



2015 ANNUAL REPORT

“Success is doing ordinary things extraordinarily well”

- Jim Rohn

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Mission Statement

The Vision/Mission statement of the City of San Angelo Economic Development Department is to serve



the community as an organization comprised of highly trained professionals leveraging resources 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 climate for San Angelo and the region.

Leadership Message



John Bariou

President

"This year ended with the announcement of the first certified "Super Park" industrial park in Texas. It only provided the icing on the cake of many accomplishments of the Development Corporation."



Roland Peña

Executive Director

"I am proud of the COSADC Board leadership and our staff. Our team together advanced a progressive agenda to fulfill priority goals."

COSADC made a difference by:

- Embarking on the process and receiving certification for the Industrial Park as a "Super Park" by international site selector consultant McCallum Sweeney under the American Electric Power (AEP) Quality Site Program
- Holding a special joint meeting of COSADC and City Council to address mutual concerns and set priorities
- Re-energized the Business Plan Competition in cooperation with the Business Factory, Angelo State University College of Business and its Small Business Development Center

- Began the process to achieve American College Testing (ACT) Workforce Readiness Community Certification
- Coordinating with our Economic Development Partners and the Texas Governor's Office to host the 2015 Governor's Small Business Forum

- **Facilitating:**
 - The relocation of MedHab LLC from 2009 West Beauregard to the West Texas Training Center after a fire destroyed its former location

- **Initiating:**
 - Legal steps to recover incentives paid under a the Martifer-Hirschfeld performance agreement for which all required measures had not been met
 - A BREP business-to-business marketing campaign

- **Negotiating and execution of:**
 - A BREP Performance Agreement with Armando Martinez, DBA Mrs. Rios Corn Tortillas, in the amount of \$5,500
 - A BREP Performance Agreement with Phil Skinner, DBA The Sign Shop, in the amount of \$7,000
 - A lease agreement for approximately 143 acres of City land just north of the Industrial Park for construction of a solar energy park
 - The sale of 8.998 acres of land in the Industrial Park to a developer representing Federal Express Ground for the construction of a new 50,000 +/- square foot building
 - The performance agreement for marketing and recruitment services between COSADC and the Chamber of Commerce in the amount of \$225,000
 - Up to \$388,600 for BREP economic development incentives to Data Management Inc., DBA TimeClock Plus

- **Approving project allocations:**
 - Up to \$134,677 to KSA Engineers Inc. for Phase III of the AEP Quality Site Certification
 - \$1.2 million for costs to be incurred in conducting a pilot test for the design of Direct Potable Reuse of reclaimed water
 - \$12,000 for a proposed dog park
 - \$41,000 for costs to be incurred in installing and maintaining a gauging station on the Red Arroyo
 - \$150,000 to start a Licensed Vocational Nurse (LVN) to Registered Nurse (RN) bridge program at Howard College
 - Up to \$1.5 million for the construction of a new annex, Phase II of the City Auditorium
 - \$10,000 from the Affordable Housing Assistance Program to support the 2015 Reagan Neighborhood Blitz

2015 Board of Directors



Board of Directors (left to right): Richard Crisp (Director), Daniel Anderson (Director), Tommy Hiebert (Second Vice President), John Bariou (President), Edward Carrasco (Director), Scott Tankersley (Director) and Juan Flores Jr. (Director)

Economic Development Partners



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 possibly re-prioritize the top goals of the Strategic Plan. As a result of this meeting the following priorities were established or reaffirmed. These policies effectively ended in September of 2015.

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, DC, 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
- 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

To-Do:

- 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)

Priority 1b:

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: Chamber of Commerce - COSADC)

Progress:

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

To Do:

- 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

Priority 2a:

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)

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

To-Do:

- Work closely with Lou to keep up-to-date on progress and opportunities
- Pay attention to December 31st 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

To-Do:

- 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

To-Do:

- 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

To-Do:

- Continue to focus on healthcare programs/offerings

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

To-Do:

- Considering co-working lease space opportunities
- Research/investigate a mentoring program (SBDC)
- Youth Training Program – 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, & tax infusion currently being evaluated

To-Do:

- 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

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)

Progress:

- Nursing Grant Programs (Workforce)
- Both hospitals now have representatives on the Workforce Board
- Ongoing efforts with ASU & Howard University

To-Do:

- 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.

