CITY OF WEST DES MOINES
CITY COUNCIL MEETING COMMUNICATION

ITEM: Approval of Professional Services Agreement – Economic Development Action Plan **DATE: June 13, 2016**

MOTION: Authorize the Mayor and City Manager to act on the City's behalf in executing any required documents pertaining to the contract with Angelou Economics.

FINANCIAL IMPACT: The proposal from Angelou Economics states that the Plan will not exceed $85,000. The cost will be paid from account number 1706.50.585.2.5072.

SYNOPSIS: At the May 3, 2016 City Council meeting, the Council expressed concerns about the City's Economic Development program. The current Economic Development Action Plan that staff is currently working under was prepared by Angelou Economics and it was approved in 2009. Since that time the "Great Recession" has occurred and the local and national economies have undergone drastic transformations. After conferring with the City Manager, staff felt it was appropriate to do an update of that plan. Staff is recommending that the professional services agreement with Angelou Economics be approved to hire them as the consultants to complete the new Economic Development Action Plan. The Plan is scheduled to be completed by November, 2016.

The Finance and Administration City Council Subcommittee was in favor of proceeding with the Plan update.

RECOMMENDATION: That the City Council authorize the Mayor and City Manager to act on the City's behalf in executing any required documents pertaining to the professional services agreement with Angelou Economics.

Lead Staff Member: Clyde Evans, AICP, Director of Community and Economic Development

STAFF REVIEWS

Department Director	Clyde Evans, Community and Economic Development Director CEE
Appropriations/Finance	
Legal	
Agenda Acceptance	RJS RTJ

PUBLICATION(S) (if applicable)

Published In	N/A
Date(s) Published	
Letter sent to surrounding property owners	

SUBCOMMITTEE REVIEW (if applicable)

Committee	F&A		
Date Reviewed	May 18, 2016		
Recommendation	Yes ☐X	No ☐	Split ☐

Attachments:

Exhibit I - Agreement for Professional Consulting Services between the City and Angelou Economics

Attachment I - Proposal from Angelou Economics

EXHIBIT I

SERVICES AGREEMENT

This Services Agreement ("Agreement") is made by and between AngelouEconomics, Inc., a Texas corporation ("Contractor"), and the City of West Des Moines, Iowa ("Company"). The Company and the Contractor agree as follows:

1. Relationship to Terms & Conditions

This Agreement is subject to the terms and conditions of the Agreement attached hereto (the "Terms & Conditions"), which are incorporated herein by reference. By signing this Agreement, the parties agree to be bound by the Terms & Conditions. All terms and conditions in the Terms & Conditions shall apply to this Agreement. In the event of any conflict between the Terms & Conditions and the terms and conditions of this Agreement, the Terms and Conditions shall govern.

2. Effective Date and Term

The term of this Agreement shall begin on June 15, 2016 (the "Effective Date") and shall end on November 31, 2016 (the "Expiration Date"), unless sooner terminated in accordance with the provisions of the Terms & Conditions.

3. Scope of Services

Services to be performed by Contractor will include all services described in Section 4 (*Contractor's Rights & Obligations*) below (the "Services"). Contractor shall provide all tools, equipment, materials, and staff support that may be necessary to perform the Services.

4. Contractor's Rights & Obligations

Contractor will provide the following Services and have the following rights related thereto, including, without limitation, rights to compensation:

Services:	*See attached Proposal and Scope of Work dated May 17, 2016. The proposed services and scope of work will be accomplished with the active support of the client.*
Legal Fees:	All legal fees incurred in connection with the Services shall be performed by Company's legal counsel at Company's expense.
Completion Date:	November 31, 2016
Payment Terms:	The Company and Contractor agree that the total compensation to Contractor for the performance of the Services shall be seventy thousand dollars ($70,00) (the "Total Contract Amount"), exclusive of reasonable and necessary expenses relating to printing, travel, and data acquisition expenses, to be billed at cost and not to exceed $15,000. The Total Contract Amount shall be earned by Contractor according to the following schedule:

The Client and Contractor have agreed to the contract amount of $70,000 exclusive of expenses. Client will be invoiced according to the following schedule. Invoices will be sent 30 days prior to due dates:

- Invoice 1: $10,000 due within 15 days of the effective date of this Contract

- Invoice 2: $20,000 due within 15 days of the presentation of the Community Analysis report
- Invoice 3: $20,000 due within 15 days of the presentation of the Target Industry Analysis Report
- Invoice 4: $20,000 due within 15 days of the delivery of the final Strategic Action Plan

Additional Fees: A fee of 1.5% will be added to the invoiced amount for each 30 days that lapses past the due date for the invoice.

Review of Documents: Client agrees to provide Contractor with one set of comments and suggested edits on each deliverable within 10 days of receiving the draft document from the Contractor. Contractor agrees to make these edits within 7 days of receiving Client's suggested edits and comments. Additional sets of comments and suggested edits will be completed at the hourly rate of the project manager.

5. Company Support of Services

In support of Contractor's performance of the Services, Company will perform the tasks and/or provide the resources, items, and/or data reasonably requested by Contractor.

[SIGNATURE PAGE FOLLOWS]

This Agreement will not be binding upon Company and Contractor until their respective Authorized Representatives have signed below.

CITY OF WEST DES MOINES

_____
Authorized Representative Signature

_____
Print Name

_____
Title

_____
Date

Address:

_____
_____
_____

ANGELOUECONOMICS, INC.

_____
Authorized Representative Signature

Esther Angelou
_____
Print Name

Principal Owner
_____
Title

May 17, 2016
_____
Date

Address:

8121 Bee Cave Road, Suite 100
Austin, TX 78746

ADDENDUM

See attached Proposal and Scope of Work dated May 17, 2016.

TERMS & CONDITIONS

These Terms & Conditions ("Terms & Conditions") are effective as of the Effective Date set forth in the Services Agreement ("Agreement") to which they are attached by and between AngelouEconomics, Inc. and the City of West Des Moines. Capitalized terms used but not defined in these Terms & Conditions shall have the meaning set forth in the Agreement.

1. Services. Contractor agrees to perform the services (the "Services") as set forth in the Agreement. Contractor shall, promptly after engagement and with respect to the Agreement, commence work upon and proceed with the work as set forth in the Agreement in a commercially reasonable manner commensurate with industry practices. The parties agree no additional terms other than the terms and conditions of the Agreement or these Terms & Conditions shall govern the Services, unless expressly stated otherwise in these Term & Conditions.

2. Relationship.

2.1. Independent Contractor Status. The parties hereto acknowledge and agree that Contractor is an independent contractor and not an employee, agent, or partner of Company. Contractor further acknowledges and agrees that, as an independent contractor, Contractor will not be entitled to: (a) make a claim for unemployment, workers' compensation or disability as an employee or former employee of the Company pursuant to these Terms & Conditions; or (b) receive any employment benefits from Company, including, but not limited to, vacation, health, or retirement benefits.

2.2. Method of Performing Services. Contractor will supply all tools and instrumentalities required to perform the Services and Contractor will determine the method, details, and means of performing the Services.

2.3. Right to Engage Assistants. Contractor shall have the right to engage others to assist in performing the Services. Contractor shall be solely responsible for paying all compensation owed to any assistants Contractor engages and for paying, and/or withholding and remitting to the appropriate government agency, any applicable employment taxes that might be owed with respect to this compensation.

2.4. Manner, Time, and Location. Contractor shall have the right to perform the Services in such manner, at such times, and at such locations as Contractor deems appropriate. Company shall have no right to interfere with Contractor's judgment with respect to the manner, time, and place of performance of the Services, so long as any performance deadlines that may be established by Company are satisfied.

3. Compensation. Contractor shall be compensated as set forth in the Agreement. All amounts owed to Contractor shall be due "net 15" from the date of invoice or as otherwise set forth in the Agreement, and any payment that is late shall bear a late charge of 1.5% per month, prorated over the number of days such invoice is unpaid, and Contractor, in its sole discretion, may immediately stop performing the Services. Contractor, as an independent contractor, shall be responsible for paying any or all taxes relating to Contractor's work herein, including, but not limited to, all federal, state, county and municipal income and employment taxes. Company shall not be responsible for any such taxes and shall not withhold any taxes from Contractor's compensation.

4. Treatment of Intellectual Property. Nothing in these Terms & Conditions shall convey, transfer or assign any right, title or interest in either party's Intellectual Property (as defined below) to the other party and each party shall retain exclusive ownership of its Intellectual Property in existence as of the date of these Terms & Conditions or developed by it during the term of these Terms & Conditions. For purposes of these Terms & Conditions, "Intellectual Property" means work product arising out of the Services provided pursuant to the Agreement ("Work Product"), research, findings, recommendations, tests, techniques, reports, charts, graphs, works of authorship, analysis, trade secrets, trademarks and service marks, ideas, inventions, designs, developments, devices, methods, methods of doing business, software, procedures and processes and improvements to the foregoing (whether or not patented or patentable or reduced to practice) and all patents and patent applications related thereto, all copyrights, copyrightable works and mask works and all registrations and applications for registration related thereto, and all other proprietary rights of such party.

