howard College is working with SAIS to provide lab space for adult program in the summer for construction trades. In addition, offering dual credit to high school students for construction trade program.

New/Small Business Development

Objective: To support entrepreneurship and new business development with other economic development business support groups.

	2016 GOALS	2016 RESULTS
ED Partner Referrals to the Business Factory / BRC	15-20	8 / 9
Referrals from Business Sector	2-4	0
Equip Business Factory with tools	1-2	1
Business Incubation Marketing Venues	1-3	3
Entrepreneurship Marketing Plan	1	1
Incubator contracts	4	2
Creation of Jobs	30	3
Companies recruited as recommended from BRE cluster and Targeted Industry Growth Initiatives	2	0
Increase activity at BRC	10%	

Tasks	Who	When Completed	Status
Coordinate with other small business assistance resources: Chamber of Commerce, Business Factory Small Business Incubator, ASU - Small Business Development Center (SBDC), and make 15-20 referrals	Executive Assistant Coordinator	4th Quarter	-SBDC- is lead coordinator for BP Comp. -SBDC has completed numerous marketing events for BP competition- -ASU campus posters, email campaign, Live at 5 (numerous times) Monday morning radio show, Dialogue radio show, Leadership San Angelo visit to BRC, etc. -SBDC referred 8 to Business Factory (Beverage, Tutoring, Consultant, Existing Business, BP Winner, Insurance, Career Coach, and Christian Coaching. -COSADC referred 9 to SBDC Arts & Crafts, New venture (comfort bags), Clothing Apparel, R&R Welding and Construction, Repair Computer Shop, Business Coaching new venture, Renewable product manufacturing, Audio/Video new startup, NP Food Processing.

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<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
Receive 2-4 small business referrals in network of CPAs, attorneys, business/financial consultants.	Executive Assistant Coordinator	4 th Quarter	None received.
Equip the Business Factory with 1-2 technology/furniture and tools necessary to meet client needs	Executive Assistant Coordinator	4 th Quarter	1-Purchased new chairs for office suites and cubicles. April 2016.
Support business incubation through marketing on 3 media venues and local CPA/financial lender events.	Executive Assistant Coordinator SBDC	3 rd Quarter	<ul style="list-style-type: none"> -SBDC-Business Factory is toured with recent Bank and CPA firm lunch box event held. -COSADC co-partnering monthly attendance at Brown Bag Luncheons -Micro Business Luncheon flyers and presentation -COSADC sponsor of SBDC Lender Forum to held in August
Promote Entrepreneurship through the development of a marketing plan and implementation of Business Plan Competition	Executive Assistant Coordinator SBDC	2 nd Quarter	<ul style="list-style-type: none"> -SBDC- is lead coordinator for BP Comp. SBDC has completed numerous marketing events for BP competition--ASU campus posters, email campaign, Live at 5 (numerous times) Monday morning radio show, Dialogue radio show, Leadership San Angelo visit to BRC, etc. -Business Plan Competition successfully executed with 18 applicants, 4 finalists and 2 winners.
Execute 4 Business Factory contracts for performance for incubation and creation of jobs/creation of new jobs from existing incubator clients	Executive Assistant Coordinator	4 th Quarter	<ol style="list-style-type: none"> 1. Odom RD 2. Career GPS
Utilizing BRE & new Industry Growth Initiatives for entrepreneurial targets	Executive Assistant Coordinator	4 th Quarter	Not accomplished.
Increase by 10% the level of activity in terms of meetings and participants through enhancing BRC programs. (2015 Year use of--- SBDC conference room (121 times), BRC Training room (98 meetings and events), BRC Conference room (200 times)	ASU-SBDC ED Staff	4 th Quarter	<p><i>January thru December:</i> BRC Training room events-<u>143</u> events with <u>1519</u> people. SBDC Conference room events-<u>111</u> events and <u>448</u> people. BRC Conference room use – <u>120</u> events & <u>840</u> people. Total of people <u>2807</u> and <u>374</u> events, with <u>7.6</u> people average per event.</p>

