



# McKinney Economic Development Corporation Agenda

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Tuesday, October 18, 2016

8:00 AM

Council Chambers  
222 N. Tennessee Street  
McKinney, Texas 75069

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PURSUANT TO TEXAS GOVERNMENT CODE SECTION 551.002, A QUORUM OF THE CITY COUNCIL MAY BE PRESENT. NO CITY COUNCIL ACTION WILL BE TAKEN.

## CALL TO ORDER

16-1036 [Oaths of Office](#)

16-1037 [Election of Officers](#)

## CONSENT ITEMS

This portion of the agenda consists of non-controversial or housekeeping items required by law. Items may be considered individually by the Board or Commission member making such request prior to a motion and vote on the Consent Items.

16-1038 [Minutes of the McKinney Economic Development Corporation Special Meeting of September 12, 2016](#)

**Attachments:** [Minutes](#)

16-1039 [Minutes of the McKinney Economic Development Corporation Meeting of September 20, 2016](#)

**Attachments:** [Minutes](#)

## REPORTS

16-1040 [Board and Liaison Updates](#)  
[Board Chair](#)  
[City of McKinney](#)  
[MPAC/Main Street](#)

**Attachments:** [MCVB Report](#)

**16-1041**     [Consider/Discuss MEDC Staff Monthly Reports](#)

**Attachments:**   [President Report](#)  
                          [Executive Vice President Report](#)  
                          [Director of Business Development Report](#)  
                          [Director of BREP Report](#)

**DISCUSSION ITEMS**

**16-1042**     [Consider/Discuss 2016 MEDC Bond Refunding Update](#)

**Attachments:**   [MEDC Refunding](#)

**REGULAR AGENDA**

**16-1043**     [Consider/Discuss/Act on September Financials](#)

**Attachments:**   [September Transmittal Letter](#)  
                          [September Checks](#)

**16-1044**     [Consider/Discuss/Act on TadZo Proposal](#)

**Attachments:**   [TadZo Proposal](#)

**CITIZEN COMMENTS**

**BOARD OR COMMISSIONER COMMENTS**

Board or Commission Comments relating to items of public interest:  
Announcements regarding local or regional civic and charitable events, staff  
recognition, commendation of citizens, upcoming meetings, informational update on  
projects, awards, acknowledgement of meeting attendees, birthdays, requests for  
items to be placed on upcoming agendas, and condolences.

**EXECUTIVE SESSION**

In Accordance with the Texas Government Code:

A. Section 551.071 (2). Consultation with City Attorney on any Work Session, Special or Regular Session agenda item requiring confidential, attorney/client advice necessitated by the deliberation or discussion of said items (as needed) and legal consultation on the following item(s), if any:

B. Section 551.087. Deliberation Regarding Economic Development Matters

-Project A118-Green Pineapple

-Project A144-Red River

-Project A158-Terra

-Gateway

### **ACTION ON EXECUTIVE SESSION**

### **ADJOURN**

Posted in accordance with the Texas Government Code, Chapter 551, on the 14th day of October, 2016 at or before 5:00 p.m.

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Darrell W. Auterson  
President

Accommodations and modifications for people with disabilities are available upon request. Requests should be made as far in advance as possible, but no less than 48 hours prior to the meeting. Call 972-547-2694 or email [contact-adacompliance@mckinneytexas.org](mailto:contact-adacompliance@mckinneytexas.org) with questions or for accommodations.



**16-1036**

**TITLE:** Oaths of Office

**SUPPORTING MATERIALS:**



**16-1037**

**TITLE:** Election of Officers

**SUPPORTING MATERIALS:**

**16-1038**



**TITLE:** Minutes of the McKinney Economic Development Corporation Special Meeting of September 12, 2016

**SUPPORTING MATERIALS:**

[Minutes](#)

## **MCKINNEY ECONOMIC DEVELOPMENT CORPORATION**

**SEPTEMBER 12, 2016**

The McKinney Economic Development Corporation met in special session in the Council Chambers, 222 N. Tennessee Street, McKinney, Texas, on September 12, 2016 at 8:00 a.m.

Board members Present: Chairman Lance Lindsay, Vice Chairman Robert Clark, Walter Chen, Paul Merritt and Kenneth Sipiora.

Absent: Secretary/Treasurer Jason Burress and Randy Page

Staff Present: President Darrell Auterson, Executive Vice President Abby Liu, Director of Business Development Chad Walker, Executive Assistant Sheri Van Slycke and MEDC Attorney Mark Houser.

Chairman Lindsay called the meeting to order at 8:00 a.m. after determining a quorum was present.

Chairman Lindsay recessed to Executive Session at 8:01 a.m. per Texas Government Code: Section 551.071 (2). Consultation with City Attorney on any Work Session, Special or Regular Session agenda item requiring confidential, attorney/client advice necessitated by the deliberation or discussion of said items (as needed) and legal consultation on the following item(s), if any. Section 551.087. Deliberation Regarding Economic Development Matters, Project A144-Red River.

Chairman Lindsay reconvened to open session at 8:48 a.m.

Board members unanimously approved the motion by Vice Chairman Clark, seconded by Board member Chen, to approve the suggested changes to the offer to Project Red River as presented in Executive Session.

Board members unanimously approved the motion by Chairman Lindsay, seconded by Vice Chairman Clark, to adjourn. Chairman Lindsay adjourned the meeting at 8:50 a.m.

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LANCE LINDSAY  
Chairman



**16-1039**

**TITLE:** Minutes of the McKinney Economic Development Corporation Meeting of September 20, 2016

**SUPPORTING MATERIALS:**

[Minutes](#)

## **MCKINNEY ECONOMIC DEVELOPMENT CORPORATION**

**SEPTEMBER 20, 2016**

The McKinney Economic Development Corporation met in regular session in the Council Chambers, 222 N. Tennessee Street, McKinney, Texas, on September 20, 2016 at 8:00 a.m.

Board members Present: Chairman Lance Lindsay, Vice Chairman Robert Clark, Secretary/Treasurer Jason Burress, Kenneth Sipiora, Randy Page, Paul Merritt and Walter Chen.

Council members Present: Mayor Pro Tem Randy Pogue

Staff Present: President Darrell Auterson, Executive Vice President Abby Liu, Director of BRE/Emerging Tech John Valencia, Director of Business Development Chad Walker, Executive Assistant Sheri Van Slycke, City Manager Paul Grimes, Senior Financial Analyst Trevor Minyard, MEDC Attorney Mark Houser, MCVB Executive Director Dee-dee Guerra and McKinney Chamber President Lisa Hermes.

There was one guest present.

Chairman Lindsay called the meeting to order at 8:00 a.m. after determining a quorum was present.

President Auterson honored Chairman Lindsay as the outgoing MEDC Chairman. Mr. Auterson thanked Mr. Lindsay for his dedication and commitment to the MEDC Board and the City of McKinney and presented him with a plaque as a token of appreciation. Chairman Lindsay called for action on the minutes.

**16-942** Minutes of the McKinney Economic Development Corporation Meeting of August 16, 2016. Board members unanimously approved the motion by Vice Chairman Clark, seconded by Board member Sipiora, to approve the minutes of the August 16, 2016 meeting.

**16-943** Chairman Lindsay called for the Board and Liaison Updates.

Board Chair – Chairman Lindsay expressed his appreciation for the plaque and that he is looking forward to stepping down after many years of board service across the City of McKinney. Mr. Lindsay feels confident the Board and MEDC staff are heading in the right direction.

City of McKinney – City Manager Paul Grimes expressed his thanks and congratulations to Chairman Lindsay. Mr. Grimes reported that the Parks and Recreation Advisory subcommittee is holding a Master Plan meeting on September 21<sup>st</sup>. The downtown re-development continues on the nine acre site, however as a result of community feedback there may be some amendments to the design plan. The groundbreaking is scheduled for January 2017 on that site. City Council will likely adopt the new budget at this evening's Council meeting.

McKinney Chamber – McKinney Chamber President Lisa Hermes expressed her thanks and appreciation for Chairman Lindsay's partnership during his tenure. Ms. Hermes reported that the Chamber is now fully staffed and revamped after adoption of their new strategic plan which runs parallel with the City's strategic plan. McKinney Chamber is looking forward to being an information center and working alongside the City of McKinney. State of the City event is November 3<sup>rd</sup> and the theme is "The Best is Yet to Come".

MCVB - MCVB Executive Director Dee-dee Guerra thanked Chairman Lindsay for his partnership and support during his tenure as a MEDC Board member. Ms. Guerra reported staff attended the Heritage Spring Bridal Show in Anna on August 21<sup>st</sup> and the Texas Association of Convention and Visitors Bureau annual conference in mid-August. Vanesa Rhodes was certified and awarded as a Texas Destination Marketer at the conference. City Manager Grimes, MCVB staff, Dana Riley, MISD Superintendent Dr. Rick McDaniel and the MISD Athletic Staff met with the National Athletic Intercollegiate Association about possibly bringing a Football Championship Play-off game in December 2017 to the new MISD Football Stadium. However, consensus was that it may be best to wait until 2018. MCVB helped secure 299 hotel room nights with a revenue of over \$38,000. The Miniature Book Society Conclave was in town with 175 total room nights at the Sheraton. The

variety of out-of-country visitors in August was off the charts with countries represented such as Scotland, Australia, Russia, England, Italy, Puerto Rico, Taiwan and the list continues. Ms. Guerra thanked Ms. Liu for her help in securing two of the 13 RFP's for August that will be reported on next month. MCVB publicity and free media values were \$3,600 in Web value, \$10,800 in PR value and 886,727 impressions.

**16-944** Chairman Lindsay called for the Director of Business Development Report. Director of Business Development Chad Walker reported excellent attendance at the Bisnow 121 Corridor event and it sparked quite a bit of interest on the Gateway property. Project Kringle received their Certificate of Occupancy and their loan documents have been executed. Several new opportunities have sprung up and staff is working with them to identify potential real estate options. Staff will be attending the IAMC Fall Forum in Indianapolis with President Auterson on October 9-12th, as well as the TEDC Annual Conference in San Antonio in mid-October.

**16-945** Chairman Lindsay called for the Director of BRE/Emerging Tech Report. Director of BRE/Emerging Tech John Valencia thanked Mr. Lindsay for his service on the MEDC Board. Mr. Valencia reported the BRE program has been quiet this past month. Encore has all but finished their most recent expansion. Blount Fine Foods expansion is still on schedule and they will have a community announcement on October 7<sup>th</sup>. Munzee and Pest Routes are the two remaining participants in the Rent Reimbursement program. The WERX continues their mission to build, grow and support the entrepreneurial community here in McKinney. The WERX currently accommodates 37 companies operating with 73 people.