5. Confidential Information.

5.1. Definition. For purposes of these Terms & Conditions, "Confidential Information" means information or material which is identified in writing as confidential or proprietary in nature contemporaneous with its first disclosure and is in fact confidential or proprietary in nature including, trade secrets, data, designs, plans, drawings, specifications, reports, computer programs, algorithms, business plans, pricing and financial information and records, and marketing techniques and materials. The party receiving Confidential Information from the other party is referred to herein as the "Receiving Party" and the party disclosing confidential information to the other party is referred to herein as the "Disclosing Party".

5.2. Use of Confidential Information. The Receiving Party shall not use or disclose any Confidential Information belonging to or used by the Disclosing Party, except as needed or required to perform the Services or as otherwise authorized under these Terms & Conditions.

5.3. Exclusions. Notwithstanding the foregoing, Confidential Information will not include information that: (a) is or becomes generally known or available by publication, commercial use or otherwise through no fault of the Receiving Party; (b) becomes available to the Receiving Party on a non-confidential basis from a source, other than the Disclosing Party, who obtained the information lawfully and is not bound by a confidentiality agreement with the Disclosing Party; (c) is known to Receiving Party at the time of disclosure without violation of any confidentiality restriction and without any further restriction on Disclosing Party use or disclosure as reasonably evidenced by appropriate written documentation; (d) is independently developed by Receiving Party without use of the Disclosing Party's Confidential Information; or (e) is disclosed by Contractor pursuant to a valid order issued by a court or government agency, provided that Contractor provides (i) prior written notice to the Company of such obligation and (ii) the Company an opportunity to oppose such disclosure.

6. Term and Termination of Agreement.

6.1. Term. These Terms & Conditions shall remain in full force and effect as set forth in the Agreement. Notwithstanding the foregoing, any payment obligations set forth in the Agreement shall survive the termination of these Terms & Conditions and remain in full force and effect, and these Terms & Conditions shall remain in full force and effect as they apply to any such payment obligations.

6.2 Termination for Convenience. Contractor may terminate these Terms & Conditions at any time by providing the other party with thirty (30) days written notice.

6.3. Termination for Breach. A party may terminate these Terms & Conditions if the other party is in material breach of their terms and has not cured the breach within thirty (30) days of written notice from the other party specifying the breach. Consent to extend the cure period

shall not be unreasonably withheld, so long as the breaching party has commenced the cure during the notice period and pursues the cure in good faith. In addition, these Terms & Conditions shall terminate immediately upon prior written notice from the terminating party on the occurrence of any of the following events: (a) bankruptcy or insolvency of either party; (b) sale of the business of either party; or (c) assignment of these Terms & Conditions by either party without the consent of the other party.

6.4. Effect. Upon termination of these Terms & Conditions, Contractor shall stop performing Services under the Agreement or these Terms & Conditions, unless otherwise agreed upon in writing by the parties. The Company shall pay Contractor for services rendered through the date of termination as set forth in the Agreement. Payment for all amounts owed shall be paid no less than thirty (30) days from the termination date or after the Services are provided if ongoing Services are required.

7. General Provisions.

7.1. Notices. Any notice under these Terms & Conditions must be in writing, must be sent to the address listed in the Agreement and shall be effective upon delivery by hand; upon facsimile transmission to either party at the number provided below for that party, but only upon receipt by the transmitting party of a written confirmation of receipt; or three (3) business days after deposit in the United States mail or with a nationally or regionally recognized overnight courier, postage prepaid, certified or registered, and addressed to Company or to Contractor at the corresponding address below. Either party may change its mailing address upon notice to the other party. Notice of change of address shall be effective only when done in accordance with this Section.

7.2. Integration. These Terms & Conditions and the Agreement are intended to be the final, complete, and exclusive statement of the terms of Contractor's engagement by Company. These Terms & Conditions and the Agreement supersede all other prior and contemporaneous agreements and statements, whether written or oral, express or implied, pertaining in any manner to the engagement of Contractor, and may not be contradicted by evidence of any prior or contemporaneous statements or agreements. To the extent that the practices, policies, or procedures of Company, now or in the future, apply to Contractor and are inconsistent with the terms of these Terms & Conditions, the provisions of these Terms & Conditions shall control.

7.3. Amendments; Waivers. These Terms & Conditions may not be amended except by an instrument in writing, signed by each of the parties. Failure to exercise any right under these Terms & Conditions shall not constitute a waiver of such right.

7.4. Assignment; Successors and Assigns. Neither Company nor Contractor shall assign any rights or obligations under these Terms & Conditions without the prior written consent of the other party.

7.5. Severability; Survivability. If a court or arbitrator holds any provision of these Terms & Conditions to be invalid, unenforceable, or void, the remainder of these Terms & Conditions shall remain in full force and effect. Except for termination of any then existing obligations to provide Services, the terms, conditions and provisions of these Terms & Conditions will continue in effect and survive any termination of these Terms & Conditions.

7.6. Attorneys' Fees. In any legal action, arbitration, or other proceeding brought to enforce or interpret the terms of these Terms & Conditions, the prevailing party shall be entitled to recover reasonable attorneys' fees and costs.

7.7. Governing Law. *These Terms & Conditions shall be governed by and construed in accordance with the internal laws, and not the laws of conflicts, of the State of Iowa. Venue for any action brought in a court of law shall be in Polk County, Iowa.*

7.8. Limitation on Liability. *Contractor shall not be liable for any damages or other losses resulting from failure to perform its obligations under these Terms & Conditions where such failure is the result of a cause beyond Contractor's reasonable control. To the maximum extent permitted by law, the entire liability Contractor arising out of, in connection with, or related to these Terms & Conditions shall not exceed the sum of the fees paid for the Services rendered under the Agreement which gave rise to the claim for damages, liability, cost or expense. In addition, Contractor shall not be liable to the Company for incidental, consequential, special, or punitive damages, or for lost revenue, loss of data, business interruption or delay, or lost profits regardless of the basis of such claim whether negligence, tort, contractual obligations, statutory or otherwise. The parties agree the foregoing allocation of risk is fair and reasonable under the circumstances.*

7.9. Indemnification. *Notwithstanding any other provision of these Terms & Conditions to the contrary, in the event of either party's (the "Indemnitor") willful misconduct, the Indemnitor hereby agrees to Indemnify, defend, and hold harmless the other party (the "Indemnitee"), its affiliates, officers, directors, employees, subcontractors, contractors and agents, from and against any and all claims, demands, damages, losses, and expenses arising out of, in connection with, or resulting from any act or omission relating to these Terms & Conditions or the Agreement. Such indemnification obligation shall include but not be limited to the payment of all reasonable attorneys' fees, costs and expenses of Indemnitee and expert witnesses, costs of appeal, and other costs incurred in defending any such claims. Indemnitor shall utilize competent counsel acceptable to the Indemnitee in its sole and reasonable discretion.*

7.10. Force Majeure. Non-performance by either party of obligations other than payment obligations will be excused to the extent that performance is rendered impossible by events of *force majeure* including strike, lock-out, fire, flood, systemic failure of the Internet, fibre/cable cuts, earthquake, governmental acts, orders or restrictions, or any other reason where failure to perform is beyond the reasonable control of the non performing party provided that such party makes commercially reasonable efforts to circumvent such events of *force majeure*.

ATTACHMENT I

City of West Des Moines

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIC PLAN

SCOPE OF SERVICES AND PROCESS

May 17, 2016

WEST DES MOINES

Positioned. *Perfectly...*

angeloueconomics

8121 Bee Cave Road, Suite 100

Austin, TX 78746

TABLE OF CONTENTS

SECTION I: INTRODUCTION LETTER 1

SECTION II: FIRM INFORMATION 2

SECTION III: PROJECT TEAM 3

SECTION IV: PROJECT EXPERIENCE 6

SECTION V: APPROACH 9

- OVERVIEW 9
- PHASE ONE: PROJECT SETUP & STAKEHOLDER ENGAGEMENT 10
- PHASE TWO: COMMUNITY ANALYSIS 12
- PHASE THREE: TARGET INDUSTRY ANALYSIS 14
- PHASE FOUR: STRATEGIC RECOMMENDATIONS 21

SECTION VI: FEE PROPOSAL 23

SECTION VII: SCHEDULE OF PERFORMANCE 24

May 17, 2016

Clyde Evans
City of West Des Moines
4200 Mills Civic Parkway, Suite 2E
West Des Moines, IA 50265

Dear Clyde,

I am pleased you want to update and realign your economic development plan to maximize your growth. The following is information on our firm, staff, and the proposed scope of services. In short, we will provide you with a 360-degree view of West Des Moines, industries to target and ambitious, yet realistic, recommendations that can be accomplished within the resources available to you.

