



2015 YEAR END SUMMARY

"Success is doing ordinary things extraordinarily well"

- Jim Rohn



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.

2015 Year End Summary



John Bariou
President



Roland Peña
Executive Director



2015 COSADC Board Members

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)



2015 Year End Summary



SAN ANGELO
Chamber of Commerce

2015 Highlights

- Received certification for the Industrial Park under the American Electric Power (AEP) Quality Site Program
- Received and approved the Chamber of Commerce 2015-2016 Marketing and Recruitment Action Plan
- Coordinated and hosted the 2015 Governor's Small Business Forum
- Facilitated the relocation of MedHab LLC from 2009 W. Beauregard to the West Texas Training Center after a fire destroyed the former location
- Initiated steps to recover incentives paid under a performance agreement for which all required measures had not been met
- Facilitated the sale of 8.98 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
- Initiated a BREP business-to-business marketing campaign
- Initiated a BREP Performance Agreement with Armando Martinez DBA Mrs. Rios Corn Tortillas in the amount of \$5,500
- Initiated a BREP Performance Agreement with Phil Skinner DBA The Sign Shop in the amount of \$7,000
- Held a special joint meeting with COSADC and City Council to address mutual concerns and set priorities
- Negotiated a lease agreement for approximately 143 acres of City land just north of the Industrial Park for construction of a solar energy park
- In cooperation with the Business Factory, ASU School of Business and the SBDC, re-started the Business Plan Competition
- Began the process to achieve American College Testing (ACT) Workforce Readiness Community Certification
- COSADC Board agreed to allocate \$150,000 to start a Licensed Vocational Nurse (LVN) to Registered Nurse (RN) bridge program at Howard College
- COSADC Board approved funding of up to \$1.5 million for the construction of a new annex, Phase II of the City Auditorium
- COSADC Board approved up to \$134,677 to KSA Engineers Inc. for Phase III of the AEP Quality Site Certification
- COSADC Board approved allocating \$1.2 million for costs to be incurred in conducting a pilot test for the design of Direct Potable Reuse of reclaimed water
- COSADC Board approved \$12,000 for proposed dog park
- COSADC Board adopted an allocation of \$41,000 for costs to be incurred in installing and maintaining a gauging station on the Red Arroyo
- COSADC Board approved \$225,000 for marketing and recruitment services with the Chamber of Commerce
- COSADC Board approved up to \$388,600 for economic development incentives to Data Management Inc. DBA TimeClock Plus
- COADC Board allocated \$10,000 from the Affordable Housing Program to support the 2015 Reagan Neighborhood Blitz

Marketing and Business Recruitment

2015 Trade Shows/Conferences Prospects Hosted in San Angelo

- FabTech Houston Manufacturers Trade Show
- AeroDEF Dallas- Society of Manufacturing Engineers' AeroDef Fabrication Trade Show
- Great American Trucking Show
- Permian Development Infrastructure & Takeaway Conference
- 24th Annual Business Expo
- Texas Energy Aggregation
- Wholesome Hide
- StratAero LLC
- Table Rock Land Services
- Pitts Oilfield Services & Fabrication
- F.R.A. Enterprises
- H&E Equipment (Rick Morgan)
- White Wing/Leggett Tactical

Ongoing Projects

- MedHab LLC
Types of Incentives: Job Creation, Capital Investment, Job Retention, Real Property Investment, Code Compliance Incentive
Results: As of Dec. 31, 2015, MedHab LLC had not requested nor had it been paid any incentives under the agreement.

- Ethicon
Types of Incentives: Capital Investment, Job Retention, City Tax Rebate, County Tax Rebate
City Tax Rebate to Date: \$320,629.29
Jobs Retained: 30

- Hirschfeld Energy Systems LLC (formerly Martifer-Hirschfeld Energy Systems LLC)
Types of Incentives: Capital Investment Phase 1, Capital Investment Phase 2, Job Creation, Land Purchase Incentive, Construction Funding Incentive 1, Construction Funding Incentive 2
Results: In March of this year, the City of San Angelo and the COSADC filed suit seeking enforcement of the obligations in the contract. More information can be found in the annual report.

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
- Cline Shale Alliance Conference
- Texas Midwest Community Network Annual Meeting
- Governor's Small Business Forum
- Texas Midwest Community Network Annual Conference

Marketing Materials

- Ad Placements in Trade Magazine: Trade & Industry Development

Prospect Off-Site Visits

- East Texas Manufacturers Tour, including C&J Energy, Long Industries, and East Texas Heat Transfer

Governor's Small Business Forum

A very successful Governor's Small Business Forum event was held on October 27, 2015 at the McNease Convention Center. There were 117 attendees, 67 of which were small business owners and 9 Resource Exhibitors. 6 small businesses also received Governor's Small Business awards. COSADC, along with 9 economic development partners in the San Angelo community worked together along with the Governor's Office to plan, prepare and execute the event.