**16-946** Chairman Lindsay called for the Executive Vice President's Report. Executive Vice President Abby Liu expressed her appreciation for Chairman Lindsay's leadership and support over the last year. Staff organized and attended a Pre-Development meeting with Project 3S

Facilities Manager at City Hall on August 19<sup>th</sup>. The meeting was led by City Manager Grimes and Assistant City Manager Shelton joined in to communicate the permit process and requirements with Project 3S staff. Staff attended the welcome event for MEDC's new president held at the McKinney Sheraton Hotel on August 17<sup>th</sup>. Bisnow "The 121 Corridor Expansion" event was a huge success at the McKinney Sheraton on August 25<sup>th</sup>. There were over 400 professionals from the Dallas area real estate community in attendance. Staff will be participating in the 2016 SelectUSA Taiwan Tri-City Road Show organized by the American Institute, US Department of Commerce in late September.

**16-947** Chairman Lindsay called for the President's Report. President Auterson reported he has involved himself in the ongoing projects, especially Red River, however the bulk of his time has been spent on cultivating relationships in the brokerage and development community. Between the Bisnow event and another smaller event in Dallas, there is clear evidence of renewed development interest in McKinney. Mr. Auterson will be traveling to Cleveland next week for the International Economic Development Annual conference promoting McKinney, as well as fulfilling his responsibilities with the IEDC Board and Ethics Committee. With the help of MCDC President Cindy Schneible, Mr. Auterson was able to uncover some research that had been completed about five years ago that will significantly change and reduce the scope of the work on the targeted industry analysis that will be requested from Allison Larsen with Tadzo. In addition, Mr. Auterson's confidence in Allison Larsen's capabilities has been reinforced with feedback from Ms. Larsen's references. The Board agreed to ask Tadzo to reduce the scope of the proposal for future consideration.

**16-948** Chairman Lindsay called for the Consideration/Discussion/Action on August Financials. Senior Financial Analyst Trevor Minyard reported the revenue is above budget YTD by 12.81%. Sales tax figures came in

7.4% above last year's collection through August. Expenditures are significantly under budget due to savings in rebate expenditures paid out for various incentives. However, during the month of August MEDC paid \$9,000 in a grant to The WERX, and \$4,167 to Munzee for rent reimbursements. Mr. Minyard referred the Board to some unique links for sales tax of the MEDC and the City of McKinney at large on the City of McKinney website. Board members unanimously approved the motion by Board member Sipiora, seconded by Board member Merritt, to approve the August financials.

- 16-810** Chairman Lindsay called for the Consideration/Discussion Targeted Industry Analysis Proposal. Mr. Auterson restated his comments from his Presidents report and made the Board aware of Tadzo's new timeframe and scope based on the changes suggested.

Chairman Lindsay called for Citizen comments and there were none. Chairman Lindsay called for Board or Commissioner comments. Vice Chairman Clark thanked Mr. Lindsay for his outstanding service and dedication to the MEDC Board.

Chairman Lindsay recessed the meeting into Executive Session at 8:50 a.m. per Texas Government Code: Section 551.071 Consultation with City Attorney on any Work Session, Special or Regular Session agenda item requiring confidential, attorney/client advice necessitated by the deliberation or discussion of said items (as needed) and legal consultation on the following item(s), if any. Section 551.087. Deliberation Regarding Economic Development Matters as listed on the posted agenda. Chairman Lindsay reconvened the meeting to open session at 10:26 a.m.

Board members unanimously approved the motion by Board member Sipiora, seconded by Board member Chen, to approve the deadline date be moved to October 14, 2016 for Project Red River offer letter as discussed in Executive Session.

Board members unanimously approved the motion by Board member Sipiora, seconded by Board member Page, to deny the incentive offer to Project ITS as presented in Executive Session.

Board members unanimously approved the motion by Secretary/Treasurer Burress, seconded by Board member Page, to deny the incentive offer to Project Royal as presented in Executive Session.

Board members unanimously approved the motion by Board member Chen, seconded by Board member Merritt, to deny the incentive offer to Project Foam III incentive as discussed in Executive Session.

Board members approved the motion by Board member Merritt, seconded by Board member Chen, to remove the conditions for approval, insert the binding language on the I6 innovation grant for Project Whistle and to approve the matching grant of \$162,145, with a vote of 6 - 1 - 0, Jason Burress voting against.

Board members unanimously approved the motion by Chairman Lindsay, seconded by Board member Chen, to adjourn. Chairman Lindsay adjourned the meeting at 10:30 a.m.

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LANCE LINDSAY  
Chairman



**16-1040**

**TITLE:** Board and Liaison Updates  
Board Chair  
City of McKinney  
MPAC/Main Street

**SUPPORTING MATERIALS:**

[MCVB Report](#)

## Talking Points October 2016 for September 2016

### MCVB Updates:

#### Events: 3

- Leadership McKinney Retreat- Dee-dee Guerra
- 9/10-13/16-Dee-dee attended TSAE (Texas Society of Association Executives) New Ideas Conference in San Antonio, TX. There were over 300 association meeting planners in attendance.
- 9/29/16- Staff is did a segment with City Communications-#SeeMcKinneyWithMe.

#### New Venues: 3

- Stone Crest (New Hope, TX)- <http://stonecrest.com/>
- Rustic Barn Ranch(Celina, TX)- <http://www.rustybarnranch.com/>
- McKinney: Grace Vineyards <http://www.gracevineyardstx.com/vineyards>

### Hot Tax Collections:

**September 2016 – Sales Report TTL Room Nights: 163; TTL Rev: \$17,605**

**Weddings:** 9 Weddings, 3 no Pick-up, 1- Corporate w/no room nights-space only

- Caldwell/Calistro Wedding: Holiday Inn: TTL Rooms -27, TTL Rev: \$2943
- Stanley Wedding: Hampton Inn – TTL Rooms: 11, TTL Rev: \$1254, Sheraton: TTL Rooms: 22, TTL Rev; \$ 2475
- Barnard/McCoy Wedding: Hampton Inn – TTL Rooms: 42, TTL Rev: \$4578
- Horner/Torres Wedding: Holiday Inn – TTL Rooms: 6, TTL Rev: \$654
- Oscar Butos Wedding: Holiday Inn – TTL Rooms 13, TTL Rev: \$1457
- Namey Wedding: Holiday Inn – TTL Rooms 16, TTL Rev: \$1635
- Tavera Wedding: Holiday Inn – TTL Rooms: 26, TTL Rev: \$2609
- No pick up report for the following weddings:
  - Ussher Wedding – Used Allen Hotels
  - Jennifer Rengal Wedding
  - Sean Copeland Wedding

### Associations/Corporate:

- Stetler Media & Expos – no pick up report, used Sheraton Conference Center for space only.

### Visitors:

- FYTD Total (October '15 –September '16): 2023; YTD: 4165

## MEDC-MCDC-MAIN ST.

- **September Total:** 146 (registered); 486 total Count
- **Out of State:** 72
- **Out of Country:** 14
- **Texas Residents:** 50
- **McKinney Residents:** 10

### Day Trips: 1

- Methodist Hospital Sr. Group (Heard Museum and Downtown McKinney)

### RFP Rec'd- RFP's: 1 (Social)

- Morning Noon Lions –Holiday Inn Express- 5<sup>th</sup> year in McKinney; October 21, 2016, 100 attendees, 30 room nights:

### Advertising:

- **Ads/materials created and submitted:**
  - TSAE Directory Listing Updates
  - Banner ads/text for TripInfo refresh
- **SEPTEMBER 2016 Media Coverage:**

<i><b>September 2016 - MCVB Publicity/Free Media Coverage Values</b></i>					
<b>Publication</b>	<b>Article/Topic</b>	<b>Print Value</b>	<b>Web Value</b>	<b>PR Value</b>	<b>Impressions</b>
Courier-Gazette	Weekend Update	\$0.00	\$1,600.00	\$4,800.00	49384
BubbleLife	Shared our blog link	0.00	2000.00	6,000.00	837,343
NOTE: SAME NUMBERS AS LAST MONTH					
TOTALS		0.00	\$3,600.00	\$10,800.00	886,727



**16-1041**

**TITLE:** Consider/Discuss MEDC Staff Monthly Reports

**SUPPORTING MATERIALS:**

[President Report](#)

[Executive Vice President Report](#)

[Director of Business Development Report](#)

[Director of BREP Report](#)



## **Economic Development Highlights**

### **President Auterson**

### **October 2016**

#### **Prospect Activities:**

- **Project Red River negotiations continuing**
- **Met with individuals to discuss a potential medical project**
- **Continued meetings with development groups regarding McKinney development opportunities**
- **Delaying solicitation for the industrial spec building initiative until Project Red River has finalized a location decision**
- **Attended a VIP reception with a prospective retail developer as part of the ICSC Conference in Dallas. Conversations are ongoing regarding potential McKinney locations**

#### **Business Retention/Expansion Program (BREP) Activities:**

- **Participated in the Blount Fine Foods Ribbon Cutting ceremony & toured & cited project impacts**
- **Preparing my target list of companies to initiate formal annual retention visits**

#### **Entrepreneurial Activities:**

- **Toured the Stoke co-work facility in Denton then met with John Minnis to discuss activities at the WERX**
- **Exploring a potential youth entrepreneurial development model**

#### **Marketing/Promotion/Connections Activities:**

- **Met with past board chair Darrell Tate**
- **Met with Lori Geer of CASA**
- **Have scheduled an office development discussion meeting with David Craig & Miles Presteman**
- **Attended IEDC Annual Conference in Cleveland 9/24-9/28**
- **Attended IAMC Fall Conference in Indianapolis 10/9-10/12**
- **Will be attending TEDC state conference 10/18-10/21**
- **Continue providing weekly email updates to MEDC stakeholders**

**Research Activities:**

- **Completed revised scope for the TadZo research project for October board approval**
- **Evaluating sales tax revenue bond refunding potential as a significant cost savings measure, preliminary presentation targeted for October MEDC Board meeting with approval to be sought in November**



## **Economic Development Highlights**

### **Executive Vice President Liu**

### **October 2016**

#### **Economic Development**

- The 2016 SelectUSA Taiwan Tri-City Road Show by American Institute in Taiwan's (AIT) Commercial Section in Taipei, Hsinchu and Taichung on September 27-30. (Road Show Flyer and Photos attached)
  - Staff participated "The 2016 SelectUSA Taiwan Road Show". This is the second road show US Department of Commerce organized in Taiwan. Staff joined the first Taiwan Road Show with six EDOs participations in 2015.
  - There are twelve Economic Development Offices (EDOs) participated this year. The EDOs includes Greater Phoenix, Arizona; State of Florida; State of Idaho; State of Louisiana; State of Michigan; State of North Carolina; State of Ohio; State of Pennsylvania; State of South Carolina; McKinney Economic Development Corporation, Texas; State of Virginia and Columbia; Washington. Seven of the twelve EDOs have an office/representative in Taiwan working on the local prospects on a regular basis.
  - Massive Typhoon Megi hit Taipei on September 27. Taipei Government announced two Official Typhoon Days with all the schools and offices closed down to minimize the casualties. As a result, one business day in Taipei (9/27) was cancelled but the next day business activities was as planned. The activities in other two cities, Hsinchu and Taichung were not impacted. Both presentations had the attendance of 80+ local businesses interested in investing and expanding their operation in the United States.
  - "The 2016 Select USA Taiwan Road Show" was a productive mission for MEDC. AIT's vast network and professional local staff are valuable assets to MEDC. A special meeting was scheduled in Taichung for a high-level Executive Conference with The Entrepreneur Club. There are 104 members in the Club that only

allows one member from one industry to join. The Entrepreneur Club represents a total US \$70 Billion business value and hires 1.2 Million employees.