To-Do:

- 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
- Highway 277-S improvements
- Highway 306
- Presidio International Rail Bridge (in H.35.h)

To-Do:

- Pursue funding for future project

*** Please reference Attachment A for a full status update on the above mentioned priorities**

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, including attending trade shows, participating in state and national associations, distributing marketing pieces, placing advertising outside of the community, 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 Toscha Sherman, Economic Development Specialist

2015 Trade Shows

- FabTech Houston Manufacturers Trade Show – Houston, February 24-26
- AeroDEF Dallas – Society of Manufacturing Engineers' AeroDef Fabrication Trade show – Dallas, April 21-23
- Great American Trucking Show – Dallas, August 25-27
- Permian Development Infrastructure & Takeaway Conference – Fort Worth, March 26
- 24th Annual Business Expo – San Angelo, October 1

Association Events

- West Texas Energy Consortium Power in Partnership Conference on the Concho
- AEP Leadership Conference and Corpus Christi-area industry call trip
- IEDC San Antonio – Course and Networking
- San Angelo Chamber of Commerce West Texas Legislative Summit – San Angelo, August 5-7
- Cline Shale Alliance Conference – San Angelo, January 9
- Texas Midwest Community Network Annual Meeting – Brownwood
- Governor's Small Business Forum – San Angelo, October 27
- Texas Midwest Community Network Annual Conference – Abilene, October 28

Marketing Materials

- Ad placements in trade magazine: Trade & Industry Development

Prospect Off-Site Visits

- East Texas Manufacturers Tour, July 7-9 – Chamber Marketing and Recruitment and COSADC toured several East Texas manufacturing companies. Our Chamber-COSADC delegation from San Angelo met with the following companies and gathered information on several for outreach and August personal cold-call visits:
 - C&J Energy, Longview
 - Long Industries, Buffalo
 - East Texas Heat Transfer, Longview

Prospects Hosted in San Angelo

- Texas Energy Aggregation, Waco
- Wholesome Hide, Chicago, Ill.
- StratAero LLC, Houston/London, UK
- Table Rock Land Services, Denver, Colo.
- Pitts Oilfield Services & Fabrication, Big Spring
- F.R.A. Enterprises, Roswell, N.M.
- H&E Equipment (Rick Morgan), Baton Rouge, La.
- White Wing/Leggett Tactical, Eden

Ongoing Projects

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.

MedHab LLC

MedHab LLC is a leading edge company that develops medical devices to help offer customized physical rehabilitation protocols for patients. In addition, it offers 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. MedHab LLC entered into a performance agreement with the City of San Angelo Development Corporation in August 2012. According to that agreement, MedHab LLC would locate its production operation in San Angelo and create between 75 and 227 full-time qualifying positions. Also, in accordance with the performance agreement, MedHab LLC was required to locate in the Incubator Annex at 2009 W. Beauregard Ave., which it did in December 2012. That building suffered significant fire damage, was sold and MedHab LLC has relocated its operations

to a vacant area in the West Texas Training Center. As of Dec. 31, 2015, MedHab LLC had not requested nor had it been paid any incentives under the agreement. The 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 the lease to continue three years. In the beginning of 2015, the building that MedHab LLC occupied caught fire, displacing the company. COSADC quickly intervened to help assist MedHab with six months of paid rent at the West Texas Training Center, where it relocated and currently resides today.
- Job Creation – Within six years of Effective Date (or Aug. 22, 2018) create and retain a minimum of 75 Full-Time Equivalents (FTEs) and incentivize up to a total of 227 FTEs within the same time frame. Incentive is \$7,929 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 15percent of capital investment, up to \$300,000.
- Real Property Investment – Within six years, complete renovations or improvements to purchased site up to \$1.1 million. Incentive equals 52 percent, up to \$575,000.
- Code Compliance Incentive – 25 percent of renovation code compliance items up to \$12,500.