For over 30 years, I have helped more than 650 public and private clients innovate, grow and improve. For 12 years I was the Vice President of the Economic Development Division and the Chief Economist at the Greater Austin Chamber of Commerce and led economic development efforts to make Austin the innovative city it is today. My team was responsible for attracting over 800 companies, which brought 70,000 direct and 250,000 indirect jobs to Austin. For the past 20 years, I have led a dynamic consulting firm, AngelouEconomics ("AE"). Our mission is to provide the best growth strategies for our clients, which enables them to use sound economic advice to improve their economic competitiveness, talent attraction efforts and strengthen their assets and resources. With unique expertise in strategic economic development for public sector clients and site selection and incentive negotiations for private clients, AE understands the full cycle of economic development.

We have worked with counties, cities and states of all sizes across the U.S. My team and I are committed to performing the best economic analysis and offering innovative solutions to help you expand economic growth and opportunity. What sets us apart are these five areas:

1. Innovative and robust analysis
2. Technology-driven economic development focus
3. A site selector's perspective
4. Client satisfaction and continual support
5. Key relationships with industry leaders

It would be an honor to serve you in creating a comprehensive economic development strategic plan. We look forward to working with you and please don't hesitate to contact me directly with any questions you may have.

Very truly yours,

Angelos Angelou
Principal Executive Officer
512-225-9320 office
angelos@angeloueconomics.com

SECTION II: FIRM INFORMATION

At AngelouEconomics, we guide our clients in creating globally competitive economies. Over the past 20 years, AE has developed over 650 strategic plans working hand-in-hand with towns, cities, counties, regions, states, countries and private sector companies to develop visions, strategies, and implementation plans to advance success, growth and prosperity. We live by the philosophy that client success and satisfaction are our top priority. The AE team is focused on producing customized economic and operational strategies that bring our clients measurable results and success.

AE combines unique expertise in strategic economic development plans (primarily public sector clients), economic impact studies, SWOT analysis, strategic plans, and site location (private sector clients). AE has experience in not only strategic planning but also policy, public-private-partnerships, entrepreneurial accelerators, marketing, and communications strategies. Our team brings together experts with extensive multidisciplinary expertise. We will utilize our expertise to develop unique, original strategies customized to the client's local context.

AE's Principal Executive Officer, Angelos Angelou, is a founding member of the Site Selector's Guild, an association of the world's foremost professional site selection consultants. Angelos has sited over $18 billion in capital investment projects from high tech to health care to governmental clients around the world. Major corporate clients include Fortune 500 companies such as HP, Dell, Seton Health, The Cleveland Clinic, Dimension Advisors, GE, Oracle, Exodus Communications, Intel, Oracle, Sun Micro Systems, AMD, SEMATECH, CITGO, Bloom Energy, Houghton Mifflin Harcourt and ConocoPhillips; international clients in countries such as Portugal, Czech Republic, Puerto Rico, Austria, Republic of Malta, Alberta, Canada, Parana, Brazil, Vietnam; as well as countless domestic clients including major public-sector clients include Texas Lottery Commission, Texas Workforce Commission, and the State of Texas (Governor's Office) for Public Policy Strategic Plan and First Tech Strategic Plan.

AngelouEconomics is a female and minority own business. AngelouEconomics does not discriminate against individuals or firms because of their race, color, material status, age, sex, national origin, handicap, creed or sexual orientation.

PRINCIPAL-IN-CHARGE:
Angelos Angelou
Principal Executive Officer
office: 512-225-9320
angelos@angeloueconomics.com

FIRM INFORMATION:
AngelouEconomics
8121 Bee Cave Rd, Suite 100
Austin, TX 78746
office: 512-225-9319
fax: 512-279-0964
www.angeloueconomics.com
Corporation, established 1995

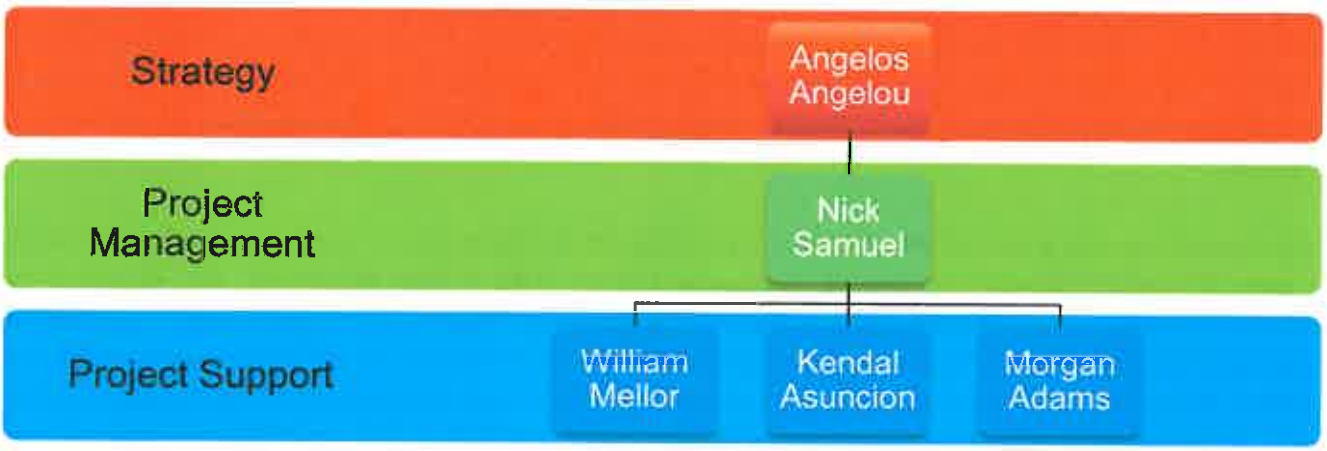
SECTION III: PROJECT TEAM

AE works closely with each client to ensure smooth project coordination and communication between the project team and client. Our strong performance is the result of selecting the best-qualified consultants to manage and staff each project and to utilize the highest standards of quality control and management. For each client project, we strive to provide a vision, a sense of mission and consistent and effective lines of communication.

The AngelouEconomics team is led by the Principal Executive Officer and Chief Strategist Angelos Angelou. Angelos will set the vision and strategy for the project, as well as lead project trips, internal project meetings and write, edit and present deliverables. Nick Samuel will serve as the project manager, overseeing the details of the project, assist Angelos on trips and write, edit and present deliverables. During the project setup phase, the project manager will communicate with the project point of contact to confirm the proposed timeline for the scope of work. Morgan Adams, Kendal Asuncion and William Mellor will provide project support, assisting on project trips, conducting necessary research and write and edit deliverables.

While key members of the team will interface directly with the client, the project will move through a series of internal progress meetings to provide a forum for group review and input. Our team's combination of internal and external communication fosters the ability to harness the expertise of the entire multi-disciplinary team. This continuous interaction between the entire firm and the client brings a deeper understanding of the competitive advantages which serve as the driving means behind many strategies.

AE TEAM ORGANIZATION



KEY STAFF RESUMES

ANGELOS ANGELOU

Founder & Principal Executive Officer, Chief Strategist

EDUCATION

Ph.D. coursework in Economics, Southern Methodist University, Dallas, Texas
M.A. Economics and Management, St. Mary's University, San Antonio, Texas
B.A. Economics and Political Science, University of Texas, San Antonio, Texas

PROFESSIONAL MEMBERSHIPS

International Economic Development Council, Board Member
World Congress on Information Technology, Board Member
Site Selectors Guild, Founding Member
CPRIT Board of Director (Texas Governor Appointee) - $3 billion Texas Grant Program specializing in Cancer Research and Commercialization

BIOGRAPHY

Prior to starting AngelouEconomics, Angelos spent nearly 12 years with the Austin Chamber of Commerce as Vice President of Economic Development and Chief Economist and brings a practitioner's approach to AE's economic development consulting practice. During his time at the chamber, Angelos handled the recruitment of 800 technology companies and some 70,000 employees. Including, IBM, Apple, Samsung, Motorola, AMD, Cypress Semiconductor, Applied Materials, Tokyo Electron, and Sematech.

A highly visible leader in the field of economic development, Angelos is widely regarded as an expert on technology-based economic development, public policy, investment attraction, marketing and entrepreneurship. The national and international media regularly seek his comments and insights in the technology sector and on economic development issues. He is also widely regarded as the chief architect in the establishment of Austin as a nationally recognized high-tech center.

Angelos recently received a Proclamation from the Texas Governor and the Mayor of Austin in recognition for his 30-year leadership and contribution to economic development in the State of Texas and Austin. Mr. Angelou is the Governor's appointee to The CPRIT Oversight Committee (Texas Governor Appointee), a $3 billion Texas Grant Program specializing in Cancer Prevention, Research and Commercialization. He is a Fellow at the IC2, an international think tank on venture capital and entrepreneurship. Current Board appointments include Advisory Board of The College of Natural Sciences at the University of Texas at Austin (largest college at UT). Angelos is also President of Schoox.com, and President of Gridmates, member companies of the International Accelerator. Past appointments include board and advisory posts at the International Economic Development Council, the Social Sciences Department at St. Edwards University and the World Information Technology Conference. Angelos was awarded the US Economic Development of the Year award by Site Selection Magazine.

Angelos is also the Founder and Chairman of the International Accelerator which is the only accelerator in the US focused on foreign born entrepreneurs.