- Staff paid a visit to Wistron Global Headquarters in suburb Taipei and had a meeting with Wistron executive team led by Chief of the Staff on September 26. This is Staff's second visit to Wistron Global Headquarters in Taiwan. The first visit was the business recruitment trip led by Mayor Brian Loughmiller and Staff joined in 2011 prior to Wistron GreenTech's final decision of choosing McKinney to be its North American Headquarters after an extensive three-year worldwide site selection search. On behalf of McKinney, Staff expressed the appreciation of Wistron GreenTech being a corporate citizen in our proud city.

### **New/Expansion Projects Updates**

- Project Green Pineapple – Will be discussed in Executive Session.

# WISTRON GLOBAL HQ VISIT

Executive Vice President, Abby Liu

Taipei, Taiwan | September 26, 2016



Executive Vice President Liu and Wistron Executives

# TAIWAN TRI-CITY ROADSHOW

Executive Vice President, Abby Liu

Taipei, Taiwan | September 27-30, 2016



**Recent Activities:**

- Attended the TexasOne Chicago recruitment mission 9/21 – 9/22
- Attended the DRC DFW Marketing Team Local Brokers Day 9/23
- Assisted with multifamily developer site visit 9/27 – 9/28
- Met with broker regarding office development on 9/28
- Discussed potential expansion opportunity with local business on 9/29
- MEDC staff and Gateway Committee met with developers on 10/4
- Attended Leadership McKinney on 10/6
- Attended Blount Fine Foods grand opening on 10/7
- Darrell and I attended IAMC Fall Forum in Indianapolis, IN, 10/9 – 10/12
- Darrell and I had lunch with local broker/site consultant on 10/14

**Projects:**

Several projects are actively seeking greenfield sites in McKinney. Project details will be discussed in executive session.

**Upcoming Activities:**

- TEDC Annual Conference in San Antonio 10/18 – 10/21
- Site Selectors Guild in Little Rock, AR, 10/24 – 10/26
- Economix site consultant event in Atlanta, GA, 10/31 – 11/2
- DRC Atlanta/Greenville marketing trip 11/14 – 11/16



MCKINNEY ECONOMIC DEVELOPMENT CORPORATION

October 13, 2016

To: MEDC Board

From: John Valencia

Director of BRE & ET Programs

Subject: October 18, 2016 MEDC Board Meeting; BREP Report/Update

### **Business Retention & Expansion Program**

This past month has been on the quiet side in the BRE Program. Blount Fine Food's expansion is still on schedule and they have started on their exterior addition. On Friday October 7<sup>th</sup>, they held their Ribbon Cutting and were welcomed into the community. (See attached photo) A number of their Blount family, employees and friends were in town from Massachusetts and along with City Leadership and community and new business friends had quite the turnout. Blount Find Foods will be a great addition to McKinney.

Our most recent activity is the Simpson Strong-Tie expansion. The foundation is being prepared with plumbing and electrical in the ground. It won't be too long and concrete will be poured.

Performance Food Group is adding 36K sf for dry storage. This is not a MEDC project, just another good company growing in McKinney!

Also in this section, please go to the following link: <http://mckinneytexas.org/1046/Development-Reports> to find the McKinney at a Glance Development report for September. This is produced by the Planning Department and is quite comprehensive of what is happening in McKinney. Rather than try and explain it all, it is pretty self-explanatory, but certainly questions may come up.

### **Emerging Technology**

Our current rent reimbursement program only has two remaining companies; they are, Pest Routes and Munzee with Munzee finishing their program with us, as September will be their last reimbursement.

## **The WERX in McKinney**

The WERX continues their Mission: to Build, Grow and Support an Entrepreneurial Community here in McKinney. There are currently 36 companies operating with 65 people. If you haven't been by their website lately, please do so at [www.mckinneywerx.com](http://www.mckinneywerx.com)

Please see attached update:

Christine Smith, Executive Director of The WERX

*What Happened at WERX in September 2016?*

Also attached is the Financial Statement ending September 30, 2016 on The WERX.

The Team here continues to work hard in promoting our wonderful community!

Respectfully Submitted,

John Valencia

Director of Business Retention, Expansion & Emerging Technology  
**MCKINNEY ECONOMIC DEVELOPMENT CORP.**



BRINGING OUR  
*Love of Food*  
TO TEXAS



## What Happened at WERX in Sept. 2016?

During September Werx Board and staff began the WERX Strategy planning for 2017-2019, and has been focused on the Upcoming Fundraising event in Oct.

Hosted Events:

**Sept 2nd:** Strategic Brainstorming session with WERX Community Partners.

**Sept 10<sup>th</sup> & 24<sup>th</sup>:** Hosted a Mastermind Workshop Series for Leadership (2 of a 6 part series)

**Sept 15<sup>th</sup>:** Met with Christina Carlisle of NTEC to form Collaborative partnership

**Sept 16th:** Met with Ken Koo of Bridge Alliance to form collaborative partnership.

**Sept 22<sup>nd</sup>:** Participated in NT Giving Day.

**Sept 23rd:** Participated in MISD Business Symposium, along with several of the WERX Startup Founders, to provide mentoring guidance through mock interviews for McKinney MIS students.

WERX finalized additional requests from the Federal F6 Grant division application. Awardees of grants should be notified by end of Oct.

Continued Planning and finalized advertising for the 2<sup>nd</sup> Annual Hot Tech Chili Cook-Off Fundraising Event on Oct 15<sup>th</sup> 2016. We are looking forward to a great event this year!

Continued to reach out to various individuals to Identify/Enlist a Keynote Speaker for the Innovate McKinney Speaker Event. Still pending...

Werx Board Members interviewed and

### Oct. Events include:

**Oct 15<sup>th</sup>** - Fundraiser: 2<sup>nd</sup> Annual Hot Tech Chili Cook-Off Event with TUPPS brewery and Love Life Foundation.

# The WERX Foundation, Inc.

## BALANCE SHEET

As of September 30, 2016

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
3224139 First United Bank Operating acct	16,311.55
In Kind Clearing	0.00
PayPal Bank	-75.00
Petty Cash Acct	181.56
<b>Total Bank Accounts</b>	<b>\$16,418.11</b>
Other current assets	
Credit Card Receivables	150.00
Undeposited Funds	75.00
<b>Total Other current assets</b>	<b>\$225.00</b>
<b>Total Current Assets</b>	<b>\$16,643.11</b>
<b>TOTAL ASSETS</b>	<b>\$16,643.11</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
<b>Total Liabilities</b>	
Equity	
30000 Opening Balance Equity	25.92
32000 Unrestricted Net Assets	10,022.52
Net Income	6,594.67
<b>Total Equity</b>	<b>\$16,643.11</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$16,643.11</b>

# The WERX Foundation, Inc.

## PROFIT AND LOSS

January - September, 2016

	TOTAL
<b>INCOME</b>	
43300 Direct Public Grants	
43330 Foundation and Trust Grants	2,000.00
<b>Total 43300 Direct Public Grants</b>	<b>2,000.00</b>
43400 Direct Public Support	
43410 Corporate Contributions	7.16
43440 Gifts in Kind - Goods	4,807.98
43450 Individ, Business Contributions	4,280.00
<b>Total 43400 Direct Public Support</b>	<b>9,095.14</b>
44500 Government Grants	
44510 Agency (Government) Grants	94,000.00
44530 Local Government Grants	3,300.00
<b>Total 44500 Government Grants</b>	<b>97,300.00</b>
44800 Indirect Public Support	
44810 Affiliated Org. Contributions	5.00
<b>Total 44800 Indirect Public Support</b>	<b>5.00</b>
46400 Other Types of Income	
46430 Miscellaneous Revenue	1,500.00
<b>Total 46400 Other Types of Income</b>	<b>1,500.00</b>
47500 Rentals	
47530 Rent Revenue - Nondebt Prop	48,644.52
<b>Total 47500 Rentals</b>	<b>48,644.52</b>
49000 Special Events Income	
49010 Special Events Contributions	7,900.00
49020 Special Events Sales (Nongift)	2,729.15
<b>Total 49000 Special Events Income</b>	<b>10,629.15</b>
Services	2.20
Unapplied Cash Payment Income	0.00
<b>Total Income</b>	<b>\$169,176.01</b>
<b>GROSS PROFIT</b>	<b>\$169,176.01</b>
<b>EXPENSES</b>	
60900 Business Expenses	
60920 Business Registration Fees	100.00
60930 Fines, Penalties, Judgments	100.00
<b>Total 60900 Business Expenses</b>	<b>200.00</b>
62200 Program and Event Expenses	120.00
62201 Fundraiser Expenses	8,394.73
62202 Program Expenses	665.87
<b>Total 62200 Program and Event Expenses</b>	<b>9,180.60</b>
62800 Facilities and Equipment	
62811 Equipment/Furnishing/Imprvements	1,529.45
62840 Equip Rental and Maintenance	242.07

	TOTAL
62850 Janitorial Services	2,325.00
62890 Rent, Parking, Utilities	
62891 Rent or Lease of Buildings	74,700.00
62892 Utilities	5,998.79
<b>Total 62890 Rent, Parking, Utilities</b>	<b>80,698.79</b>
<b>Total 62800 Facilities and Equipment</b>	<b>84,795.31</b>
65000 Operations	
65010 Books, Subscriptions, Reference	179.88
65020 Postage, Mailing Service	9.40
65030 Printing and Copying	711.01
65040 Supplies	3,537.12
65050 Telephone, Telecommunications	3,930.70
65051 Web Hosting and Online Software	882.32
<b>Total 65000 Operations</b>	<b>9,250.43</b>
65100 Other Types of Expenses	
65101 Bank/Credit Card Fees	71.07
65110 Advertising Expenses	5,067.23
65120 Insurance - Liability, D and O	549.72
65130 Interest Expense - General	59.90
65150 Memberships and Dues	275.00
65170 Staff Development	57.00
<b>Total 65100 Other Types of Expenses</b>	<b>6,079.92</b>
66000 Payroll Expenses	
66001 Benefits/Withholding	8,970.11
66002 Payroll	41,973.06
<b>Total 66000 Payroll Expenses</b>	<b>50,943.17</b>
68300 Travel and Meetings	29.31
PayPal Fees	2.48
QuickBooks Payments Fees	2,100.12
<b>Total Expenses</b>	<b>\$162,581.34</b>
NET OPERATING INCOME	<b>\$6,594.67</b>
NET INCOME	<b>\$6,594.67</b>

The WERX Foundation, Inc.  
Budget vs. Actuals: FY\_2016\_BEARBudgetP&L - FY16 P&L  
January - September, 2016