Ethicon

Ethicon, part of the Johnson & Johnson family of companies, is the 10th largest employer in San Angelo. It is a leader in the health care surgical profession and helps create innovative solutions to aid in advancing surgeries that have life-changing impacts on health care. In 2010, Ethicon submitted a request to COSADC for incentives to expand and modernize its existing plant and to incentivize the retention and/or retraining of up to 30 at-risk positions within the plant. The overall intent of the incentives was to help ensure job retention and to assist in making the San Angelo plant more competitive relative to other Johnson & Johnson locations for more modern processes. 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, and can 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 – The total as of the end of 2015 was \$320,629.29
- Jobs Retained – 30, as of the end of 2015.

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

In December 2009, COSADC and the City of San Angelo 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. 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 April 2012, COSADC was notified that Hirschfeld Wind Energy Solutions II would become the owner of the Martifer portion of the plant; that the company name would be changed to Hirschfeld Energy Systems LLC; and that 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, producing 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. While Hirschfeld had met its obligations of a capital investment of \$20 million for Phase 1 and the Land Purchase and Construction requirements, the company had failed to meet the job creation and retention targets and the second Capital Investment of Phase 2. In March of this year, the City of San Angelo and the COSADC filed suit seeking enforcement of the obligations in the contract. The main points of the COSADC agreement with Hirschfeld are:

- Capital Investment Phase 1 – \$20 million.
- Capital Investment Phase 2 – \$20 million (total \$40 million).
- Job Creation – Up to 225 Full-Time Equivalents (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 was 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:

- Job creation and incentives paid to date are as follows:
- 2010 – 47 FTEs / \$282,000
- 2011 – Added 134 FTEs / \$804,000
- 2012 – Lost 12
- 2013 – Lost 44
- 2014 – Lost 34 for a total of 91 FTEs
- 2015 – Under litigation

Glazer's

COSADC and the City entered into agreements with Glazer's in May 2010 for the expansion of Glazer's existing operations in San Angelo, the retention of existing jobs and the creation of new jobs. Glazer's, one of the largest and most successful private companies in the U.S., focuses on the sale, marketing and distribution of alcoholic beverages. As of 2015, 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 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, 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 / \$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 – Total as of 2015, \$416,669.76.

Blue Cross Blue Shield of Texas

COSADC entered into an agreement with Blue Cross Blue Shield of Texas (BCBS) in April 2009, under which agreement 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.

- Grant Amount – \$37,118 per year
- Grant Paid to Sate as of 2015 – \$37,118 per year for seven years = \$259,826

Business Retention and Expansion

Marketing of the BREP program began in earnest in 2015, with staff attending a number of functions to advertise the program, the mailing of over 1,500 letters and promotional pieces, and cold calling over 40 companies. Following are the projects which have come to fruition thus far as a result of these efforts.

DeCoty Coffee Company Inc.



DeCoty Coffee Company Inc. produces coffee, tea, spices and products used in food-service applications. It is a San Angelo heritage company and has been in business since 1929 and at its current location since 1963. DeCoty Coffee Company Inc. was the first company to enter into a BREP agreement in 2014 and was in many ways the test case for the newly established Business Retention and Expansion Program (BREP). In 2015, a total of \$38,250.09 was paid to DeCoty Coffee Company Inc. for a Development Fee Waiver, a Sales and Tax Use Rebate, a Secondary Egress Grant, and a Fire Prevention Incentive. The main points of the BREP agreement are as follows (up to but not to exceed these numbers):



- 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) – \$60,000
- Maximum Grant Amount Not to Exceed - \$98,289

Phil Skinner DBA The Sign Shop & Best Texas Tees and Signs

Phil Skinner DBA The Sign Shop & Best Texas Tees and Signs is engaged in the manufacture and sale of T-shirts, signs and other graphic products. In 2015, Mr. Skinner applied to COSADC for assistance in



purchasing a new automated silk-screening machine to significantly increase his production levels and make him more competitive. The COSADC Board and City Council approved a direct grant to Mr. Skinner in the amount of \$7,000 (which was paid in 2015), as down payment on the proposed equipment purchase. Also as of 2015, the new equipment was received and is being installed and Mr. Skinner did retain three full-time and one part-time employees.