NICK SAMUEL

Project Manager and Director of Research

EDUCATION

M.S. Geography, Texas A&M University
B.S. Geography cum laude, Texas A&M University

BIOGRAPHY

As Project Manager and Director of Research, Nick investigates, collects, and interprets both qualitative and quantitative data to provide crucial insight into the social and economic realities of client communities. Nick also oversees the research department and AE's internship program.

Nick is committed to air-tight analysis and understanding the client's goals and objectives. His understanding of how residents and business owners interact with their community ensures our approach to economic development will generate positive results for years to come.

EXPERTISE

Strategic Economic Development
Downtown Revitalization
Market Analysis
Target Industry Analysis
Public Policy Analysis

WILLIAM MELLOR

Vice President & General Manager, Economic Impact & Research

EDUCATION

M.A. Applied Economics, University of Houston
B.S. International Business, Illinois State University
B.S. Economics, Illinois State University
B.S. Finance, Illinois State University

BIOGRAPHY

As Vice President, William coordinates with the executive leadership of the firm to ensure the continued success of all departments, including Business Development, Economic Impact, Economic Development Strategy, Product Development and Site Selection and Incentives Negotiation. As the General Manager of Economic Impact and Research, William oversees all departmental responsibilities relating to economic impact assessments, feasibility studies, cost/benefit analyses, ROI analyses, and various other economic studies.

William has devoted his career to economic development, becoming a leader in the field. He has successfully managed over 40 projects and has amassed a portfolio worth millions. A hallmark of his work is his ability to answer tough questions with data. William analyzes all factors that might affect a situation to offer a clear path of action. Clients can attest to his professionalism, positive outlook and flexibility in providing quality research and strategies that exceed client expectations

EXPERTISE

Economic Impact Analysis
Return on Investment Analysis
Feasibility Studies
Labor Assessment & Workforce Analysis
Economic Forecasts
EDA Grant Application Services
Fiscal Impact Analysis
Litigation Services
Damage Modeling
Settlement Analysis
Legislative Support
Public Policy Analysis
Comprehensive Economic Development

SECTION IV: PROJECT EXPERIENCE

SELECT PUBLIC SECTOR CLIENTS

Asheville, North Carolina
Austin, Texas
Balch Springs, Texas
Bartlesville, Oklahoma
Bastrop, Texas
Bee, Texas
Binghamton, New York
Carson City, Nevada
Charleston, South Carolina
Charlotte, North Carolina
Cincinnati, Ohio
Cleveland, Ohio
Colorado Springs, Colorado
Commerce City, Colorado
Detroit, Michigan
Erie County, Ohio
Frederick, Virginia
Galveston, Texas
Garland, Texas
Georgetown, Texas
Grant County, New Mexico
Harris County/Houston, Texas
Hartford, Connecticut
Hudson, Ohio
Huntsville, Alabama
Iowa Workforce Development
Jefferson County, Colorado
Jefferson Parrish, Louisiana
Little Rock, Arkansas
Las Colinas, Texas
Lincoln, Nebraska
Los Alamos, New Mexico
Lubbock, Texas
Manchester, New Hampshire
Midland, Texas
Moraine, Ohio
Mooresville, North Carolina
New Orleans, Louisiana
Northern Kentucky
Orlando, Florida
Palo Alto County, Iowa
Parsons, Kansas
Phoenix, Arizona
Pflugerville, Texas
Prince William County, Virginia
Providence, Rhode Island
Quad Cities, Illinois
Redmond, Washington
Richmond, Virginia
Reno, Nevada
Rockford, Illinois
Roseville, California
Round Rock, Texas
San Antonio, Texas
San Diego, California
San Joaquin City, California
Santa Clarita, California
Santa Fe, New Mexico
Scranton, Pennsylvania
Seven Rivers, MN/WI/IW
State of Delaware
State of Iowa
State of Michigan
State of Nevada
State of New Mexico
State of New York
State of North Carolina
State of North Dakota
State of Texas
State of Wisconsin
Tacoma, Washington
Tallahassee, Florida
Tri Cities, Washington
Tullahoma, Tennessee
Tunica, Mississippi
Tulsa, Oklahoma
Tupelo, Tennessee
Waller County, Texas
West Des Moines, Iowa
Winter Haven, Florida
Yakima, Washington

SELECT PRIVATE SECTOR CLIENTS

AMD
Applied Materials
Arista Data Centers
Bank One
Bloom Energy
BNSF
Brown McCaroll
C3 Presents
Carlyle Group
CITGO
Cleveland Clinic
ConocoPhillips
Dell, Inc
El Paso Electric Company
EB5 Center of Texas
Exodus Communications
FirstPower Energy
Fotowatio/Sun Edison
GE
Heliovolt
HP
Intel
Pacrim International (EB5)
Pacific Northwest National Labs
Nationwide Children's Hospital
Oracle
PageSoutherlandPage
Pelagic Solar
Photronics
Power Computing
RRE Austin Solar
RePower
Samsung
SchooX, Inc
Schneider Electric
Schott Glass
SEMATECH
Seton Hospital
SXS

SELECT INTERNATIONAL CLIENTS

Alberta, Canada
Brazil
Carinthia, Austria
Czech Republic
Dubai
Greece
Montreal, Canada
Portugal
Puerto Rico
Republic of Malta
Strasbourg, France
State of Parana, Brazil

AE CORE COMPETENCIES/CAPABILITIES

AngelouEconomics believes that every business should focus on what it does best. Our firm focuses on economic development, public-private-partnerships and site selection—three practices that form an advantageous pairing for our clients. This multidisciplinary expertise provides our clients with valuable insights in competitive intelligence, best practices and analytics. Broken down into ten disciplines, our core competencies include:

STRATEGIC ECONOMIC DEVELOPMENT

- Economic Development Strategy ranging from master plans to comprehensive economic development strategies
- Stakeholder Engagement
- Market Assessment
- SWOT Analysis
- Incentives Analysis/Benchmarking
- Target Industry Analysis including identification and niche market segmentation, cluster analysis, and benchmarking
- Resource and Asset Mapping and Gap Analysis
- Occupational Analysis
- Labor Assessment & Workforce Analysis
- Organizational Analysis & Head Hunting Services
- Business Case Analysis and Reverse Site Selection
- Business Recruitment Strategy
- Location Scorecard
- Performance Metrics development and measurement of success and progress over time
- Funding Procurement: Federal, State, Local, Non-Profit
- Implementation Support Services

STRATEGIC BUSINESS PLANNING AND DEVELOPMENT

- Systematic planning and strategies to define an achieve mission, vision and goals.
- Implementation matrix to maximize growth
- Acquisition services.
- Incentives negotiation.

CORPORATE SITE SELECTION

- Incentives Negotiation from initial discussions of final commitments with local and regional economic development entities
- Site Identification & Analysis of alternatives in the U.S. and internationally
- Economic Analysis of Site Alternatives, including weighted analysis and isolation of factors that could be affected by incentives
- Support for corporate facilities groups seeking to explore what alternative sites and locations exist and their impact on the bottom line
- Site Certification

ECONOMIC RESEARCH & ANALYSIS

- Economic Impact Studies
  - Universities
  - EB-5 Visas
  - Festivals
  - Non-Profits
- Fiscal Impact Analysis
- Return on Investment Analysis
- Feasibility & Incentives Studies
- Retail Leakage
- Economic Dashboard
- Downtown Redevelopment Analysis and Strategy
- GIS / Transportation and Mapping
- Causal Inference
- Cost of Operational Modeling
- Public Policy Studies
- Community Progress Index: Top 100 Cities, States, Small Cities.
- Resident Perception Survey and Analysis
- Litigation Services
  - Damage Modeling
  - Expert Witness
  - Expert Testimony
  - Settlement Analysis
- Legislative Services
  - Economic Impact Studies
  - Policy and Best Practice Analysis and Review
  - Expert Testimony
  - Damage Modeling

MARKETING & BRANDING

- Collateral & Website Critical Review
- Marketing Strategy evaluation and development

PUBLIC-PRIVATE-PARTNERSHIPS

- Partnership - Assist in negotiating partnership with both public and private stakeholders
- Stakeholder Action - Establish credibility, economic foundation and belief in the Stakeholders that the PPP can succeed. Build consensus with civic leaders. Create a buzz in the community. Engage the community. Create community buy-in and support for public investment
- Catalyst - Show results –get projects built. Effectively change the constituent psychology and build public trust with new development. Build community support for greater financial returns to public sector
- Financing - Identify avenues for funding mechanisms for public sector and public-private projects, including development agreements and funding tools for this vision to succeed. Prepare the data and communication tools necessary to support these financing mechanisms. Seek and achieve financing and incentives tools
- Planning - Creation of a comprehensive plan that addresses character, mobility, regulatory, market and environmental issues. Establish design principles, urban planning recommendations and financial analysis

INTERNATIONAL ENTREPRENEURIAL ACCELERATOR PROGRAM

- Accelerator Organization - Assist in securing mentors, service providers, interns, country advisors, leadership, funding, entrepreneurs, etc.
- Founder Assimilation - Company and founder assessment, international peer intros, legal entity setup, visa applications, city orientation, office setup, banking setup, transportation setup, housing setup, move assistance, mentor assignments, capital market training, corporate legal, business systems setup, service provider introductions, pitching in America, meet partners, etc.
- Business Model / Product Design - Focus on product and customer, investor matching, market research and analysis, refining the pitch deck, metrics setup, business model design, "go-to" market strategy for the U.S. marketplace, design brand assets, UI/ UX design product, brand and design boot camps, pitch practice and refine, executive summary, fundraising, intern team augmentation, advisor matching, meet investors, patent applications, etc.
- Execution - Learning to work with VCs, business development, strategic partnerships, refining business models, user/customer acquisition, team building, product refinement, design boost, investor pitches, product development, full product launch, marketing, social media, public relations, investor relations, pivot if necessary, investor documentation, etc.
- Growth - VC matching, charting out a life after accelerator, company growth plan, product scaling, management team, M&A, IPO, VC pitches, Series A funding, hire team talent, new office setup, etc.