Targeted Marketing

	2016 GOALS	2016 RESULTS	<i>Objective: Support the marketing activities to generate 25-30 response packages for prospects which will result in 5-10 prospect visits with 5-10 formal proposals. These activities will result in the relocation of 2-3 primary employers to the San Angelo area, the attraction of 100-200 new jobs, and the sale of 2-3 sites in the Business & Industrial Park.</i>
Response Packages/Formal Proposals	25-30/5	12 / 1	
Prospect Incoming Visits/External Trips	5 / 5	12 / 7	
Successful Company Locations	2-3	3	
New Jobs/Indirect	100 / 200	28 / 40	
Ind. Park Parcel Sales	1-2	3	
Capital Investment	\$22 M	\$1.36 M	
Economic Output	\$40 M	\$21.5 M	

Tasks	Who	When Completed	Status
Prepare response packages/formal proposals to company prospects	Chamber Marketing & Recruitment Economic Development Staff	4th Quarter	<ol style="list-style-type: none"> 1. 2016-05S (contact center) 2. 2016-07SCI 3. 2016-06MN 4. 2016-07GR 5. 2016-8TEL 6. 2016-08FF 7. 2016-04SSS 8. 2016-09 PB 9. 2016-12 APX 10. 2016-11 BKAT 11. 2016-11 MANC 12. 2016-09 SOLR
Work with commercial brokers, utility providers, Texas Department of Agriculture, Governor's Office of Economic	Economic Development Staff	4 th Quarter	<ol style="list-style-type: none"> 1- Site Selector Agribusiness project 100 acre parcel – working with TDA and TGO for assistance and resources for infrastructure funding and securing company to this site 2- Parcel Larry Jolley – Warnot Parcel 3- AEP North sponsored economic development video for San Angelo

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Development, site selector consultants, Existing Businesses and other allies			4- Large parcel marketing with Brandon Sanders of Steve Eustis Real Estate Commercial Brokers
<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
Attend 1-2 trade shows with industrial allies	Chamber Marketing & Recruitment Economic Development Specialist	4 th Quarter	<ol style="list-style-type: none"> 1) 8th Annual Transmission Summit Trade Show San Angelo 1/20-21/2016 2) Design2Part Manufacturing Trade Show – Dallas 2/24-25/2016 3) MRO Americas Aviation Trade Show – Dallas 4/5-7/2016 4) Southwest Energy Summit Trade Show – San Angelo 4/5-6/2016 5) Pet food Forum USA Trade Show – Kansas City, Mo. 4/20-21/2016 (direct prospect meeting with Project Chew) 6) Wind & Solar Expo San Angelo 8/30-31 7) Great American Trucking Show, 8/25-27 Dallas (OTR transportation and parts manufacturing) Attending with Mark Smith of Coverlay. May also attend with Mike Root/Caron Transportation. 8) FABTECH Expo, 11/16-18 Las Vegas Metal fabrication, attending with Western Towers.
Prospect Meetings – incoming and Coordination (San Angelo city visits-tours)	Chamber Marketing & Recruitment Economic Development Staff	4 th Quarter	<ol style="list-style-type: none"> 1) Project 2014-109H (February) 2) Project 2014-109H (April) 3) 2016-03SSS (March) 4) 2016-07SOLAR (June) 5) 2015-04CHEW (July) 6) 2016-08FFL (August) 7) 2016-08HZPSI (August) 8) 2016-04DRI (August) 9) 2016-06DANKEN (August) 10) 2016-06MUNN (September) 11) 2016-10PBMAT (October) 12) 2016-11PARADGM (November)
Make prospecting trips to 1-2 firms in “target” (energy, agribusiness, regional goods-services, information tech, customer support, advance	Chamber Marketing & Recruitment Economic Development Specialist	4 th Quarter	<ol style="list-style-type: none"> 1) CHEW Kansas City, Mo 04/20/2016. 2) CHEW - Chicago, Illinois. 3) ATI - Bridgeport, Ill 4) QFI - Addison, Ill, 5) 2016 MIC - Chicago, Ill