	Jan 2016		Feb 2016		Mar 2016		Apr 2016		May 2016		Jun 2016		Jul 2016		Aug 2016		Sep 2016		Total		% of Budget
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	
Income																					
43300 Direct Public Grants																			0.00	0.00	
43330 Foundation and Trust Grants		0.00		0.00	2,000.00	0.00		0.00		0.00		0.00		0.00		0.00		0.00	2,000.00	0.00	
Total 43300 Direct Public Grants	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,000.00	\$ 0.00	
43400 Direct Public Support																			0.00	0.00	
43410 Corporate Contributions		0.00	7.16	0.00		3,000.00		0.00		0.00		0.00		2,500.00		0.00		0.00	7.16	5,500.00	0.13%
43440 Gifts in Kind - Goods		0.00		750.00	156.00	2,500.00	4,651.98	0.00		0.00		0.00		0.00		0.00		0.00	4,807.98	3,250.00	147.94%
43450 Individ, Business Contributions		0.00	240.00	0.00		0.00		0.00	270.00	0.00	3,500.00	0.00	270.00	0.00		0.00		0.00	4,280.00	0.00	
Total 43400 Direct Public Support	\$ 0.00	\$ 0.00	\$ 247.16	\$ 750.00	\$ 156.00	\$ 5,500.00	\$ 4,651.98	\$ 0.00	\$ 270.00	\$ 0.00	\$ 3,500.00	\$ 0.00	\$ 270.00	\$ 2,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 9,095.14	\$ 8,750.00	103.94%
44500 Government Grants																			0.00	0.00	
44510 Agency (Government) Grants	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	10,000.00	10,000.00	9,000.00	9,000.00	9,000.00	9,000.00	94,000.00	94,000.00	100.00%
44530 Local Government Grants		0.00		0.00		0.00		0.00	2,800.00	0.00	500.00	0.00		0.00		0.00		0.00	3,300.00	0.00	
44540 State Grants		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	0.00	0.00	
Total 44500 Government Grants	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 13,800.00	\$ 11,000.00	\$ 11,500.00	\$ 11,000.00	\$ 10,000.00	\$ 10,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 97,300.00	\$ 94,000.00	103.51%
44800 Indirect Public Support																			0.00	0.00	
44810 Affiliated Org. Contributions									5.00										5.00	0.00	
Total 44800 Indirect Public Support	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5.00	\$ 0.00	
46400 Other Types of Income																			0.00	0.00	
46430 Miscellaneous Revenue									200.00		300.00				700.00		300.00		1,500.00	0.00	
Total 46400 Other Types of Income	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 200.00	\$ 0.00	\$ 300.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 700.00	\$ 0.00	\$ 300.00	\$ 0.00	\$ 1,500.00	\$ 0.00	
47200 Program Income		0.00		0.00		150.00		1,750.00		3,275.00		3,350.00		250.00		175.00		100.00	0.00	9,050.00	0.00%
47500 Rentals																			0.00	0.00	
47530 Rent Revenue - Nondebt Prop	3,821.57	4,675.00	5,587.52	4,300.00	4,070.00	4,450.00	5,940.00	5,000.00	5,935.00	5,150.00	6,270.00	5,300.00	6,260.43	5,500.00	5,305.00	5,650.00	5,455.00	5,850.00	48,644.52	45,875.00	106.04%
Total 47500 Rentals	\$ 3,821.57	\$ 4,675.00	\$ 5,587.52	\$ 4,300.00	\$ 4,070.00	\$ 4,450.00	\$ 5,940.00	\$ 5,000.00	\$ 5,935.00	\$ 5,150.00	\$ 6,270.00	\$ 5,300.00	\$ 6,260.43	\$ 5,500.00	\$ 5,305.00	\$ 5,650.00	\$ 5,455.00	\$ 5,850.00	\$ 48,644.52	\$ 45,875.00	106.04%
49000 Special Events Income																			0.00	0.00	
49010 Special Events Contributions		375.00		1,800.00	4,250.00	1,750.00		2,000.00		2,000.00	1,000.00	0.00	2,500.00	3,000.00		2,000.00	150.00	1,500.00	7,900.00	14,425.00	54.77%
49020 Special Events Sales (Nongift)	12.91	0.00		1,250.00	1,168.00	1,000.00	891.11	0.00	27.17	500.00	334.48	750.00	295.48	0.00		2,500.00		5,000.00	2,729.15	11,000.00	24.81%
Total 49000 Special Events Income	\$ 12.91	\$ 375.00	\$ 0.00	\$ 3,050.00	\$ 5,418.00	\$ 2,750.00	\$ 891.11	\$ 2,000.00	\$ 27.17	\$ 2,500.00	\$ 1,334.48	\$ 750.00	\$ 2,795.48	\$ 3,000.00	\$ 0.00	\$ 4,500.00	\$ 150.00	\$ 6,500.00	\$ 10,629.15	\$ 25,425.00	41.81%
Services					1.20				1.00										2.20	0.00	
Unapplied Cash Payment Income	150.00		-150.00								0.00								0.00	0.00	
Total Income	\$ 14,984.48	\$ 16,050.00	\$ 16,684.68	\$ 19,100.00	\$ 22,645.20	\$ 23,850.00	\$ 22,483.09	\$ 19,750.00	\$ 20,238.17	\$ 21,925.00	\$ 22,904.48	\$ 20,400.00	\$ 19,325.91	\$ 21,250.00	\$ 15,005.00	\$ 19,325.00	\$ 14,905.00	\$ 21,450.00	\$ 169,176.01	\$ 183,100.00	92.40%
Gross Profit	\$ 14,984.48	\$ 16,050.00	\$ 16,684.68	\$ 19,100.00	\$ 22,645.20	\$ 23,850.00	\$ 22,483.09	\$ 19,750.00	\$ 20,238.17	\$ 21,925.00	\$ 22,904.48	\$ 20,400.00	\$ 19,325.91	\$ 21,250.00	\$ 15,005.00	\$ 19,325.00	\$ 14,905.00	\$ 21,450.00	\$ 169,176.01	\$ 183,100.00	92.40%

Expenses																																																																
60900 Business Expenses																								0.00	0.00																																							
60920 Business Registration Fees																								100.00	0.00																																							
60930 Fines, Penalties, Judgments																								100.00	0.00																																							
Total 60900 Business Expenses																							\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	200.00	\$	0.00																
62100 Contract Services																																																																
62110 Accounting Fees																								100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		0.00	900.00	0.00%														
Total 62100 Contract Services																							\$	0.00	\$	100.00	\$	0.00	\$	100.00	\$	0.00	\$	100.00	\$	0.00	\$	100.00	\$	0.00	\$	100.00	\$	0.00	\$	100.00	\$	0.00	\$	900.00	0.00%													
62200 Program and Event Expenses																																																																
62201 Fundraiser Expenses																								480.00		840.00		1,140.61		3,640.00		609.01		520.00		4,747.99		4,040.00		372.58		7,000.00		50.00		0.00		973.50		3,000.00		501.04		7,080.00		8,394.73		26,600.00		31.56%				
62202 Program Expenses																								-175.00		0.00		-100.00		0.00		644.40		560.00		103.37		560.00		58.64		1,560.00		91.25		960.00		14.93		3,200.00		200.00		28.28		160.00		665.87		7,200.00		9.25%		
Total 62200 Program and Event Expenses																							-\$	175.00	\$	480.00	-\$	100.00	\$	840.00	\$	1,785.01	\$	4,200.00	\$	832.38	\$	1,080.00	\$	4,806.63	\$	5,600.00	\$	463.83	\$	7,960.00	\$	64.93	\$	3,200.00	\$	973.50	\$	3,200.00	\$	529.32	\$	7,240.00	\$	9,180.60	\$	33,800.00		27.16%
62800 Facilities and Equipment																																																																
62811 Equipment/Furnishing/Imprvements																								128.97		0.00		355.00		0.00		382.00		0.00		453.17		0.00				3,200.00		75.00		1,000.00		250.00				0.00	135.31		500.00		1,529.45		4,950.00		30.90%			
62840 Equip Rental and Maintenance																																																																
62850 Janitorial Services																								375.00		375.00		300.00		300.00				300.00		375.00		375.00		300.00		300.00		-300.00		375.00		375.00		300.00		300.00		300.00		2,325.00		2,925.00		79.49%				
62890 Rent, Parking, Utilities																																																																
62891 Rent or Lease of Buildings																								9,000.00		9,000.00		9,000.00		9,000.00		8,100.00		8,100.00		8,100.00		8,100.00		8,100.00		8,100.00		16,200.00		8,100.00				8,100.00		8,100.00		8,100.00		74,700.00		74,700.00		100.00%				
62892 Utilities																								540.37		675.00		538.58		675.00		659.54		675.00		553.56		675.00		530.54		675.00		512.33		675.00		754.94		675.00		1,063.82		675.00		845.11		675.00		5,998.79		6,075.00		98.75%
Total 62890 Rent, Parking, Utilities																							\$	9,540.37	\$	9,675.00	\$	9,538.58	\$	9,675.00	\$	8,759.54	\$	8,775.00	\$	8,653.56	\$	8,775.00	\$	8,630.54	\$	8,775.00	\$	8,612.33	\$	8,775.00	\$	16,954.94	\$	8,775.00	\$	1,063.82	\$	8,775.00	\$	8,945.11	\$	8,775.00	\$	80,698.79	\$	80,775.00		99.91%
Total 62800 Facilities and Equipment																							\$	10,044.34	\$	10,050.00	\$	10,193.58	\$	9,975.00	\$	9,141.54	\$	9,075.00	\$	9,481.73	\$	9,150.00	\$	8,930.54	\$	12,275.00	\$	9,287.33	\$	10,075.00	\$	16,654.94	\$	9,400.00	\$	1,680.89	\$	9,075.00	\$	9,380.42	\$	9,575.00	\$	84,795.31	\$	88,650.00		95.65%
65000 Operations																																																																
65010 Books, Subscriptions, Reference																										89.94																																						
65020 Postage, Mailing Service																																																																
65030 Printing and Copying																								113.87		100.00		100.00		90.32		100.00		400.00		29.22		100.00				250.00		277.12		200.00				100.00		200.48		400.00		711.01		1,750.00		40.63%				
65040 Supplies																								604.07		350.00		181.15		350.00		286.49		350.00		426.52		350.00		329.05		350.00		518.27		350.00		333.74		350.00		463.19		350.00		394.64		350.00		3,537.12		3,150.00		112.29%
65050 Telephone, Telecommunications																								418.96		420.00		419.11		420.00		419.11		420.00		576.04		420.00		419.44		420.00		419.44		420.00		419.54		420.00		419.53		420.00		419.53		420.00		3,930.70		3,780.00		103.99%
65051 Web Hosting and Online Software																								68.89		140.00		64.99		140.00		156.57		140.00		33.00		140.00		237.53		140.00		225.00		140.00		33.00		140.00		30.34		140.00		33.00		140.00		882.32		1,260.00		70.03%
Total 65000 Operations																							\$	1,205.79	\$	1,010.00	\$	755.19	\$	1,010.00	\$	952.49	\$	1,010.00	\$	1,035.56	\$	1,310.00	\$	1,015.24	\$	1,010.00	\$	1,162.71	\$	1,160.00	\$	1,072.80	\$	1,110.00	\$	1,003.00	\$	1,010.00	\$	1,047.65	\$	1,310.00	\$	9,250.43	\$	9,940.00		93.06%
65100 Other Types of Expenses																																																																
65101 Bank/Credit Card Fees																								1.80		250.00		0.26		250.00		31.81		250.00		6.90		250.00		5.40		250.00		8.10		250.00		3.00		250.00		5.70		250.00		8.10		250.00		71.07		2,250.00		3.16%
65110 Advertising Expenses																										0.00		0.00		441.00		100.00		1,494.00		100.00		887.00		100.00		25.02		100.00		75.00		100.00		23.21		100.00		2,122.00		100.00		5,067.23		700.00		723.89%		
65120 Insurance - Liability, D and O																								61.08		62.00		61.08		62.00		61.08		62.00		61.08		62.00		61.08		62.00		61.08		62.00		61.08		62.00		61.08		62.00		61.08		62.00		549.72		558.00		98.52%
65130 Interest Expense - General																								29.95				29.95																																				
65150 Memberships and Dues																																																																
65170 Staff Development																																																																
Total 65100 Other Types of Expenses																							\$	92.83	\$	312.00	\$	91.29	\$	312.00	\$	590.89	\$	412.00	\$	1,561.98	\$	412.00	\$	953.48	\$	412.00	\$	94.20	\$	412.00	\$	139.08	\$	412.00	\$	89.99	\$	412.00	\$	2,466.18	\$	412.00	\$	6,079.92	\$	3,508.00		173.32%
66000 Payroll Expenses																																																																
66001 Benefits/Withholding																								790.86		306.00		790.86		306.00		991.36		306.00		1,191.86		306.00		825.43		306.00		1,191.86		306.00		943.86		306.00		1,052.16		306.00		1,191.86		306.00		8,970.11		2,754.00		325.71%
66002 Payroll																								3,515.14		4,000.00		3,515.14		4,000.00		4,391.14		4,000.00		5,267.14		4,000.00		5,633.57		4,000.00		5,267.14		4,000.00		4,438.64		4,000.00		4,678.01		4,000.00		5,267.14		4,000.00		41,973.06		36,000.00		116.59%
Total 66000 Payroll Expenses																							\$	4,306.00	\$	4,306.00	\$	4,306.00	\$	4,306.00	\$	5,382.50	\$	4,306.00	\$	6,459.00	\$	4,306.00	\$	6,459.00	\$	4,306.00	\$	6,459.00	\$	4,306.00	\$	5,382.50	\$	4,306.00	\$	5,730.17	\$	4,306.00	\$	6,459.00	\$	4,306.00	\$	50,943.17	\$	38,754.00		131.45%
68300 Travel and Meetings																										0.00		29.31		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		29.31		0.00				
68310 Conference, Convention, Meeting																										0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00				
Total 68300 Travel and Meetings																							\$	0.00	\$	0.00	\$	29.31	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	0.00	\$	29.31	\$	0.00				
PayPal Fees																																																																
QuickBooks Payments Fees																										37.32				340.78				475.83				228.71				268.38				235.42				282.59				231.09				2,100.12		0.00				
Total Expenses																							\$	15,473.96	\$	16,258.00	\$	15,312.69	\$	16,543.00	\$	18,195.69	\$	19,103.00	\$	19,846.48	\$	16,358.00	\$	22,393.60	\$	23,703.00	\$	17,735.45	\$	24,013.00	\$	23,649.67	\$	18,528.00	\$	9,860.14	\$	18,103.00	\$	20,113.66	\$	22,943.00	\$	162,581.34	\$	175,552.00		92.61%
Net Operating Income																							-\$	489.48	-\$	208.00	\$	1,371.99	\$	2,557.00	\$	4,449.51	\$	4,747.00	\$	2,636.61	\$	3,392.00	-\$	2,155.43	-\$	1,778.00	\$	5,169.03	-\$	3,613.00	-\$	4,323.76	\$	2,722.00	\$	5,144.86	\$	1,222.00	-\$	5,208.66	-\$	1,493.00	\$	6,594.67	\$	7,548.00		87.37%
Net Income																							-\$	489.48	-\$	208.00	\$	1,371.99	\$	2,557.00	\$	4,449.51	\$	4,747.00	\$	2,636.61	\$	3,392.00	-\$	2,155.43	-\$	1,778.00	\$	5,169.03	-\$	3,613.00	-\$	4,323.76	\$	2,722.00	\$	5,144.86	\$	1,222.00	-\$	5,208.66	-\$	1,493.00	\$	6,594.67	\$	7,548.00		87.37%