U.S. GATEWAY SERVICES

- A public, private and non-profit partnership attracting foreign investment and driving economic development.
- Customized solutions to assist investors with market entry, infrastructure, financial, legal etc.
- Yearly Texas-China Investment Forum.
- Match making process between investors and projects.

SMART CITIES

- Smart City Index
- Smart State Index
- Public Policy Analysis
- Economic Impact Studies
- Feasibility Studies
- Lobby and Testimony Support
- Grant procurement Strategies for federal, state local and nonprofit funding models.
- Partnership Strategies
- Smart City Dashboard

COMMUNICATION AND TRAINING

- Editorials and Articles
- Webinars
- Speaking Engagements
- Blog Content
- AE University

SECTION V: APPROACH

Overview

The Comprehensive Economic Development Strategic Plan (the "plan") will be a comprehensive document that outlines goals, strategies, recommendations and best practices for the next five to ten years. The plan will provide a 360-degree view of West Des Moines. The process will engage and utilize stakeholders, so that all key players are prepared to implement the plan. The final recommendations and implementation matrix will prioritize actions and assign staff, resources and partners to each action item.

The Plan will answer the following:

- Where is West Des Moines now?
- What could West Des Moines accomplish?
- What should West Des Moines accomplish?
- How does West Des Moines get there?
- How much will it cost to get there?

The Plan will accomplish the following:

- Sharpen and clarify the vision and mission of the economic development efforts
- Analyze the external and internal influences
- Identify the desired short and long-term goals
- Assess the gap between the desired goals and the present
- Create strategies and actions to bridge the gap
- Outline and secure resources to implement the plan
- Assign key measures to assess performance
- Set up a system for monitoring, evaluating and adjusting the plan

AE will take several steps to ensure that the project is customized on a tactical and strategic level. The project will be organized as follows:

Phase One: *Trip 1*: Project Setup, Resource and Asset Mapping, Stakeholder Engagement.

Phase Two: Community Analysis, including: Market Assessment, SWOT Analysis and *trip 2* to present finding. Additional stakeholder engagement will be conducted as needed.

Phase Three: Target Industry Analysis, including: Cluster Analysis, Occupational Analysis, Cost of Operations Models, Location Scorecard, Primary Opportunity Areas Report and *trip 3* to present findings.

Phase Four: Strategic Recommendations, including: Performance Metrics and Implementation Matrix and *trip 4* to present strategic plan.

The following outlines the process in more detail.

PHASE ONE: PROJECT SETUP & STAKEHOLDER ENGAGEMENT

PROJECT SETUP

To customize an approach to best suit the needs of the City of West Des Moines, the following will be accomplished during project setup and the first trip:

- Introduce to the project team
- Discuss goals, objectives and vision for the plan
- Develop communications protocols
- Organize and meet with the steering committee
- Set calendar of travel dates, conference calls and project timeline
- Tour industrial sites and other assets
- Finalize previous research/reports to be reviewed by project team and used in the strategy
- Engage media, as desired and appropriate, to generate interest and buzz about the project

STAKEHOLDER ENGAGEMENT

AE will work closely with the city and the steering committee to identify a cross-section of local stakeholders to engage through a workshop, interviews and surveys. The AE team encourages a diverse economic and social-cross section of stakeholders, including major industry, educational and workforce leader; real estate developers, investors, young professionals, small businesses and entrepreneurs; local and state level elected officials and influencers; and members of ally organizations.

Input AE seeks includes questions like:

- Which stakeholders can assist with the early scoping of issues and impacts?
- What are the opportunities and challenges?
- What will constitute success?
- How will the community evaluate the success of the action plan?
- Which performance measures will best monitor progress?
- How will the plan be implemented?

WORKSHOP

A visioning workshop will be led by AngelouEconomics and the steering committee. The workshop may include elements of the following to ensure all stakeholders are utilized and engaged. Separate meetings and phone interviews will be held for those unable to attend the workshop. Interviews may be conducted throughout the duration of the project to ensure all data is collected and stakeholders are engaged.

1. INTERVIEWS

10+ one-on-one interviews will be held with government and industry leaders and stakeholders who are able to provide specific insights into the issues affecting the region.

2. FOCUS GROUPS

2-4 Round table discussions with 10-15 representatives from a diverse economic and social cross section.

3. SURVEYS

AE will survey local businesses and residents with a customized web-based, multiple choice and open-ended questions designed to capture community perception, including factors such as workforce capabilities, infrastructure, commercial development, competitiveness within the county and quality of life. A reasonable expectation is to engage **300-500 community residents and 50-100 business owners/managers** through this method. A comprehensive survey summary and analysis will be provided at the conclusion of the survey.

PROJECT WEBSITE

At the steering committee's discretion, a project website or landing page can be created to serve as an online portal for work developed throughout the duration of the project. It can also provide a forum for gathering feedback and develop and galvanize grassroots support.

RESOURCE AND ASSET MAPPING

AE will identify and review the role and opportunities of specific key assets such as recreation assets, public and private schools, colleges and universities, airports, rail, retail corridors, military bases, etc. The results will be included in the SWOT analysis in phase two.

DELIVERABLES:

- Project Website
- Resource and Asset Mapping

PHASE TWO: COMMUNITY ANALYSIS

The foundation of creating an in-depth economic development strategy is a critical analysis of the assets and challenges in the area. This phase of work will include a market assessment, resource and asset mapping results and SWOT analysis.

MARKET ASSESSMENT

The market assessment begins with the collection of data from a variety of qualitative and quantitative sources to provide local leaders with a **profile of current demographics and an understanding of current economic conditions and trends.** This analysis will provide a preliminary identification of issues critical to the success of existing businesses and the attraction of new jobs and capital investment.

AE will analyze local demographic and economic characteristics against other competing communities to obtain an independent assessment of local strengths and weaknesses. AE will assist in selecting **3 to 4 appropriate benchmark** cities. The "competitive intelligence" gathered will determine how to engage and leverage local assets in order to direct and promote a sustainable economic development program. Moreover, knowing strengths and weaknesses vis-à-vis competitor communities will position you to successfully capitalize on the most promising opportunities in marketing and effectively address its most urgent challenges. AE will analyze the following:

Business Climate	Business operating costs (land, office lease rates, labor, utility, transportation, lodging and tax costs), incentives, key economic drivers, permitting, availability of capital, access to markets, legal/regulatory issues, economic development incentives, etc
Workforce Development and Education	K-12, community colleges, technical schools, state universities, workforce training programs, continuing education/e-education programs, entrepreneurial activity, young professional organizations, abundant skills, etc.
Marketing and Economic Development Efforts	Return on investment (jobs & capital investment), marketing & communication activities, promotional tools, trade show attendance, use of social media tools, business retention/expansion activities, staffing/organizational structure, fundraising and budget, regional collaboration, etc.
Sites and Infrastructure	Industrial and commercial sites, available incubators and accelerators, support for entrepreneurs, available land and other existing facilities, utility infrastructure and rates, transportation and telecommunications infrastructure, etc.
Quality of Life	Cost of living, parks and recreation, entertainment and night-life, housing options, healthcare amenities, activities for young professionals, crime rates, etc. Accommodations infrastructure, arts and culture, historical resources, natural assets, ecotourism, tourism, retail shopping, unique retail, etc

Market Assessment data includes:

- Qualitative data: information gathered through surveys, focus groups and interviews.
- Quantitative data: public and subscription-based data sources including the US Census, the Bureau of Labor Statistics, ESRI and many others.

Once completed, the market assessment will provide answers to the following:

1. How well does your infrastructure support economic growth?
2. What drives your economy and what are the major economic clusters?
3. How competitive is your local business climate?
4. What is the level of support for your businesses and entrepreneurs?
5. How healthy are your real estate markets?
6. Are current and future workforce needs being met?
7. What is the educational and training capacity of your institutions?

SWOT ANALYSIS: Strengths, Weaknesses, Opportunities and Threats

The SWOT analysis highlights areas that have direct impact on future economic development efforts. This analysis will serve as a starting point for development and prioritization of goals and strategies in the plan.