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<p>manufacturing & logistics) industries</p>			<p>6) 2016-08HZPSI - Kansas City, MO, resulted in San Angelo site tour. 8/16/2016. 7) 2016-11BKAT</p>
<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
<p>Seek federal, state and private funds and continue the development of the San Angelo Business and Industrial Park</p>	<p>Chamber Marketing & Recruitment ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<p>1) Conference calls with TDA and meeting with consultant to apply for TDA and EDA grants were held in June and July.</p>
<p>Market available industrial and retail land sites</p>	<p>Chamber Marketing & Recruitment ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<p>1- 12 Acres - Warren Cat - COSADC 2- Client contact directly to City/Advised Steve Eustis Real Estate broker on availability of land and directed to COSADC per potential AEP land purchase. Advised COSADC on broker protection 3- 18 Acres Pitts Oilfield Services (last follow up 6/9/2016. Received Site Requirement Form) 4- 4 Acres – Project Chew 5- TBD Acres – Communicated with Project Container. Informed COSADC. Personal visit to Project Container Consultant in Dallas 1/20/2016. 6- Project 2Distribution – 4.25 Acres on Gateway Blvd. 7- 2 Acres to Project Warnot 8- 4.25 Acres – Project PCO – Distribution Facility 9- 52 Acres – AEP Texas North 10- 10+ Acres – Distribution Facility Beverage 11- 5 Acres –Distribution Munn</p>
<p>Market local office buildings for back office/ customer service prospects (10-15 proposals)</p>	<p>ED Director Economic Development Specialist</p>	<p>4th Quarter</p>	<p>1) Marketed Taylor Publishing building 2) One Time Clock Drive Building 3) 1221 Hill Street Off/WH 4) Tractor Trails Building</p>

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	BRE Coordinator		
Create an Industry Growth Initiatives (IGI) utilizing targeted industry plan.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	

Workforce Development

Objective: To support the development of 2-3 training and workforce certifications to ensure an educated, trained and skilled workforce for business and industry.

	2016 GOALS	2016 RESULTS
Howard College – Angelo State University Curriculum or Projects	1-2	1
Initiate development of ACT Workforce Readiness Plan	1	1
Develop early adopters of ACT Program Concept / To Date	2-3	18 / 62
ED Partner Referrals	100	6

<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
Work with Howard College and or Angelo State University for the creation/ retention/ or development of new program or curriculum or project that supports local industry sector workforce development.	WDB Director/Planning Director ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	<ol style="list-style-type: none"> 1. LVN-RN Program started with 10 students – 6 to graduate in October. 2. Summer Cohort began with 6 students on June 27. 3. Board of Nursing approves approval for generic and accelerated Licensed Vocational Nurse (LVN) to Registered Nurse (RN) Associate Degree Nursing (ADN) of program for Howard College San Angelo on July 21. The first cohort of twenty generic ADN and thirty accelerated LVN to RN students will be admitted in August of 2016, and the first students participating in the accelerated LVN to RN track will graduate in the summer of 2017. 4. Shannon Medical Center is assisting in determining solution for the shortage of nursing. Currently working with the team to develop strategies.