**16-1042**

**TITLE:** Consider/Discuss 2016 MEDC Bond Refunding Update

**SUPPORTING MATERIALS:**

[MEDC Refunding](#)

## SOURCES AND USES OF FUNDS

McKinney Economic Development Corp  
2011 Series Taxable Refunding

## Sources:

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Bond Proceeds:	
Par Amount	7,105,000.00
	<hr/>
	7,105,000.00
	<hr/>

## Uses:

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Refunding Escrow Deposits:	
Cash Deposit	0.72
SLGS Purchases	<hr/>
	7,000,705.00
	7,000,705.72
	<hr/>
Delivery Date Expenses:	
Cost of Issuance	100,000.00
	<hr/>
Other Uses of Funds:	
Additional Proceeds	4,294.28
	<hr/>
	7,105,000.00
	<hr/>

## SUMMARY OF REFUNDING RESULTS

McKinney Economic Development Corp  
2011 Series Taxable Refunding

Dated Date	11/08/2016
Delivery Date	11/08/2016
Arbitrage yield	3.150624%
Escrow yield	0.236829%
Value of Negative Arbitrage	16,836.12
Bond Par Amount	7,105,000.00
True Interest Cost	3.150624%
Net Interest Cost	3.150000%
Average Coupon	3.150000%
Average Life	5.075
Par amount of refunded bonds	6,910,000.00
Average coupon of refunded bonds	5.214827%
Average life of refunded bonds	5.212
PV of prior debt to 11/08/2016 @ 3.150624%	7,637,131.66
Net PV Savings	536,425.94
Percentage savings of refunded bonds	7.763038%
Percentage savings of refunding bonds	7.549978%

## SUMMARY OF BONDS REFUNDED

McKinney Economic Development Corp  
2011 Series Taxable Refunding

Bond	Maturity Date	Interest Rate	Par Amount	Call Date	Call Price
Series 2011 Taxable, 2011_TAX:					
BOND	09/01/2017	4.000%	605,000.00	12/08/2016	100.000
	09/01/2018	4.150%	635,000.00	12/08/2016	100.000
	09/01/2019	4.400%	665,000.00	12/08/2016	100.000
	09/01/2020	4.600%	715,000.00	12/08/2016	100.000
	09/01/2021	5.000%	755,000.00	12/08/2016	100.000
	09/01/2022	5.150%	800,000.00	12/08/2016	100.000
	09/01/2023	5.350%	855,000.00	12/08/2016	100.000
	09/01/2024	5.500%	910,000.00	12/08/2016	100.000
	09/01/2025	5.600%	970,000.00	12/08/2016	100.000
			6,910,000.00		

## SAVINGS

McKinney Economic Development Corp  
2011 Series Taxable Refunding

Date	Prior Debt Service	Refunding Debt Service	Savings	Present Value to 11/08/2016 @ 3.1506240%
09/30/2017	946,765.00	887,154.44	59,610.56	59,658.48
09/30/2018	952,565.00	881,600.00	70,965.00	67,916.06
09/30/2019	956,212.50	890,180.00	66,032.50	61,273.07
09/30/2020	976,952.50	907,815.00	69,137.50	62,095.08
09/30/2021	984,062.50	914,190.00	69,872.50	60,753.51
09/30/2022	991,312.50	924,620.00	66,692.50	56,145.60
09/30/2023	1,005,112.50	933,947.50	71,165.00	57,933.22
09/30/2024	1,014,370.00	947,172.50	67,197.50	52,925.53
09/30/2025	1,024,320.00	954,137.50	70,182.50	53,431.12
	8,851,672.50	8,240,816.94	610,855.56	532,131.66

Savings Summary

Dated Date	11/08/2016
Delivery Date	11/08/2016
PV of savings from cash flow	532,131.66
Plus: Refunding funds on hand	4,294.28
Net PV Savings	536,425.94

BOND SUMMARY STATISTICS

McKinney Economic Development Corp  
2011 Series Taxable Refunding

Dated Date	11/08/2016
Delivery Date	11/08/2016
Last Maturity	09/01/2025
Arbitrage Yield	3.150624%
True Interest Cost (TIC)	3.150624%
Net Interest Cost (NIC)	3.150000%
All-In TIC	3.461968%
Average Coupon	3.150000%
Average Life (years)	5.075
Weighted Average Maturity (years)	5.075
Duration of Issue (years)	4.638
Par Amount	7,105,000.00
Bond Proceeds	7,105,000.00
Total Interest	1,135,816.94
Net Interest	1,135,816.94
Total Debt Service	8,240,816.94
Maximum Annual Debt Service	954,137.50
Average Annual Debt Service	934,980.81
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	
Total Underwriter's Discount	
Bid Price	100.000000

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
Bond Component	7,105,000.00	100.000	3.150%	5.075	3,268.30
	7,105,000.00			5.075	3,268.30

	TIC	All-In TIC	Arbitrage Yield
Par Value	7,105,000.00	7,105,000.00	7,105,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense		-100,000.00	
- Other Amounts			
Target Value	7,105,000.00	7,005,000.00	7,105,000.00
Target Date	11/08/2016	11/08/2016	11/08/2016
Yield	3.150624%	3.461968%	3.150624%

## BOND PRICING

McKinney Economic Development Corp  
2011 Series Taxable Refunding

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Bond Component:					
	09/01/2017	705,000	3.150%	3.150%	100.000
	09/01/2018	680,000	3.150%	3.150%	100.000
	09/01/2019	710,000	3.150%	3.150%	100.000
	09/01/2020	750,000	3.150%	3.150%	100.000
	09/01/2021	780,000	3.150%	3.150%	100.000
	09/01/2022	815,000	3.150%	3.150%	100.000
	09/01/2023	850,000	3.150%	3.150%	100.000
	09/01/2024	890,000	3.150%	3.150%	100.000
	09/01/2025	925,000	3.150%	3.150%	100.000
		7,105,000			

Dated Date	11/08/2016	
Delivery Date	11/08/2016	
First Coupon	03/01/2017	
Par Amount	7,105,000.00	
Original Issue Discount		
Production	7,105,000.00	100.000000%
Underwriter's Discount		
Purchase Price	7,105,000.00	100.000000%
Accrued Interest		
Net Proceeds	7,105,000.00	