SWOT conclusions will be drawn from the market assessment, benchmarking competitive intelligence, target industry analysis and stakeholder engagement. Through this analysis, local stakeholders will gain detailed understanding of regional competitive strengths and recognize correctable weaknesses.

Key Questions Answered by the SWOT Analysis:

1. What are the key economic drivers from the business perspective?
2. How is the overall business climate?
3. What influences and impacts business development?
4. Is there appropriate integration of your businesses and governments?

DELIVERABLES:

- Market assessment report
- SWOT analysis
- Stakeholder engagement results

PHASE THREE: TARGET INDUSTRY ANALYSIS

The target industry report highlights a mix of sectors that capitalizes on existing clusters, unique competitive assets, location, and infrastructure to strengthen existing businesses and foster new and emerging industries. Our assessment will identify target industries that complements your local and regional focus.

The Target Industry Recommendations Will Answer Questions Such As:

- What factors were considered in the selection of target industries?
- What are the national and global trends affecting local businesses?
- How does local infrastructure support the growth of economic clusters?
- What are the industry's site location criteria?
- Which specific industry segments (niches) are the best fit?
- What are the top national occupations within these target industries?
- For the skills required by the targeted industries, what are the occupational gaps or surpluses in the workforce?

STEP 1: Target Industry Selection and Analysis

AE will conduct a cluster analysis of the economy to determine the relative strength and dominance of existing industries. Clusters will be analyzed to evaluate national and local growth trends as well as their location requirements.

The analysis will follow a four-step process. Each step acts as a filtering mechanism where industries are screened for suitability against your social and economic desires. In many ways, target industry selection is best described as target industry "elimination." The selection of target industries focuses economic development resources on industries that hold the greatest potential for sustained growth.

I. What clusters currently exist? How are they performing?

AE has defined 36 standard industry clusters to categorize businesses according to their final product or service. To assess the strength of a cluster in the local economy, the location factors (or quotients) for each industry is calculated (see Exhibit 1).

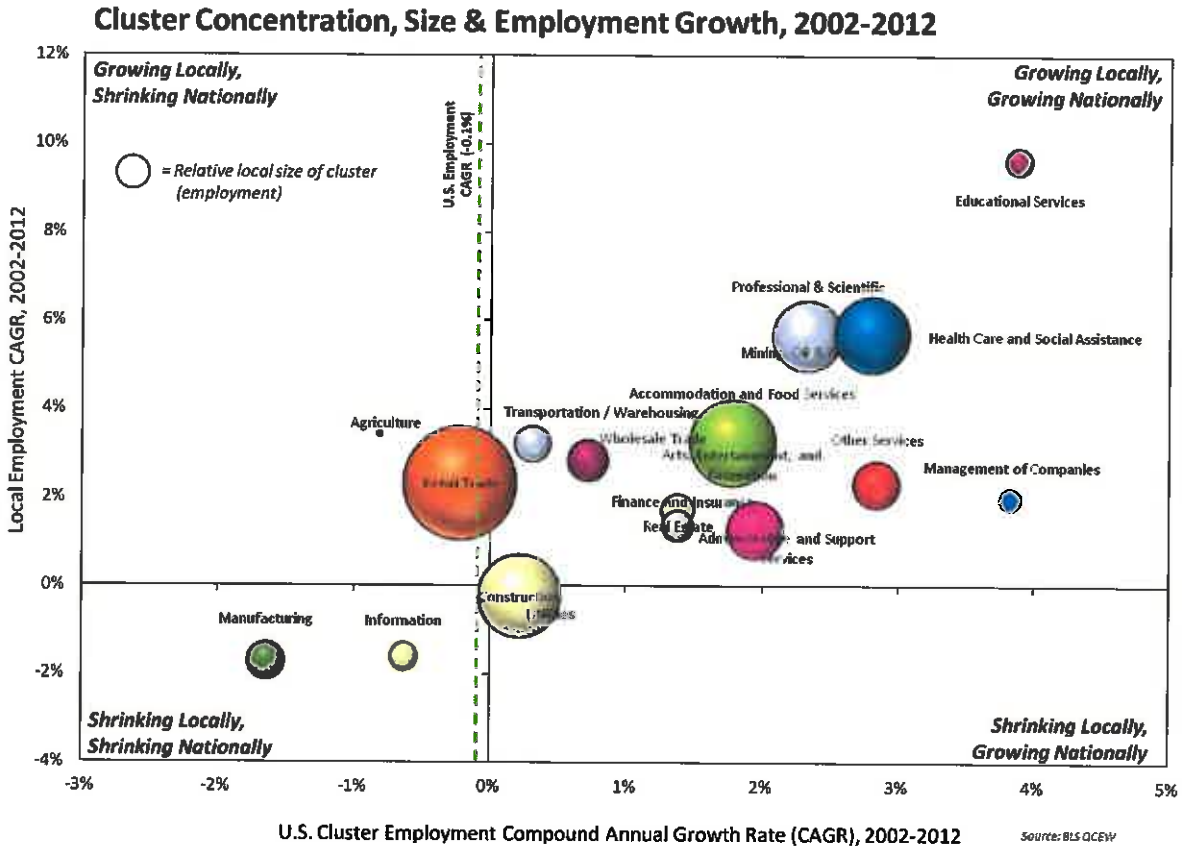
Exhibit 1. Sample Industry Cluster Deliverable

The location quotients are calculated by comparing the industry cluster's share of total local employment to the cluster's national share. This will yield a value between 0 and 2, where a result of "1" demonstrates that the cluster commands an average (expected) share of the local economy. Industry cluster location factors greater than 2 indicate a strong cluster concentration while those less than .5 indicate weak clusters.

2012 Industry Concentration:
10 Strongest Industries (By Location Quotient)

Industry	Employees	LQ
Aerospace & Defense	4,094	5.66
Construction Manufacturers & Suppliers	10,023	2.34
Retail	19,917	1.89
General Services	4,147	1.57
Material Supplies	429	1.45
Eat/Drink	9,852	1.37
Professional Services	8,595	1.24
Communication Services	697	1.20
Business Support Services	4,524	0.93
Wholesale	2,359	0.65

Exhibit 2. Sample Cluster Concentration and Size



II. How do local industry clusters compare to national growth trends?

AE will illustrate which industry sectors have registered solid performance over the last decade and which have declined or are at risk of decline (see Exhibit 2). Greater focus on economic development efforts will:

1. Support investment and employment growth in emerging industry clusters.
2. Help to strengthen and diversify the economy by offering jobs at a variety of skill levels
3. Leverage existing assets, facilities, infrastructure and character.

III. Which local assets give specific industries a competitive edge?

Every community has unique strengths that companies can leverage to create their own competitive advantages. These strengths can include business climate, infrastructure, market proximity, strategic location, workforce skills and many other factors. The challenge is to identify key assets that will support a wide range of industries while working to improve the local "product" (e.g. infrastructure, cost of business, quality of life, etc.). The location scorecard discussed below identifies key assets in the region and opportunities for improvement with regard to specific industry location requirements.

IV. Do these targets meet the city's goals?

Local government officials, economic developers, business leaders and the public must be united in their efforts to grow industry clusters that are considered a good fit for the region. Consensus and broad support is critical to undertake necessary investments in infrastructure to support the growth of the targeted industries.

TARGET INDUSTRY IDENTIFICATION

The analysis will drive the **selection of up to 6 target industries** and corresponding niches (see Exhibit 3). These targets will help guide business retention, expansion, entrepreneurship and recruitment efforts for the region. AE will pinpoint niches and areas of overlap within each industry that present **opportunities for significant economic growth**. This evaluation includes outlining national and regional industry growth trends, while identifying assets and challenges in supporting the target industry.

Exhibit 3. Sample Target Industries & Niches

WHAT WE HAVE DETERMINED : Target Industries Overview

Professional & Business Services

2012 Employees:31,700
2012 Total Payroll: $2.6 Billion
2012 Average Annual Wage: $82,000
2012 Total Businesses: 3,800
Current Total Square Feet: 30.4 Million
Current Total Revenues: $9.1 Billion

Niches	Notable Employers
E-Commerce	US CDC Marketing
Consulting, Accounting & Marketing	Broadspire Services Inc
Entrepreneur-Enabled Business	Schwan's Global Supply Chain
Engineering	Johnson & Freedman LLC
Creative Design	Primerica Financial Services

Life Sciences

2012 Employees: 28,700
2012 Total Payroll: $1.7 Billion
2012 Average Annual Wage: $59,600
2012 Total Businesses: 1,100
Current Total Square Feet: 22 Million
Current Total Revenues: $5.3 Billion

Niches	Notable Employers
Biotechnology	Emory University Hospital
Senior Care Services	Quest Diagnostics
Bioinformatics	US CDC Public Health
Health IT	Atlanta Veteran's Administration Medical Center
Proteomics	Emory University

Source: ReferenceUSA

Using our corporate site location experience, this analysis includes site location criteria and requirements for each target industry pertaining to infrastructure, cost factors, location preferences and workforce needs.