2015 Year End Summary





2015 Year End Summary



Ongoing Projects (cont.)

- Glazer's
Types of Incentives: Land Acquisition, Facility Construction, Job Retention, Job Creation, City Property Tax Rebate
Results: As of 2015, Glazer's has continued to comply with and exceed all requirements of its agreement with COSADC

- Blue Cross Blue Shield of Texas
Type of Incentive: Property Tax Rebate
Results: \$37,118 for 7 years = \$259,826

BREP Projects

- DeCoty Coffee Company Inc.
Type of BREP Incentives: Capital Investment, Property Tax Rebate, Development Fee Waiver, City Sales Tax Rebate, Life Safety Related Issues, Job Creation
Results: \$38,250.09 paid for the Development Fee Waiver, Sales and Tax Use Rebate, Secondary Egress Grant and Fire Prevention Incentive

- Phil Skinner DBA The Sign Shop & Best Texas Tees and Signs
Type of BREP Incentives: Capital Investment
Results: \$7,000 was paid as a down payment on equipment, 1 part-time and 3 full-time jobs retained

- Armando Martinez DBA Mrs. Rios Corn Products
Type of BREP Incentives: Capital Investment
Results: \$5,500 was paid to lower the interest rate on a loan, and 30 full-time jobs were retained

- Data Management Inc. DBA TimeClock Plus
Type of BREP Incentives: Capital Investment, Real Property Investment, Job Creation
Results: Still pending signature at the end of 2015

Business Factory

- 4 Clients for a total of 31 full-time jobs
- In late 2015, discussions were taking place to re-introduce the Business Plan Competition
- Business Factory Incubator currently has vacant space

Ports-to-Plains

- The City of San Angelo, along with 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.



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 SCASD 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 existing services.



2014 Year End Summary



Community Development Projects

- Affordable Housing - As of 2004, this program allocates \$335,000 annually from COSADC. In 2015, all of the funds allocated for the AHAP were used to create six new housing units for first time homebuyers.

Project Budget: \$322,176.69

- Hickory Aquifer - 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 a well field expansion is anticipated to be complete by the first part of July 2016.

Project Budget: \$120,000,000

- Airport Terminal Renovation - Project includes exterior improvements, a new entry sign, an updated terminal entrance, pavement enhancements, curbside canopies, air traffic control tower renovations, relocation and configuration of the airline ticket counters and baggage claim areas, improvements to the security checkpoint, structural modifications, relocation of the administration offices and enhancements to the meet and greet area. The project was substantially completed on Oct. 1, 2015, with a grand rededication on Dec. 11, 2015.

Project Budget: \$5,925,715

- City Auditorium - Renovations include a new design, abatement, demolition, HVAC equipment and installation, basement structural improvements and fire protection and plumbing renovations. As of the end of 2015, construction was still ongoing.

Project Budget: \$3,750,000

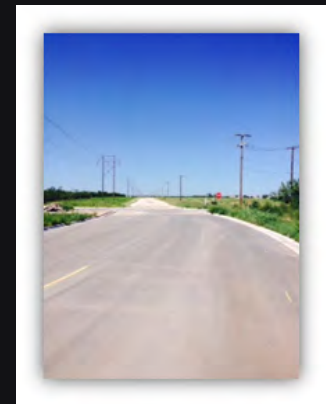
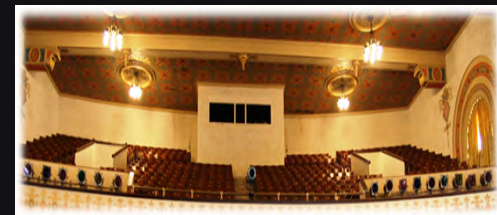
- Smith and Paulann Boulevard Improvements - Includes the extension of Paulann Boulevard from U.S. 67 to the extension of Smith and the Boulevard extension of Smith with its intersection with Paulann to the north property line of Howard College. The project was completed and opened to the public on July 13, 2015.

Project Budget: \$513,000

Reclaimed Water Alternatives

- This project is for costs incurred to evaluate reclaimed water alternatives for the non-potable water use study.

Project Budget: Increased to \$1.2 million in 2015 from \$189,965 in 2014





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 & 3121st 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 Traing 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 mininum 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 forum, 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 services to complete the application for phase III of the AEP QSP Certification 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.