## BOND DEBT SERVICE

McKinney Economic Development Corp  
2011 Series Taxable Refunding

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
03/01/2017			70,250.69	70,250.69	
09/01/2017	705,000	3.150%	111,903.75	816,903.75	
09/30/2017					887,154.44
03/01/2018			100,800.00	100,800.00	
09/01/2018	680,000	3.150%	100,800.00	780,800.00	
09/30/2018					881,600.00
03/01/2019			90,090.00	90,090.00	
09/01/2019	710,000	3.150%	90,090.00	800,090.00	
09/30/2019					890,180.00
03/01/2020			78,907.50	78,907.50	
09/01/2020	750,000	3.150%	78,907.50	828,907.50	
09/30/2020					907,815.00
03/01/2021			67,095.00	67,095.00	
09/01/2021	780,000	3.150%	67,095.00	847,095.00	
09/30/2021					914,190.00
03/01/2022			54,810.00	54,810.00	
09/01/2022	815,000	3.150%	54,810.00	869,810.00	
09/30/2022					924,620.00
03/01/2023			41,973.75	41,973.75	
09/01/2023	850,000	3.150%	41,973.75	891,973.75	
09/30/2023					933,947.50
03/01/2024			28,586.25	28,586.25	
09/01/2024	890,000	3.150%	28,586.25	918,586.25	
09/30/2024					947,172.50
03/01/2025			14,568.75	14,568.75	
09/01/2025	925,000	3.150%	14,568.75	939,568.75	
09/30/2025					954,137.50
	7,105,000		1,135,816.94	8,240,816.94	8,240,816.94



**16-1043**

**TITLE:** Consider/Discuss/Act on September Financials

**SUPPORTING MATERIALS:**

[September Transmittal Letter](#)

[September Checks](#)

# September Monthly Financial Report

October 18, 2016

Each month, city staff provides a financial report to the McKinney Economic Development Corporation's board to apprise them of the financial status of the corporation. In an effort to continue providing meaningful financial updates, this transmittal letter includes links to the interactive online financial tool for the month of September. The following is a brief analysis of each section of the corporation's financials.

## September Analysis

### ***MEDC Revenue-***

Revenue of the McKinney Economic Development Corporation is above budget YTD by 7.13%. Sales tax figures came in 6.68% above last year's collection through September. Below is a link to the current year-to-date revenue of the MEDC:

[MEDC Revenues – YTD through September](#)

### ***MEDC Expenditures-***

Expenditures of the McKinney Economic Development Corporation are significantly under budget due to savings in rebate expenditures paid out for incentives. However, during the month of September MEDC paid \$9,000 in a grant to The Werx, and \$55,600 to Cookies-N-Milk, Inc. for various incentives. Below is a link to the current year-to-date expenses of the MEDC:

[MEDC Expenditures – YTD through September](#)

### ***Sales Tax Analysis-***

Below are three links that show some unique analysis for the sales tax of the McKinney Economic Development Corporation and the City of McKinney at large. The first two links relate directly to the sales tax performance, and the third is a picture of the city's collection by industry:

[FY2016 Monthly Sales Tax Comparison](#)

[MEDC – Historic Monthly Sales Tax Comparison](#)

[City of McKinney – Sales Tax by Industry](#)

### ***Project Details-***

Project details for the McKinney Economic Development Corporation are provided as an attachment.

***Checks Issued-***

Below is a link to the checks that were issued by the McKinney Economic Development Corporation during the month of September:

[MEDC September Checks Issued](#)

***Conclusion-***

The information included in the interactive monthly financial report is intended to provide a status update on the operations of the McKinney Economic Development Corporation. Please note, items presented may change slightly during the FY2016 audit activities. Staff is available to answer any additional questions you may have.

Sincerely,

Mark Holloway

Acting Chief Financial Officer

City of McKinney

# McKINNEY ECONOMIC DEVELOPMENT CORPORATION

## Checks Issued: September 2016

DATE	NUMBER	DESCRIPTION	AMOUNT	FPO #	PO #
9/6/2016	853	Sheraton McKinney (Bisnow Raw Space Sponsorship)	\$7,440.00		161759
9/6/2016	854	DS Arts (Set-up/Strike NTCAR Booth)	\$1,365.00		161733
9/8/2016	855	Chad Walker Mileage Reimbursement	\$173.62	F31431	
9/13/2016	856	Colorworks Printing (Taiwan trip)	\$210.00		161801
9/13/2016	857	Brown & Hofmeister (General)	\$541.00	F31461	
9/13/2016	858	Brown & Hofmeister (Hisun)	\$192.00	F31470	
9/13/2016	859	Brown & Hofmeister (Board Meetings)	\$736.00	F31466	
9/13/2016	860	Brown & Hofmeister (Encore Wire)	\$368.00	F31462	
9/13/2016	861	Brown & Hofmeister (Simpson Strong Tie)	\$1,296.00	F31467	
9/13/2016	862	Brown & Hofmeister (Raytheon)	\$448.00	F31468	
9/13/2016	863	Brown & Hofmeister (Popular Ink)	\$540.00	F31469	
9/13/2016	864	Brown & Hofmeister (Barclay's)	\$80.00	F31471	
9/13/2016	865	Brown & Hofmeister (TPUSA)	\$726.00	F31472	
9/13/2016	866	Brown & Hofmeister (Paccar, Inc)	\$1,424.00	F31473	
9/13/2016	867	Brown & Hofmeister (Cotiviti)	\$304.00	F31474	
9/14/2016	868	Pitney Bowes (Postage machine lease)	\$243.00		160822
9/16/2016	869	Chinese Yellow Page (Ad-Full Page)	\$400.00	F31499	
9/16/2016	870	Minuteman Press (Brochures-Taiwan Trip)	\$1,371.93		161800
9/16/2016	871	Standard Coffee Service	\$39.34		160268
9/16/2016	872	Abby Liu Mileage Reimbursement (August)	\$134.92	F31497	
9/23/2016	873	Kimley Horn & Associates (Land Survey)	\$5,035.00		161839
9/23/2016	874	Munzee, Inc. (Proj# E14015)(Rent Reimbursement)	\$4,166.67		160912
9/23/2016	875	Cookies-n-Milk, Inc. (Proj#E16002)( Loan Agreement)	\$55,600.00	F31528	
9/23/2016	876	Dallas Regional Chamber (NY Marketing Team Trip)	\$485.80	F31529	
9/29/2016	877	FedEx (Taiwan Roadshow brochures shipment)	\$233.69	F31576	
9/30/2016	878	PestRoutes, LLC (Proj#E15006) Rent Reimbursement (May 2016)	\$1,400.00		160616
9/30/2016	879	4-D Property Maintenance (MEDC-owned land maintenance)	\$2,186.00		160926

**16-1044**



**TITLE:** Consider/Discuss/Act on TadZo Proposal

**SUPPORTING MATERIALS:**

[TadZo Proposal](#)



## Proposal for Professional Services: 5-Year Strategic Implementation Plan



# Tadzo

The Intersection of Site Selection & Economic Development

**Allison Larsen, Principal**

**TadZo**

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Prepared for:

**McKinney Economic Development Corporation**

**October 8, 2016**



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## I. COVER LETTER

October 8, 2016

Mr. Darrell Auterson, President  
McKinney Economic Development Corporation  
5900 S. Lake Forest Drive, Suite 110  
McKinney, TX 75070

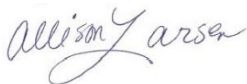
Dear Darrell,

Thank you for your interest in TadZo assisting the McKinney Economic Development Corporation with your strategic planning efforts. It was a pleasure to work with you and McKinney EDC's Board of Directors during the May strategic planning workshop. I look forward to helping you further shape specific action plans to grow McKinney's economy.

In this proposal I present the specific scope of services to review and refresh target industries; build corresponding business cases to prove McKinney's compelling advantages; and ultimately create a 5-Year Strategic Implementation Plan for McKinney EDC. The approach to this project is actionable coaching versus a study orientation. As a result, your team will have their fingerprints all over the plan as it will be developed through a series of work sessions. My goal is to help you and the McKinney EDC build capacity and ownership of the plan through an engaging process.

Please review and contact me with any questions.

Respectfully submitted,



Allison Larsen, Principal  
TadZo

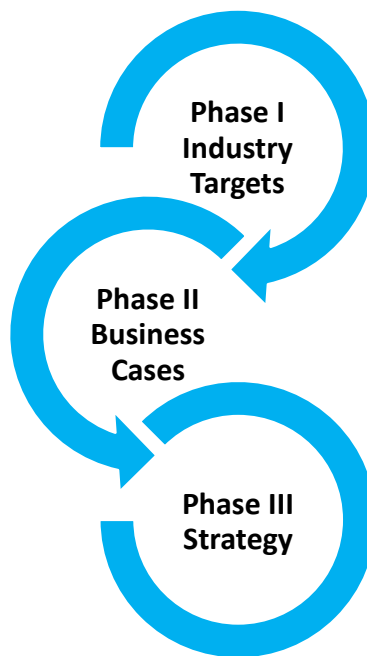
## II. PROPOSED SCOPE OF WORK

Over the last five years, McKinney EDC has experienced turnover of the President position. In 2011, a Strategic Plan and Target Industry Analysis was prepared by TIP Strategies only to sit on the shelf without implementation because of disruptive staff turnover. Meanwhile, The MEDC Board has held planning sessions to set annual priorities for MEDC efforts.

Now with a new President on board who is a Certified Economic Developer with extensive experience, MEDC would like to develop an actionable, specific program of work that defines a 5-Year Implementation Plan. You are seeking a consultant to help MEDC leverage past studies and plans for plan development in the context of McKinney's current situation.

As such, the approach to this planning project will be oriented to coaching such that staff and the MEDC build ownership of the plan through engagement. Instead of outright telling MEDC what to do, TadZo will ask key questions that help you craft a relevant plan of action that assures commitment for implementation towards well-defined metrics.

The proposed scope of work includes three related components, illustrated in the graphic below:



## Phase I - Industry Targets

It is understood that MEDC does not want a Target Industry Study. Instead you are interested in a review of the targets identified in the 2011 study and strategic plan.

TadZo will conduct a cursory review of industry performance for identified targets in Collin County (data not available at city level) benchmarked to Dallas-Ft Worth-Arlington MSA, Texas and the nation.

Data will include:

- ▲ Employment
- ▲ Employment trends
- ▲ Average Earnings
- ▲ Payrolled Business Locations
- ▲ Locational Quotient
- ▲ Shift Share Breakdown
- ▲ Key occupations
- ▲ Gender, age, ethnicity breakdown of industry workforce
- ▲ Purchases within and outside area for industry

We will also take a current look at which clusters are performing well in Collin County and/or Dallas-Ft Worth-Arlington MSA based on the ranked importance of the following screens are to your targeting:

- ▲ Earnings per worker
- ▲ Overall job growth
- ▲ Regional job growth in comparison to national average job growth
- ▲ Employment concentration higher than national average job concentration
- ▲ Industry's contribution to gross regional product

Although this information is not a formal target industry analysis of data, it will provide information on industries that will help staff to prioritize targets which will be further vetted during the Business Case phase.

## Phase II - Business Cases

In today's world of "information overload" is very important to not only target industry sectors but also clearly demonstrate why your community is the location of choice for the industry sector. Competitive economic development organizations "connect the dots" (i.e. competitive advantages) to link a strong case for their community relative to specific industry needs.