- Total Capital Investment – \$35,000
- Maximum Grant Amount Not to Exceed – \$7,000

Armando Martinez DBA Mrs. Rios Corn Products

Armando Martinez operates a tortilla factory at 215 W. Avenue N and applied to COSADC for assistance in purchasing a new tortilla machine in 2015. The COSADC Board and City Council approved a grant in



the amount of \$5,500 payable to Mr. Martinez’s bank (which was paid in 2015) to buy down the interest rate on his loan of approximately \$102,000. The total investment for the new equipment is \$128,000. Mr. Martinez currently has 30 employees, all of whom he did retain in 2015.

- Total Capital Investment – \$128,000
- Maximum Grant Amount Not to Exceed – \$5,500

Data Management Inc. DBA TimeClock Plus

Data Management Inc. (DMI) designs, develops and markets time and attendance solutions for employee labor tracking for used by large corporations, medium-sized businesses and small businesses.

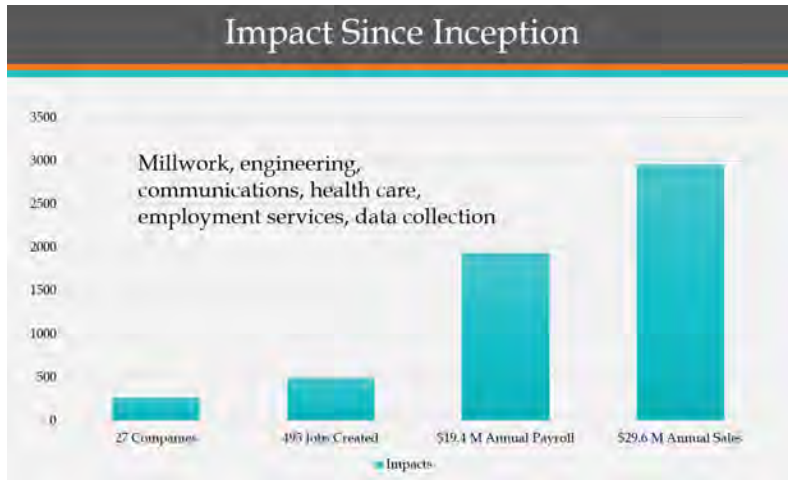


TimeClock Plus™

COSADC Board approved up to \$388,600 for economic development incentives to Data Management Inc. DBA TimeClock Plus in August 2015, and the agreement was still pending signature at the end of 2015. The main points of the BREP agreement are as follows:

- Total Capital Investment – \$2 million
- Job Creation Incentive – Minimum of 30 and up to 65 FTEs created
- Real Property Investment – \$80,000

Business Factory



Current Clients

Angelo Titan Technology Systems, LLC:	5 employees
Gill Fine Arts Inc.:	1 employee
Immigration Integration Project:	2 employees
Earth Partners:	1 employee

Air Service Marketing Plan

The Air Service Marketing Plan was adopted in 2014 and is still ongoing through 2015. The objective of the Air Service Marketing Plan is to use Small Community Air Service Development Grant money to increase the chances of attracting new services to the evolving 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 Goals 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

Airport Terminal Renovation



The San Angelo Regional Airport is the only commercial airport serving the Concho Valley and is owned by the City of San Angelo. The estimated cost of this project is \$5.9 million dollars and will be paid by a combination of half-cent sales tax funds provided by the City of San Angelo Development Corporation (a total of \$500,000 has been dedicated by COSADC), funds from the Federal Aviation Administration, as well as passenger facility charges. Improvements to the airport include a new entry sign, terminal entrance pavement enhancements, curbside canopies and air traffic control tower renovation, 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 project was substantially completed

on Oct. 1, 2015, with a rededication on Dec. 11, 2015. Punch list work continued into 2016.

Ports-to-Plains

The Ports-to-Plains Alliance is an advocacy group dedicated to delivering infrastructure, food and fuel to secure the quality of life of America's great cities. The City of San Angelo, Tom Green County and the San Angelo Chamber of Commerce participate as Partners in the PTP Alliance. In 2015, staff and other city officials attended the annual meeting, which was held in Williston, N.D.