All industries will be clearly defined according to the four-digit NAICS. Target industries will be prioritized and ranked based on the potential costs and benefits of pursuing each. The final report will provide guidance and focus to maximize your industry and business recruitment efforts.

OCCUPATIONAL ANALYSIS

The occupational analysis will provide a regional snapshot (see Exhibit 4), highlighting occupations within each target industry that are in demand and how the community measures up in terms of its current concentration of those jobs. The data provides an understanding of which jobs will continue to be in demand and how economic and workforce development efforts can support a more vibrant economy through job training and education. An understanding of the occupational strengths and weaknesses will help to align the community's workforce with the needs of existing and new employers.

Exhibit 4. Sample Occupational Analysis

Key Occupations in the Advanced Logistics Industry							
Title	Concentration Within Industry Compared to U.S Economy as a Whole	Local Concentration Compared to U.S. Economy as a Whole (All Industries)	2010-2020 Forecasted U.S. Job Growth	U.S. Median Salary	Local Median Salary	% With Bachelor's Degree +	Educational Requirements
Cargo and Freight Agents	18.04	0.37	29.3%	$40,680	$41,690	20%	High school diploma or equivalent
Aircraft Cargo Handling Supervisors	13.72	0.33	20.3%	$50,500	$55,350	17%	High school diploma or equivalent
Heavy and Tractor-Trailer Truck Drivers	13.59	0.39	20.6%	$39,830	$41,840	5%	High school diploma or equivalent
Commercial Pilots	10.93	0.40	21.2%	$76,050	$65,530	73%	Postsecondary non-degree award
Computer Programmers	9.04	1.53	12.0%	$76,010	$80,950	70%	Bachelor's degree
Aircraft Mechanics and Service Technicians	8.62	0.51	6.3%	$54,500	$55,960	11%	Postsecondary non-degree award
Software Developers, Applications	8.55	2.85	27.6%	$92,080	$103,500	83%	Bachelor's degree
Avionics Technicians	8.16	0.13	6.9%	$54,390	$59,130	11%	Postsecondary non-degree award
Software Developers, Systems Software	7.89	3.89	32.4%	$100,420	$113,480	83%	Bachelor's degree

COST OF OPERATIONS MODEL

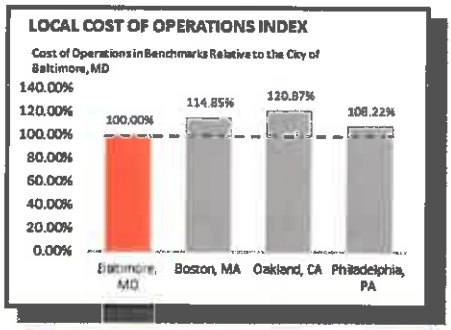
The AE team has developed industry specific cost of operation models (see Exhibit 5) that simulate the start-up and ongoing operational costs for businesses in a given industry and location. AE proposes to develop a **cost of operations model for three** of the selected targeted industries and **compare these costs to three competing pier benchmark counties/regions** of your choice.

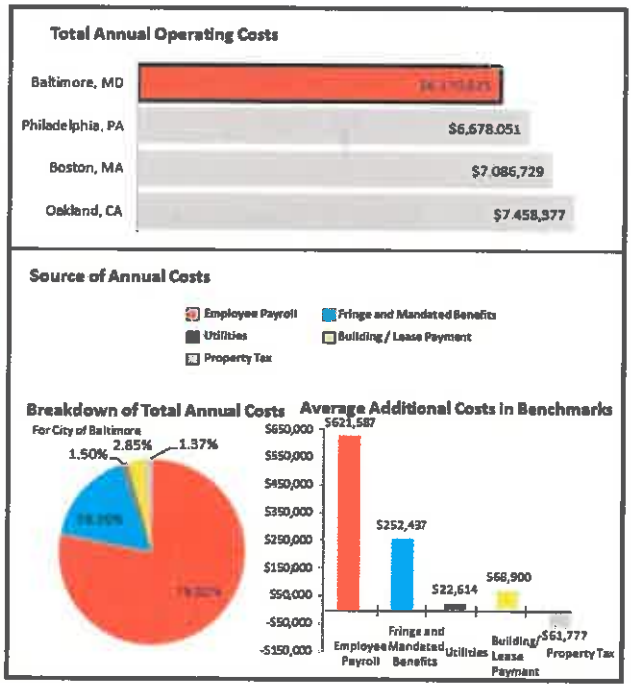
This model is an in-depth breakdown of the cost of doing business for a specific type of business (vis-à-vis the cost of doing business in a competing communities). Among the other factors we examine are: costs related to labor, utilities, local transportation, real estate, air fare, taxes, construction, travel, housing, etc.

The deliverable is a "market ready" dashboard, which can be marketed directly to prospective clients and be included in marketing materials and websites. These analyses can also pinpoint and direct public policy to remedy/mitigate areas of cost disadvantages.

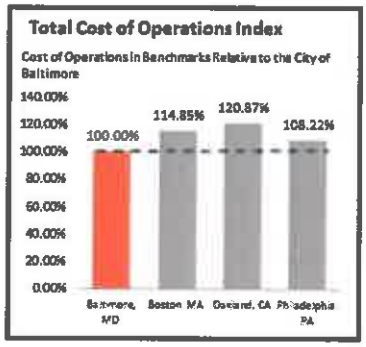
Exhibit 5. Sample Cost of Operations Model

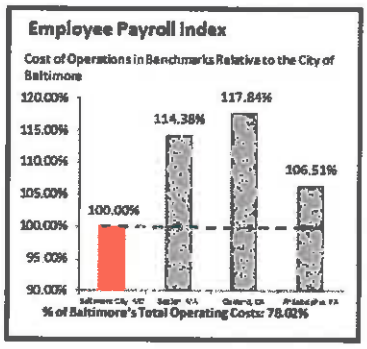
PROFESSIONAL AND BUSINESS SERVICES (CUSTOMER SUPPORT CENTER)

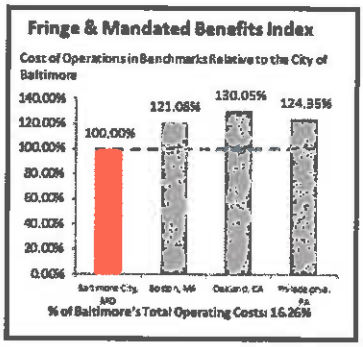


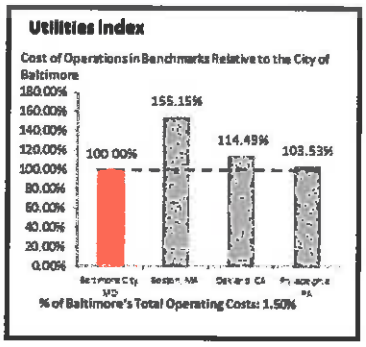


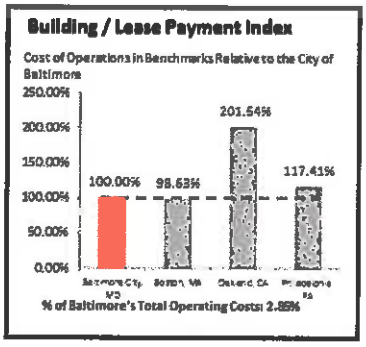
PROFESSIONAL AND BUSINESS SERVICES (CUSTOMER SUPPORT CENTER)