This step will involve TadZo coaching MEDC staff in the assembly of business case data and information for each of your target industries.

- ▲ **Research and documentation** of McKinney's specific assets and competitive strengths as it relates to target industry needs.
- ▲ **Case studies** on feature companies.
- ▲ **Differentiation:** A good Business Case resembles a preemptive client proposal – understanding the needs of the target and positioning assets to meet those needs. As such, there could be a lot of potential information available. This step refines the data to hone in on differentiator proof points. The outcome of this step identifies assets that set McKinney apart from the competition for each target industry.
- ▲ **Value Proposition:** With the refined differentiators determined, it is important to frame the proof points as benefits, not just facts, to the target industries. This step defines the compelling benefits of why McKinney is THE LOCATION OF CHOICE for each respective target industry. The value proposition is the culmination of research, with proof points to support the beneficial claims.
- ▲ **Example** business cases and sample case studies will be provided to aid understanding.

By organizing information to prove McKinney's competitiveness to meet the needs of a particular industry, this work will also draw attention to any gaps McKinney may have to compete effectively for a target. This information will be helpful in analyzing if the target is truly viable for McKinney; or what MEDC may want to focus on for strategic initiatives to improve McKinney's competitiveness.

For the final list of updated target industries, TadZo will provide intelligence on source locations for targeting business recruitment efforts.

## Phase III - Strategy

The final phase of this project is the development of a 5-Year Strategic Implementation Plan for the McKinney EDC.

### Step 1 – Background

---

To come up to speed fully on MEDC's past and current efforts, a review will be completed of:

- ▲ All available MEDC reports and past strategies or annual work plans;
- ▲ City of McKinney Comprehensive Plan;
- ▲ Tracked metrics of economic development accomplishments;
- ▲ MEDC Budget;
- ▲ And any other pertinent information.

### Step 2 – Asset Evaluation

---

TadZo will provide staff with key evaluation criteria and coach through assessment of factors important to target industries. Through onsite evaluation and work sessions, staff will frame specific analysis to inform the MEDC Board on the competitive or weakness of the following factors:

- ▲ **Market Access** – Location and quality of diverse transportation resources (truck, rail, seaport access, air, intermodal).
- ▲ **Sites and Buildings** - available for development.
- ▲ **Utilities** – capacity and costs for water, sewer, electricity, natural gas, telecommunications; reputation of service provider; quality of service; utility incentives.
- ▲ **Permitting and Regulatory** – speed, clarity and consistency.
- ▲ **Human Capital** – availability of specific skills; wages and fringe benefits; ability to recruit talent to community; major labor force competitors; management/labor relations; general work ethic; available training programs that support skill development for potential target industries.
- ▲ **Business Climate** – beyond incentives, the environment of working with jurisdictions and overall community tone for welcoming new businesses.
- ▲ **Innovation and R&D Resources** – available locally and at nearby institutions that would support specific industry growth.
- ▲ **Sustainability** - services and resources to support green business initiatives.
- ▲ **Incentives** - experience with accessing federal, state and local incentives for businesses.

Although these factors were discussed in the May MEDC Board Strategy Session, this will be a more informed evaluation.

### Step 3 – MEDC Program Review

A work session with MEDC staff will be facilitated to review program effectiveness and where there may be interest or need to creatively destruct programs and initiatives to make way for new approaches.

We will use the Ecocycle Planning chart (shown at right) for this assessment exercise.

This program review also helps to gauge potential for realistic implementation, including a clear understanding of resources – existing and potential.



### Step 4 – Strategy Priorities Work Sessions

The results of the Industry Target review, Business Case assembly, Asset Evaluation and MEDC Program Review will be synthesized in a work session with staff, MEDC Board members and other key stakeholders you would like to involve. The outcome of this work session defines priorities for McKinney EDC's 5-Year Strategic Implementation Plan.

### Step 5 – Strategic Initiative Work Sessions

For each priority strategic initiative, TadZo will coach staff through hands-on development of an actionable implementation plan.

For instance, key elements addressed for a marketing initiative would include:

- ▲ **Tools:** website, marketing collateral, media, etc.
- ▲ **Marketing Communications:** where to apply messages and tools for effective communications that raise awareness of McKinney.
- ▲ **Outreach & Lead Generation:** marketing missions, tradeshow and events aligned to target audiences.
- ▲ **Marketing Plan Schedule**
- ▲ **Performance Metrics**

### Step 6 - Written Action Plan

All of the planning completed in previous steps will be assembled into MEDC's 5-Year Strategic Implementation Plan.

Each Strategic Initiative in the plan will be developed using the following questions as guides:

- ▲ Why is the initiative important to the strategy (context)?
- ▲ What will the initiative accomplish (objective)?
- ▲ What specific tactics must occur for the initiative to be successful?
- ▲ What are the resources necessary for effective implementation?
- ▲ What metrics will be defined for each strategic initiative to measure outcomes as well as monitor progress through implementation?

A draft version of the plan will be presented to MEDC staff for review. Together we will discuss feedback of the draft plan as a means to further enhance the content and ownership of the plan before a formal presentation to the MEDC Board.

## Project Deliverables

Following is a summary of project deliverables:

### ■ Industry Data

### ■ Business Cases

- ✓ The outcome of Phase II is information organized for marketing and recruitment implementation. Application of this information will be further defined in the Strategic Implementation Plan.

















### ■ MEDC 5-Year Strategic Implementation Plan

- ✓ Strategic initiatives, including importance, objectives, performance metrics and key tactics.
- ✓ Budget.
- ✓ Implementation Timeline.
- ✓ Executive Summary.

### III. PROJECT LOGISTICS

#### Proposed Timeline

The following table presents an estimated timeline for this project. During the Project Kick-off Call we can further detail the project timeline. We will accelerate the project as possible.

Scope of Work	Month				
	Nov	Dec	Jan	Feb	Mar
Project Kick-off Call					
Phase I – Industry Targets					
Phase II – Business Cases		Trip 1 			
Phase III - Strategy			Trip 2 Trip 3 	Trip 4 	
Project Update Calls					
 Consultants off-site work  Conference calls  Deliverable					

#### Price Proposal

Following is the price proposal for the proposed scope of services described in this proposal.

McKinney EDC Price Proposal	
Scope of Work	Budget
Phase I – Industry Targets	\$6,500
Phase II – Business Cases	8,500
Phase III - Strategy	25,000
<b>Total</b>	<b>\$40,000</b>

The price proposal encompasses all expenses, including travel expenses for four trips as noted on the proposed project timeline:

- **Trip 1** – Business Case Work Session.
- **Trip 2** – Asset Evaluation Coaching, MEDC Program Review Work Session. Coaching on Business Cases.
- **Trip 3** – Priority Strategic Initiatives Work Session. Finalize Business Cases.
- **Trip 4** – Strategic Initiative Work Sessions.

### Project Management

TadZo's approach to project management is to communicate throughout the project. This involvement ensures that project outcomes are aligned to the needs and wants of your team and will involve:

- ▲ **Project Kick-off Call** to review scope of work, plan specific dates for on-site visits and subsequent calls.
- ▲ **Project Update Calls** - Regularly-scheduled conference calls to report progress, request additional information, ask questions, etc.
- ▲ **Share draft deliverables** for input and feedback.

A private workspace on the internet (a.k.a. *TadZo Teamwork* <https://tadzo.teamworkpm.net/>) will be made available for MEDC staff (and any others you would like) to share documents and project progress.

#### IV. EXPERIENCE AND QUALIFICATIONS

TadZo is an economic development and site selection consulting firm, led by Allison Larsen with over 14 years of consulting experience, 19 years of economic development experience and more than 10 years in international business sales and management. With experience working in over 74 communities across 23 states/provinces, TadZo tracks best practices – *what works and what doesn't* – to draw upon for potential solutions in each unique situation facing a community.

TadZo's goal is to help communities stand out as the location of choice for their target audiences. Success is accomplished using proven techniques for uncovering unique community offerings and arming economic developers to align those assets with business needs through industry research and effective questioning.

Primary economic development services include:

- ▲ **Competitiveness Assessments** – What assets set your community apart from the competition? Where is your community falling behind the competition and stalling economic growth? What can you do to enhance your competitive position? Find out how your community stacks up to your competitors and economic development best practices. TadZo provides detailed feedback with specific recommendations to improve your community's value proposition.
- ▲ **Action-oriented Strategic Planning** – A plan is only good if it is implemented. Are you looking for new ways to make a positive impact with best practice solutions? You can count on TadZo to work in partnership with you for a strategy that delivers results of priority to community stakeholders, within your means, yet a stretch to achieve more than you can imagine today.
- ▲ **Workforce Development Strategies** – Talent is the leading driver for business competitiveness today. Is your community investing in training and skill development to meet industry's rapidly changing needs? Are you doing everything possible to attract and retain talent to your community? TadZo provides innovative approaches to enhance your labor pool.
- ▲ **Target Industry Research and Analysis** – Are your targets current? Have your assets changed and created a new value proposition? Are you curious about current industry trends in order to be more effective in your local business outreach and recruitment efforts? TadZo not only researches industry trends but also matches industries to your community's capabilities and emerging opportunities.
- ▲ **Business Marketing** – Are you looking for tried and true approaches to market your community – but with a fresh twist? Do you want to know what can bring more positive attention and serious looks at your community? TadZo focuses marketing strategies and resources on messaging and channels most relevant to your target audiences.

- ▲ **Facilitation** — Are you tired of “Death by PowerPoint” meetings? Are you seeking more effective ways to innovate and strategize as a team? Are you worried about how you will handle challenging community input meetings with many diverse and opposing views? Utilizing specialized skills and facilitation techniques such as graphic facilitation, TadZo fosters engagement and commitment while advancing conversations for big-picture thinking and creativity.

The TadZo Principal, Allison Larsen, has extensive experience working with corporations and partner site consultants in evaluating communities for business locations. This perspective adds value to TadZo’s economic development clients because realistic insights about community assets can be shared.

### **Allison Larsen, CECd - Principal**

With over 14 years of consulting experience, 19 years in economic development and more than 10 years in international business management and sales, Allison Larsen’s core competencies include competitiveness assessments, site selection screening, action-oriented strategic planning, target industry analysis, workforce development, marketing, graphic facilitation; and teaching through engagement.



Allison is keen that the client always sets the direction for where they want to go with a project. She believes her role is to ask insightful questions to explore what’s possible, what’s of greatest interest and, ultimately, what stakeholders find most important to commit resources for action. She employs well thought-out questions and astute listening to get to the core of issues and solutions. Her extensive experience with business leaders, community stakeholders and hard-working professionals contributes to her recognition of what is true excitement and commitment, enabling her to facilitate positive change for clients.

Her diverse background – from growing up in a small rural community (less than 4,000 population) in Northern California to a national award-winning salesperson at a Fortune 100 “Most Admired” Company (Merck & Co.) has influenced her perspective to learn from every situation. Allison’s entrepreneurship endeavors did not start with TadZo. She established an international distribution network for a venture capitalist, and even put herself through college by raising a herd of registered sheep.