Affordable Housing

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

In 2015, all of the funds allocated for the Affordable Housing Program (through the use of the half-cent sales tax), were used for first-time home buyers. The numbers are:

- Gap Financing – \$322,176.69 on six new housing units for first-time home buyers

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. As of 2015, COSADC had increased the amount to \$1.2 million.



Community Development Projects

Hickory Aquifer

Project Budget: \$120 million

The Hickory Aquifer Project consists of a water well field currently made up of 15 wells near Melvin. Water from this area is pumped via pump station to a high point near Eden and flows by gravity into San Angelo. The current well field is capable of providing approximately 10.8 million gallons of water per day with all wells in service; however, the current treatment capacity of the Groundwater Treatment Plant is limited to 8 million gallons of water per day. The first series of wells and the supply line were substantially completed by the end of 2013, a treatment facility was completed in 2015, and finally, a well field expansion is anticipated to be complete by the first part of July 2016.



City Auditorium



Time Summary

- Awaiting results of SAPAC fundraising drive before bidding project. (Currently lack about \$4.2 million)
- COSADC approved \$1.5 million in unreserved funds for construction of new annex, Phase II of the City Auditorium
- Construction is still ongoing as of the end of 2015

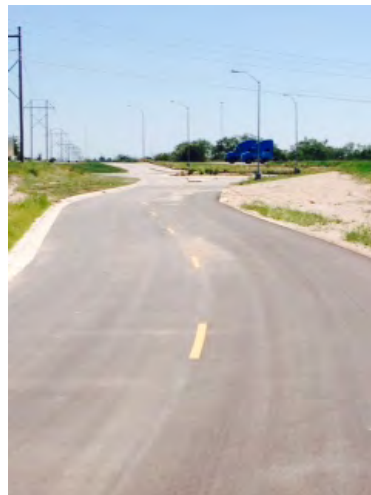
Budget Summary

- 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 raising \$2.5 million for additional improvements

Improvements to Smith and Paulann Boulevards

Project Budget: \$753,270

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*

Governor's Small Business Forum – 2015



A very successful Governor Small Business Forum event was held on October 27, 2015. The event culminated at the McNeese Convention Center in San Angelo, Texas and featured the following six topic sessions; *Using the SB ECO System to Grow Your Business, Establishing a Veteran Owned Business, Access to Capital, Social Media Marketing in Today's Business Market Environment, How to Create a Loyal Employee: It's Not about the Money, and Incubating Your Innovations.* The Honorable Texas Secretary of State Carlos Cascos, anchored the event as the featured speaker with a conversation style discussion for the audience.

The recognition of the Governor's Small Business Awards was truly a great honor for the six small business owner recipients.

The event had 9 Resource Exhibitors, 117 attendees, 67 of which were small business owners and nine economic development partners in the San Angelo community worked collaboratively with the Governor's Office to plan, prepare an execute the hosting of the event.



A special thank you goes out to AEP Texas who was the exclusive sponsor. Without their contribution the event would not have been free to the public. COSADC provided the bridge funds, while the Governor's office was gracious in covering the majority of the costs to host the event.