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<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
<p>In collaboration with private sector business and industry seek the ACT Workforce Readiness Certification of Tom Green County.</p>	<p>WDB Director/ Planning Director ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<ol style="list-style-type: none"> 1. Core team created to proactively promote and educate business community for a self-sustaining program 2. Held first stakeholder meeting on 5-5-2016, 18 signed up to recognize the NCRC. 3. ACT Academy #2 – 6/24-18/2016 4. ACT Academy #3 – 9/6-9/2016 5. Second stakeholder meeting held – 9/22 6. Press Conference and launch of ACT WorkReadiness Website and 2 Year Plan (October) 7. ACT Academy #4 - 12/12-14
<p>Have 2-3 businesses or entities adopt the ACT Program/Concept in advance of ACT Work Readiness Plan</p>	<p>WDB Director/Planning Director ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<ol style="list-style-type: none"> 1. Recruited Shannon Medical Center, Tom Green County, Foster Communications, Howard College to be part of the ACT Workforce Readiness Initiative. 18 employers have signed on to recognize the NCRC and ACT WRC program. 2. Shannon Medical Center entered into pilot project with CVWKB for Work-keys assessments. 3. Emerging 92, Current 106, Transitioning 90, Employers 53 – 44% of goals obtained to date
<p>Create and implement business referral program for WDB training programs; ie; Customize training, Skills for Small Business Training Programs, etc.(10 per month by partners)</p>	<p>ED Partners</p>	<p>4th Quarter</p>	<ul style="list-style-type: none"> -WDB created Skills for Small Business flyers for referral purposes. -SBDC--implemented referral process for Skills for Small Business grants. 1) Hand out at bankers and CPA meetings, weekly e-newsletter, client folders, seminar participants, etc. -Presentation to Workforce Solutions by ED Staff on how to make referrals on BREP offerings

Infrastructure

Objective: Provide infrastructure to the San Angelo Business & Industrial Park and other locations where business development has the potential of a high economic impact.

	2016 GOALS	2016 RESULTS
Federal Funding	1-2	(In process)
Funding of Phase II (loan or grant)	1	(In process)
Development Agreements	1-2	1
Memberships/PTP & I-14 Conferences	2-3	8

<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
Research and seek 1-2 sources of federal funding for infrastructure development.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	Conference calls held in the month of July 2016 with EDA and TDA to determine sources of funds for infrastructure development at Industrial Park.
Identify and apply federal or state grant for the funding of the development of Phase II in the Industrial Park.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	Capital Fund Infrastructure Grant and EDA Grant will be potential sources of grant funds for infrastructure needed in phases 1 and 2 of the industrial park.
Utilize staff and additional local/state/federal economic development tools/resources for accomplishing development agreements of economic development projects, i.e.; housing, retail, business or industrial development.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	(February) COSADC passes resolution reaffirming support of the KIRBY VILLAS affordable housing 72 unit project with a commitment for \$20,000 loan. (July) Collaborating with Tom Green County and secured consultant to assist in grant writing for Capital Fund and EDA grants.

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<p>Support the Ports to Plains Alliance initiatives in delivery of message to stakeholders and participation of Conferences</p>	<p>ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<p>1-Attended Quarterly PTP Board meeting in Austin – January 2-Participated in the TXDOT Transportation Forum - January 3-Attending the annual meeting of the Gulf Coast Strategic Alliance in College Station 4-Council person attended 2nd Board meeting & Washington Trip – April 5-COSADC Board approves joining the I-14 Gulf Coast Strategic Alliance and designates 3 appointments, Tom Green County designates County Judge as their appointment - June 6-Staff and Board Member representative attending Ribbon Cutting for completed relief route at Big Spring, Texas on 7-20-2016. Staff and Board Member attending PTP Board meetings on 7/20-21 in Lubbock. 7-Hosted and attended the annual meeting of the Ports to Plains Conference in San Angelo, September 12-15. 8-Attended the TxDOT & Texas Pacifico Strategic Planning meeting at the San Angelo District Office, October 25.</p>
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Research