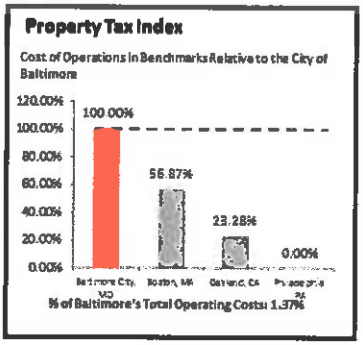








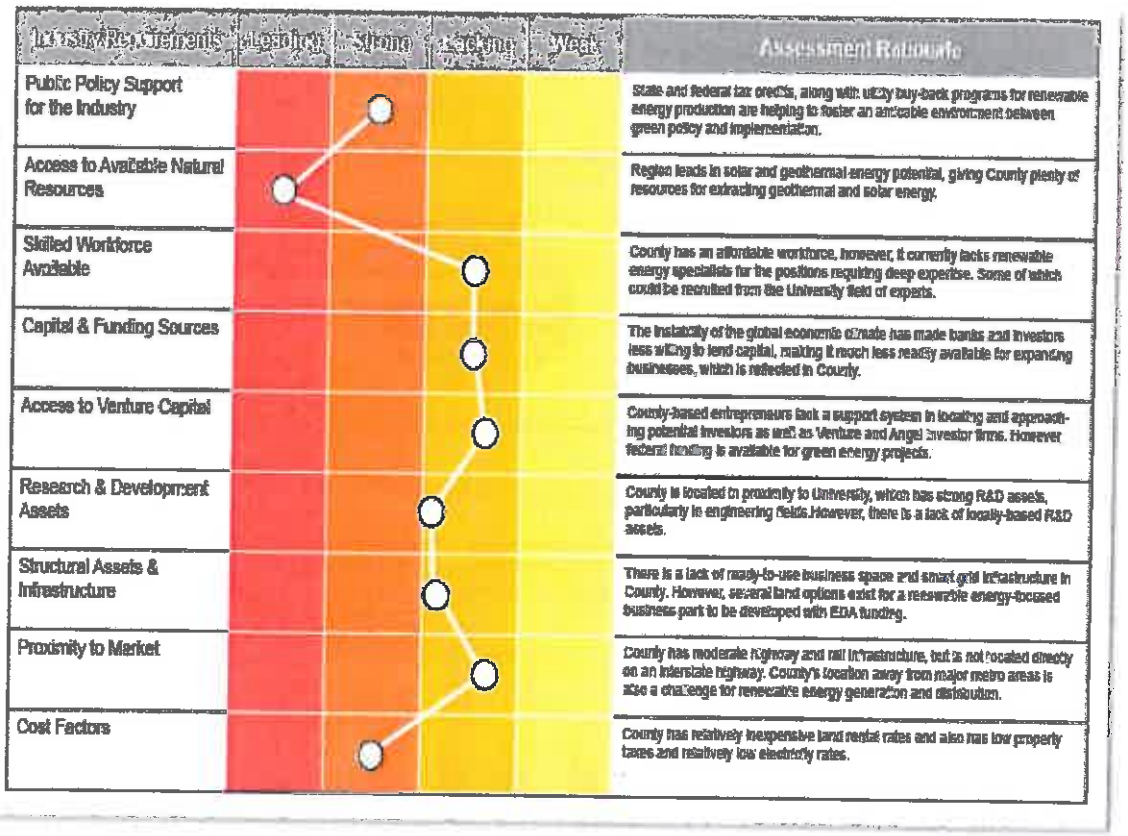




LOCATION SCORECARDS

A Location Scorecard (see Exhibit 6) will be developed to identify each industry's unique location criteria and industry requirements and to illustrate the community's performance in each of those key areas. These scorecards examine assets including land availability, infrastructure needs, workforce requirements, utilities, access to capital and other industry-specific criteria. The scorecards will highlight strengths and areas needing improvement to help guide economic development efforts.

Exhibit 6. Sample Location Scorecard: Renewable Energy



PRIMARY OPPORTUNITY AREAS

Following the completion of the SWOT analysis and target industry identification, AE will identify up to 5 primary opportunity locations or properties. Using the demographic and economic analysis data in conjunction with target industry location data, AE will select the best physical locations to focus economic development efforts on. These locations will be ranked based on their potential for reinvestment, reuse and/or revitalization.

DELIVERABLES:

- Target industry analysis
- Cluster analysis
- Occupational analysis
- Cost of operations mode
- Location scorecard
- Primary opportunity areas.

PHASE FOUR: STRATEGIC RECOMMENDATIONS

AE will provide an ambitious, yet achievable, strategy and plan that will guide economic development efforts for the next five years, ten years and beyond. The plan will align economic development partners towards common goals and strategies. It will also prioritize and focus resources in a targeted manner that leverages the existing asset base to capitalize on the most promising opportunities and address the most pressing challenges.

The strategic recommendations will generate the following results:

- A clear mission and vision
- High quality jobs and capital investment
- Stronger existing industry clusters and the growth of new industries
- A more supportive environment for entrepreneurs and small businesses
- A more diverse, resilient economy, including a stronger tax base
- An improved quality of life for local citizens and sense of place and pride
- A call to action

What do the Strategic Recommendations Communicate?

I. Three-Tiered Policy Framework

Tier One: Goals (three to five goals)

- Goals serve as the foundation of the future economic development program.
- Each goal addresses challenges and opportunities identified by the SWOT analysis.
- Goals are supported by broad-based consensus among public and private leadership.
- Goals are prioritized with cost benefit analysis.

Tier Two: Strategies (typically three to six strategies for each goal)

- Strategies provide solution-oriented recommendations for achieving the goals.
- Each strategy addresses specific problems or untapped areas of opportunity.

Tier Three: Actions (typically one to five actions for each strategy)

- Actions are clear, implementable steps that are taken to realize strategies and goals.
- Each action provides a detailed solution for one or more facets of a given strategy.

II. Best Practice Case Studies

AE will provide customized best practice case studies from domestic and international communities that have successfully faced similar opportunities and challenges. Best practice examples highlight a successful program or initiative from another community and a detailed description of how the initiative was implemented. Each best practice example will directly relate to a specific strategy, providing real-world example of how to achieve its strategic goals.

III. Performance Metrics

The ongoing performance evaluation will be a critical component to the success of the economic development efforts. The AE team will propose a set of customized performance metrics that will effectively measure the implementation of the plan. Performance metrics will be beneficial for:

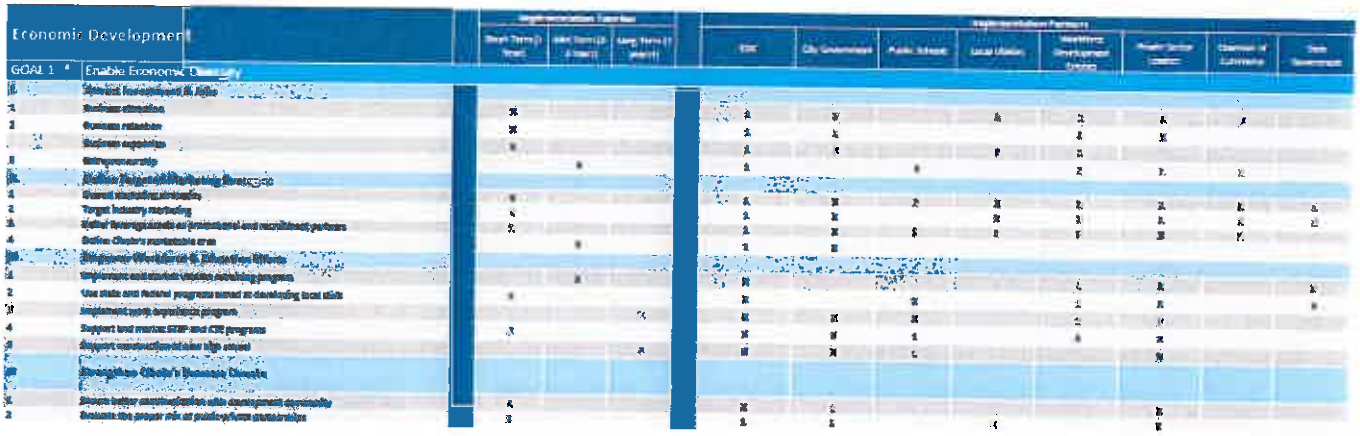
- Area economic development initiatives to demonstrate positive result of their efforts as well as have a better source of information for the continuous improvement of program offerings.

- Local businesses, government, and residents who will be able to determine whether economic development resources are well spent.

IV. Implementation Matrix

The implementation matrix is a timeline with organizational roles and responsibilities for each economic development partner. For each strategy and action, AE will identify the timeframe (short-term, mid-term, or long-term) and those responsible for implementing the strategy or action.

Exhibit 7. Sample Implementation Matrix



Presentation

AE will give a presentation of findings and strategy to stakeholders and residents. The plan can be greatly enhanced by not only engaging local and regional stakeholders during the stakeholder engagement phase but throughout the process and after the completion of the plan. AE has extensive experience presenting to stakeholders, community leaders, elected officials and the press. AE is able to anticipate questions and possible concerns and prepare our presentation accordingly.

DELIVERABLES:

- Strategic recommendations
- Best practice case studies
- Performance matrix
- Implantation matrix.

SECTION VI: FEE PROPOSAL

PROJECT TASKS	PRICE
PHASE ONE: PROJECT SETUP & STAKEHOLDER ENGAGEMENT	
Community Meeting And Tour, Steering Committee, Project Website, Interviews, Focus Groups & Surveys	$10,000
PHASE TWO: COMMUNITY ANALYSIS	
Market Assessment & SWOT Analysis	$20,000
PHASE THREE: TARGET INDUSTRY	
Target Industry Analysis	$20,000
PHASE FOUR: STRATEGIC RECOMMENDATIONS	
Strategic Recommendations, Strategies, Presentation Of Findings	$20,000
ALL INCLUSIVE FEE* (not including travel expenses)	$70,000

AE's budget includes the full range of services as recommended by AE and determined by the client. No additional cost will be added unless negotiated in the contract. Should the client not require the full scope of services, the total fee will be adjusted.

AE estimates 4 trips, each lasting 2 to 5 days and including 1 to 4 staff members. Travel expenses will be billed at cost and are not to exceed $15,000.

SECTION VII: SCHEDULE OF PERFORMANCE

The following is a hypothetical project timeline. The deliverables for each phase will be delivered at the end of each phase.

PROJECT PHASES	DURATION	June	July	August	September	October
PHASE ONE: Project Setup & Stakeholder Engagement	4 weeks					
PHASE TWO: Market Analysis & SWOT Analysis,	4 weeks					
PHASE THREE: Target Industry	4 weeks					
PHASE FOUR: Strategic Action Plan	4 weeks					
Presentation						