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

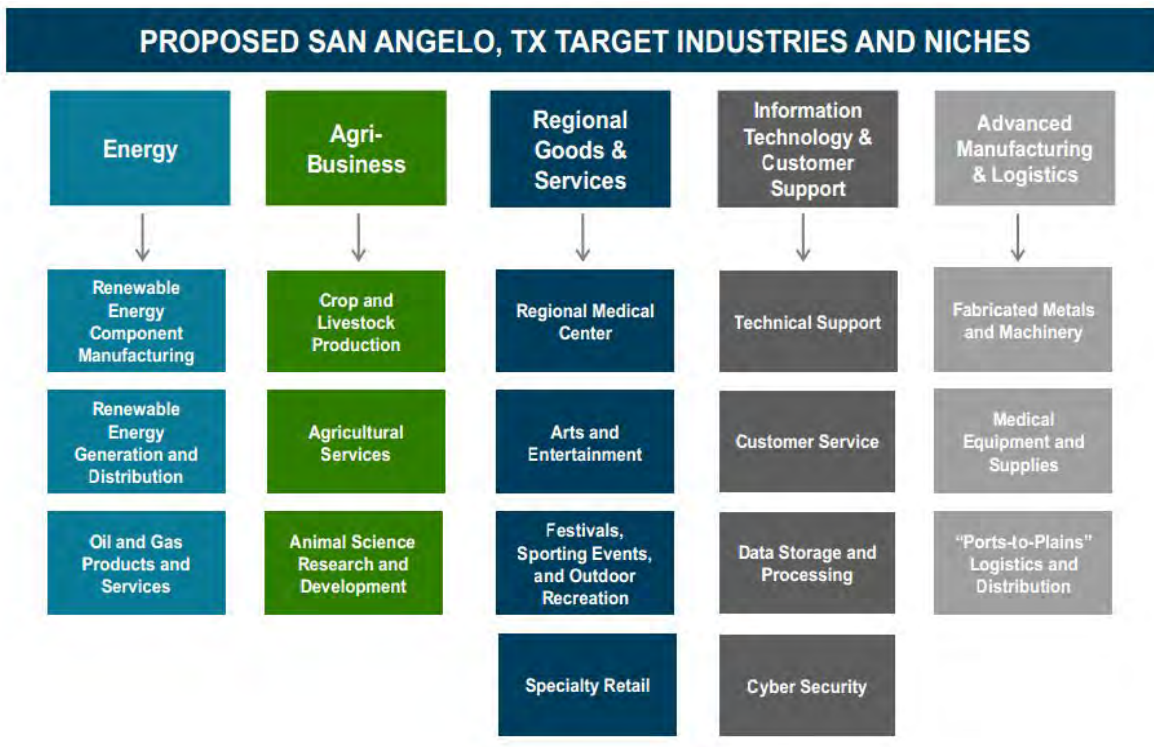
In 2004, the half-cent sales tax was again approved by the voters and the eligible project list was expanded. The initiative now allowed for infrastructure projects related to the development of water supply facilities for water reuse and/or the use of fresh or brackish groundwater and the institution 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 half-cent 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 & Niches

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



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) 	<ul style="list-style-type: none"> • 4/28-5/1 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. • P4 Partnership Program completed, 2 MOUs a. (MOU - Combined National Incident Management Services (NIMS) Training (Tom Green County & 3121h Training 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 Squadron) 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>Ongoing</p>
<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>	<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>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 • 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. 	<ul style="list-style-type: none"> • Planning & Development Services continues to explore business friendly process improvements.

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 <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"> • 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 and ED partners worked on the development of a new BRE+P Program, Incentive Policy and Marketing Plan. • COSADC staff begins Marketing and BRE+P visits beginning in January. 	<ul style="list-style-type: none"> •Marketing and implementation of BRE+P company visits to follow.
<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 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, 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 •Began conversations with Botique Air to initiate Houston service 	<p>Ongoing</p>
<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 • In 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>Ongoing</p>
<p>#3 Priority</p>				
<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 	<p>Ongoing</p>
<p>C.14.d. Leverage Angelo State University’s association with the Texas Tech University System to <u>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 		

City of San Angelo Development Corporation Prioritization of Goals

Prioritization of Goals	Progress:	To Do:	Status	Completed
<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:</p> <ul style="list-style-type: none"> • BRC has been a successful endeavor to-date 	<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"> • 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 align="center">Ongoing</p>
<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 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 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 	<ul style="list-style-type: none"> • Assist health organizations as needed. • 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 	<p align="center">Ongoing</p>

City of San Angelo Development Corporation Prioritization of Goals

Prioritization of Goals	Progress:	To Do:	Status	Completed
<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>			<ul style="list-style-type: none"> •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 	Ongoing
<p>H.35.b. Identify mutually beneficial industry <u>supply chain opportunities to market in partnership with cities in Mexico's maquiladora region.</u> (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. 	Ongoing
<p>H.35.i. Continue to work closely with Ports-to-Plains, state and local governments, and U.S. and Mexican companies <u>to identify infrastructure deficiencies and establish cross-border partnerships to finance and construct any necessary improvements.</u> (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"> •Ports to Plains Southern Work Group Meeting held March meeting in San Angelo. •Sponsorship for Annual Ports to Plains Conference Approved - ad developed for conference program. •Mayor continues to serve on Advisory Board representing City of San Angelo. •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. 	Ongoing