<p>Objective: Maintain the Economic Trends for the City and the Metropolitan Statistical Area (MSA); benchmark trends against other cities, states, and US.</p>			2016 GOALS	2016 RESULTS
	Small Business Assessment Poll		1	1
	Analyze Moody’s Analytics		1	1
	Update Strategic Plan Market Assessment Data		1	0
	Building and Site Database		1	0
Tasks	Who	When Completed	Status	
Support the Small Business Development Center with marketing the Small Business Assessment Poll for completion by San Angelo Businesses	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	-SBDC- 2016 results should be out in March/April. 2017 poll starts Oct 1st 2016. -Partners promoting on websites and awareness of poll	
Maintain Economic Trend and Forecasting information in house as a tool for economic development purposes.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	COSADC is utilizing Moody’s Analytics to maintain economic trends and forecasting 3 times a month.	
Work with Angelo State University and or other education institutions to update the Strategic Plan’s Market Assessment Data while using the project as an educational tool and higher learning opportunity.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	Not accomplished.	
Develop a Building and Site Database for recruitment and expansion purposes	Chamber Marketing & Recruitment	4 th Quarter	Not accomplished.	

Administration

Objective: Ensure the Office of Economic Development is professional, efficient, and compliant with state and city regulations.

	2016 GOALS	2016 RESULTS
Internal Department participation and utilization of municipal economic development tools.	1-2	4
Professional Training for personnel	1-3	8
Technology/New processes to achieve Efficiencies	1-3	2
Annual Compliance Review	1	1

<i>Tasks</i>	<i>Who</i>	<i>When Completed</i>	<i>Status</i>
Seek support and utilize internal departments to facilitate economic development projects and the use of municipal economic development tools, i.e.; TIRZ, Enterprise Zones, 380 Agreements.	ED Director Economic Development Specialist BRE Coordinator	4 th Quarter	-Worked with the City Airport to negotiate a performance agreement with Ranger Aviation Expansion -Worked with Neighborhood Family Services to provide support resolution and interim loan to increase value of application. -Worked with Engineering Services Department to develop MOU for engineering, design, bidding and construction of 1500 linear feet of sewer main. -Worked with Planning and Development Services as administrative tasks were handed back over to the Economic Development Department for the TIRZ Program. As of 7-18-16, 16 businesses have shown interest in the TIRZ program with 1 completed application submitted by Swagito. Businesses that have been met with or have been spoken to via email or phone call include TJ’s Frozen Yogurt, WT Forms, The Casual Pint, Louis Rork, The House of Fi Fi Dubois, Eggemeyer’s, Tom’s Tire Pros, Frank Cox, Western Sky, Rent-A-Center, Reed Shahan, Kathy Ramirez, Jim Raymond, Walt’s Auto, and Fat Bosses Pub. As of 7-31-16, 12 completed applications were submitted. Staff reviewed

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			<p>all applications on 8-22-16, and determined their recommendations. During the Board meeting on 9-27-16, 8 of the 12 projects were approved. These include: Wendland Tank Corp., Raw Studio and Gallery, Flamingo Flatts, Eggemeyer’s General Store, The Casual Pint, Swagito, DeLarnce DeWitt, and Brian Raymond. -Approval of \$63,000 for Air Service Marketing & Recruitment Services for the COSA Mathis Field Regional Airport</p>
<p>Continue the development of professional skills through economic development training.</p>	<p>ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<p>-Attended the TEDC Winter Conference -1 Board member, 2 staff -Attended the TEDC Sales Tax Workshop and completed Public Info Act, Public Meetings Act requirements -Attended the ACT Workforce Readiness Academy #2 -Attended the ACT Workforce Readiness Academy #3 -Attended the TEDC Annual Conference -Basic ED Course Training attended by staff -Attended the ACT Workforce Readiness Academy #4 -Attended the TML ED Conference</p>
<p>Utilize technology to improve project management and implement project management software to expedite project completion and dashboard reporting.</p>	<p>ED Director Economic Development Specialist BRE Coordinator</p>	<p>4th Quarter</p>	<p>-Workzone installed in January -Staff trained with WZ including Chamber Marketing and Recruitment Partner -Continued improvement of Project Tracking Tool has saved time and allowed for efficiencies when researching -In process of developing an RFP for Website and SEO</p>