City of San Angelo Development Corporation Prioritization of Goals

Organization Priorities	Quarter 1 (Jan 22 - March, 2014)	Quarter 2 & 3 (April - September, 2014)	Quarter 4 (October - December, 2014)
Core Services			
o Administrator / Stewards - best use - efficiency	Reduction of regular meetings / content succinct	Formatting of meeting agenda for efficiency ie; consent agenda, partner reports	Modified the financial presentation to the board - providing quarterly presentations while on consent monthly.
o Board Liaison / Meeting Information	Meeting regularly with Board members	Incorporated meeting with city council members, continue meeting with board members	Meeting or connecting with Board members on regular basis
o Business Retention and Expansion Program	Met with 4 existing companies. Worked with Chamber of Commerce to add the expenditure of Scott Bethel for consulting to support Good Fellow AF Base.	3 companies -2 companies received assistance from partners (including site visit and training consultation). A letter of support from city was developed for contract solidification. Developed BR+EP Incentive Policy, approved by Board and Ratified by city council (requires administrative approval only).	Worked with developer for the sale of 2 sales of property (2 parcels) and also worked with 1 new BREP company considering moving to the industrial park. Board approved \$7500 and COSADC has been working with ASU SBDC to provide assistance for training to local existing stage 2 business within the eligible NAICS industries. To date 3 local businesses have take advantage of the program. Staff received approval for authorization to apply for the Texas Workforce Commission High Demand Job Traiing Program in the amount of \$75 K for the purpose of partnering with CVWorkforce Solutions and other ED Partners. BR+EP Marketing and Action Plan developed and approved by
o Facilitate Recruitment	4 companies this quarter	3 companies in two quarters, Facilitated site location assistance that resulted in 2 companies locating inside city limits, creation of jobs and capital investment. Secured lease agreement for due diligence of possible energy generation company. Board approved increase in funding Paul Ann Blvd Improvements of \$240,368.59.	Worked with 1 new company leading to 1 sale of property (1 parcel) in industrial park.
o Execution of Strategic Plan Priorities		Maintaining status of goals with partners for reporting to Board.	Maintaining status of goals with partners for reporting to Board.
o BRC Management	Ongoing	Reviewing ongoing maintenance program - janitorial, recycling, and miscellaneous maintenance (includes MedHab building), painted back wall, and parking lot fence. Review of security access and communication lines to the BRC clients. Facilitated expansion of 1 company and accomodations.	Feedback from clients on growth, service from staff. Also included facilitation of input on co-working concept. Incorporated Added parking signage BRC parking fence. Exploring surveillance system for the BRC.
o Staff Development/Leadership	Director attended Sales Tax Training includes Public Information Act and Open meetings Act.	Director attended TEDC Spring Conference, CVAN and CVCED responsibilities transferred to Ex.Admin.Assistant.	Senior Adminstrative Attended the Sales Tax Training includes Public Information Act and Open meetings Act.
Internal Control (Policies/Standard Operating Procedures)			
	City Clerk now acting secretary		Modified checking signing and disbursement process, internal process of disbursements has changed as well for efficiency purposes (review and approvals by Senior Admin and Director).
o By-Laws	Updated Board officers to SOS		
o Incentive Guidelines		Developed BR+EP Incentive Policy, approved by Board and Ratified by city council (requires administrative approval only)	
o Industrial Park Covenants	Reviewed	Ongoing, Board approved RFQ for Real Estate Sales Services for the Industrial Park - draft in process. Embarked on the process of qualifying for the AEP QSP Certification of the Industrial Park considered Phase I. Phase II included Site Visit of Industrial Park by McCallum Sweeney Consultants and new application and requests for detailed information of community and industrial park. McCallum Sweeney held community presentation - community representatives attended.	Staff received approval from the Board to to negotiate contract for professional servies to complete the application for phase III of the AEP QSP Certificatio of the Industrial Park. Phase III will requires numerous studies, concept and master plan development and draft of protective covenants that at a minimum address building type, landscaping, parking, setbacks, sign control, etc. RFI issued in December, interviews conducted with vendors.
o Prospect Management	Instituted SLR Form	Ensuring hard copy files.	Consistency in the follow-up process. Exploring software for efficiency in sharing information.
o Compliance with incentive commitments	Compliance Spreadsheet	Ongoing, outside audit in process.	Instituted contract checklists for performance measure before payment and for accounting/finance documentation purposes in preparation of future audits.
o Accounting / Finance	Currently working on budget	Budget presented to Board in June, adopted in August. Request from finance for true up analysis of staff contract allocations ready before next budget planning. Remodified budget worksheets by creating sub-accounts to be able to see detail revenue/expenses.	Adhering to eligibility of expenses in accordance with 4B sales tax legislation. Meeting with accounting/finance on regular basis for increase communication about COSADC financials. Moved to software process instead of manual check writing.
o Inventory	Initiated and taking inventory, tag to follow	Inventory complete, ongoing.	Ongoing.

City of San Angelo Development Corporation Prioritization of Goals

Organization Priorities	Quarter 1 (Jan 22 - March)	Quarter 2 & 3 (April - September)	Quarter 4 (October - December)
Internal Control (Policies/Standard Operating Procedures)			
o Contract Review	1 contract review	Contracts executed City Staff, NFS, and Chamber Marketing 2013-2014 FY. Slight revisions for expediting execution.	Executed City Staff, NFS, Chamber Marketing 2014-2015 FY with revisions to improve contract performance measures. Contract compliance review (of all open contracts FY 2013-2014) completed, provided to the Board and City Audit Committee.
o Sales Tax Training (Board/Administrators)		3 Board members (Anderson, Crisp, and Heibert) attended Sales Tax Training includes Public Information Act and Open meetings Act.	4 Board members (Flores, Tankersley, Villarreal, Bariou) completed attending the Sales Tax Workshop which also included the Public Information Act and Open Meetings sessions.
o City Council	4 council visits	7 council visits, multiple projects with council, communicating regularly. Joint meeting between Board and City Council held in May. Incorporating email communication to Board, City Council and City Manager's office on significant confidential projects.	Ongoing.
o Board	Monthly meetings	BREP ad hoc committee meetings, regular communication, agenda review with President or acting President in his absence.	Ongoing.
o Community	Presentations, newspaper, television - Pat Attebury Show.	Monday's Rotary Club Meeting, Wednesday and Friday's Rotary Club Meetings, Sonora Bank Advisory Community Council. Attending CaseHole Solutions Open House Presentation. Responsive to media inquiries.	Ongoing.
o Partner Partnership Activity	Lenders forumn, fast trak class, BRC meetings converted to ED Partner meetings	Chamber Diversity Committee Luncheon (ED Resources), Chamber luncheons, TDA & TEDC Workshop (staff participation), DSA meeting at BRC, Partner meetings continue going well.	BRC Economic Development partner meetings continue to be productive. A spinoff has resulted in a workforce initiatives sub-committee. Keeps the partners informed.
Tools needed			
o ROI/Economic Impact	Created and being tested	Extremely useful in development of BRE+P Incentive Policy and what if analysis for projects	Utilize often especially with what if scenarios. Updated by Licensor annually.
o New IT Equipment	Lap top for Director	Lap top for ED Coordinator	Lap top for Senior Administrative Assistant.
o Accounting Software		Quick books for Accounting staff.	
o Fact Sheets			
o Awareness	AEP QSP Certification Phase 1	AEP QSP Certification Phase 2 submitted and invited to participate in Phase 3. Requires several studies and submission by August 15, 2015. Community presentation by AEP on Site Certification and Site Selection.	Pressing forward to secure professional servies to complete the application for phase III of the AEP QSP Certificatio of the Industrial Park. Atmos Energy is on parallel path to secure letter of ensure upgrade to infrastructure can be completed in time when need prospect arises.