Working in front-line business recruitment at the Madera Industrial Development Corporation and the EDC serving Fresno County (both in California), she sited companies yielding more than 9,000 jobs. Allison worked 11 years as Principal at Chabin Concepts, consulting local communities, regional and state economic development organizations. Allison helped to create CompetitiveReady, a community certification program.

She is a sought-after speaker and trainer for economic development best practices. She has spoken at conferences and special training events for the International Economic Development Council (IEDC), British Columbia EDA, Economic Developers of Alberta, California Academy for Economic Development, Mid-America EDC, Nebraska Public Power District,

Northwest Economic Development Course, Oregon EDA, Pacific Northwest EDC, Public Service of Oklahoma, South Carolina EDA, Texas Economic Development Council, Team Texas, Washington EDA and Wisconsin EDA.

Allison is a graduate of the University of California, Davis; the University of Oklahoma Economic Development Institute; and a Fellow of the California Agricultural Leadership Program. Allison earned the certified economic developer (CEcD) professional designation from IEDC and serves on the IEDC Board of Directors.

Allison's complete resume is presented in the appendix.

## Work References

A sampling of diverse TadZo projects are described on the following pages.

### Muskogee City-County Port Authority - Oklahoma



<b>Reference Name:</b>	Eric Miller, Director of Business & Economic Development Muskogee City-County Port Authority
<b>Phone Number:</b>	(918) 682-7887
<b>Email:</b>	eric@muskogeeport.com

#### "Economic Development 101"

- ▲ Facilitated session for economic development training with elected officials, board members, partners and community business leaders.
- ▲ This interactive learning and input session brought the community into the fold for teamwork in economic development. The interest of community stakeholders laid the foundation for additional funding to the Port for a Target Industry Analysis and strategic planning project.

#### Competitiveness Assessment & Target Industry Analysis

- ▲ Assessment of key site location factors as to current state of competitiveness producing a "Report Card" for Muskogee.
- ▲ Industry trends research and screening to identify potential target industries.
- ▲ Capabilities screening of industries based on current competitiveness,
- ▲ Niche and emerging industry sector identified to augment screen of industry targets.
- ▲ Industry intelligence research.

#### Economic Development Strategy and Marketing Plan

- ▲ Stakeholder interviews and Priorities Work Session.
- ▲ Key Message Work Sessions.
- ▲ Plan Development

- ▲ Implementation Guide and Work Session.
- ▲ Coaching for development of Marketing Plan and materials.

*"I was excited about the prospects of undertaking this endeavor and the benefits that I believed it would yield for our organization and the community, alike. The past 3 days have only served to heighten my excitement about the outcomes. Your [Alison's] intellect, intuition and broad base of experiences, as well as your well-honed ability to pose the tough question, in a non-threatening/off-putting manner, was wonderful to behold. There is no doubt that you [Allison] were the right choice for this undertaking in Muskogee. Thank you for the great effort that you have invested in this very important undertaking, in furtherance of the economic development growth and prosperity of Muskogee. I could not be more pleased."*

Eric Miller, Director of Business & Economic Development  
Muskogee City-County Port Authority

### Ada Jobs Foundation - Oklahoma



**Reference Name:** Michael Southard, President & CEO  
Ada Jobs Foundation

**Phone Number:** (580) 235-0070

**Email:** msouthard@adaworks.org

### Strategic Plan; Target Industry Analysis & Branding

- ▲ Identification of target industries that fit with Ada's assets:
  - » Competitiveness assessment and work session;
  - » Industry trends research and screening;
  - » Compatibility screening based on Ada's assets and liabilities;
  - » Niche and emerging opportunities; and
  - » Industry intelligence research.
- ▲ Development of a unified community brand for Ada Jobs Foundation, City and Chamber:
  - » Facilitated four large focus groups to identify core values and differentiators that could be distilled into succinct and compelling key messages to drive a community-wide brand. Allison had everyone on their feet and working actively in small groups. Several props were utilized to help participants generate creative, yet provable, messages about their community. Not only did the process give every participant a voice, but also built strong consensus for key messages and the new community brand.

- » Brand images and tag line developed and tweaked with steering committee input.
- » Brand guidelines for communitywide use.
- ▲ Economic Development Strategy:
  - » Stakeholder engagement and setting priorities.
  - » Capacity assessment of available resources for implementation.
  - » Plan draft, review, enhancement.
  - » Implementation Work Session and supporting materials.
  - » On-going implementation coaching.

*"TadZo was a tremendous help to Ada in our efforts to implement the economic development elements of our community visioning process. Allison facilitated several processes that explored different ideas which ultimately ended with agreed upon concepts. The overall marketing plan laid out a series of steps with details down to an estimated budget as to who would be responsible for what element. The community branding effort included nearly 200 people in the process and the community logo is used by the Chamber, EDO, and the City."*

Michael Southard, President & CEO  
Ada Jobs Foundation

### Martinsville-Henry County Economic Development Corporation - Virginia



**Reference Name:** Mark Henry, President & CEO  
Lisa Lyle, Director of Recruiting & Marketing  
Martinsville-Henry County EDC

**Phone Number:** (276) 403-5940

**Email:** mheath@yesmartinsville.com  
LLyle@yesmartinsville.com

### Best Practices Assessment & Recommendations

- ▲ Familiarization Tour, feedback on observations and recommendations.

### Target Industry Analysis & Business Case Research

- ▲ Competitiveness assessment.
- ▲ Industry trends research and screening.
- ▲ Compatibility screening based on Henry County's assets and liabilities.
- ▲ Niche and emerging opportunities.

- ▲ Industry intelligence research.
- ▲ Assembly of data and copywriting of businesses cases for each target industry.

### Website Advisory Services

- ▲ Site Map Outline.
- ▲ Content defined for each webpage.
- ▲ Copywriting of key landing pages.

*"In our early conversations and throughout the process, we were impressed with Allison's industry knowledge and her unique perspective in understanding the site selection process and community evaluation methods used by companies for expansion and/or relocation decisions.*

*With Allison's research and guidance, we were able to better define our target industries and improve our marketing methods. Allison has an exceptional gift in marketing. The Target Industry Analysis not only contained in-depth research and recommendations, but she also provided detailed plans, outlines, and examples to help us take the next steps in effectively marketing to our newly defined targets.*

*Allison also assisted us on the re-design of our website. Allison developed our new site map, recommended page content, and provided copywriting for some of our key landing pages. Her assistance and recommendations with our new website were so helpful in organizing and clarifying a task that can easily be overwhelming.*

*It's been a pleasure working with Allison and we would highly recommend her work to other economic development organizations."*

Lisa Lyle, Director of Recruiting & Marketing  
Martinsville-Henry County EDC



## APPENDIX

### A. Résumé for Allison Larsen, TadZo



## Allison Larsen, CEcD Principal TadZo

### PROFESSIONAL EXPERIENCE

#### TadZo

*Principal (2013 – present)*

TadZo is an economic development and site selection consulting firm. Primary services encompass competitiveness assessments, strategic planning, marketing, training and facilitation for economic development organizations; and site location analysis for corporations throughout USA and Canada. With experience working in over 75 communities across 23 states/provinces, TadZo tracks best practices – *what works and what doesn't* – to draw upon for potential solutions in each unique situation facing a community.

#### Projects:

- Katy Area EDC, TX – Economic Development Strategic Plan
- County of Mohave, AZ – Lake Havasu Call Center Brochure
- City of Yakima, WA – Economic Development Strategic Planning
- South Willamette EDC, OR – Organizational Identity
- McKinney Economic Development Corporation, TX – Strategic Planning Workshop Facilitation
- Town of Ajax, ON – Economic Development Strategy Review & Update
- Muskogee City-County Port Authority, OK – Economic Development Strategy & Marketing Plan
- Redmond Economic Development, Inc., OR – Board Retreat Facilitation
- Prineville/Crook County Economic Development Council, OR – Board Retreat Facilitation
- City of Coquitlam, BC – Technology Workshop Facilitation
- Northern Kentucky Tri-ED – Economic Development Training & Best Practices
- Enid Regional Development Alliance, OK – Board Retreat Facilitation
- Muskogee City-County Port Authority, OK – Competitiveness Assessment & Target Industry Analysis
- Redmond Economic Development, Inc., OR – Community Economic Development Report Card
- Oakland County, MI – Economic Development Partners Facilitation for Partner Action Plan
- Greater Spokane Inc., WA – Driving Competitive Change for the Spokane Region
- Muskogee City-County Port Authority, OK – “Economic Development 101” Facilitated Session for Community Leaders
- City of Eugene, OR – Competitiveness Work Session
- City of Springfield, OR – UGB Expansion Sites Assessment
- Oklahoma Governor’s Economic Development Marketing Team – Annual Retreat Facilitation
- Martinsville-Henry County EDC, VA – Website Advisory Services
- City of Ada, OK – Website Advisory Services
- Eugene-Springfield-Lane County, OR – “Big Look” Regional Economic Development Organization & Strategy
- Martinsville-Henry County EDC, VA – Target Industry Analysis & Business Case Research
- Tri-Cities, WA – TRIDEC New Economy Target Industry Study
- Maple Valley, WA – IEDC Economic Development Advisory Services (pro-bono)
- Northern Kentucky Tri-ED – Strategic Planning Facilitation

- Ada Jobs Foundation, OK – Target Industry Analysis, Branding and Economic Development Strategy
- Martinsville-Henry County EDC, VA – Best Practices Assessment & Recommendations
- Greater Pensacola Chamber of Commerce, FL – Implementation Retainer
- Ken-Tenn Regional Alliance, KY & TN - Strategic Plan

## **Chabin Concepts**

### ***Principal (2002 - 2013)***

- Ken-Tenn Regional Alliance, KY & TN - Industry Targeting, Business Cases
- City of Chula Vista, CA - Strategic Positioning, Cluster Analysis & Marketing Strategy
- Greater Pensacola Chamber of Commerce, FL - Regional Econ. Dev. Strategy & Marketing Plan
- Cedar Hill EDC, TX - CompetitiveReady Asset Scorecard
- Oklahoma City Partnership - Rural Community Assessments and Recommendations
- Public Service of Oklahoma - Economic Development Marketing Training
- Nebraska Public Power District - Rural Economic Development Training
- Wisconsin Economic Development Association - Competitive Proposals Training & Economic Development Sales Training
- Ajax, Ontario - CompetitiveReady Asset Scorecard
- Columbia County Economic Team, OR - Business Attraction Plan
- City of Merced, CA - Economic Development Work Session & Plan
- Porterville, CA - Strategic Plan Update
- West Sacramento, CA - Business Resource & Innovation Center Study
- McPherson IDC, KS - CompetitiveReady Asset Scorecard; Target Industry Study; Economic Development Strategic Plan
- Brownsville EDC, TX - Comparative Benchmarking
- City of Sugar Land, TX - Economic Development Strategy
- City of Shasta Lake, CA - GreenTech Industrial Park
- Bowling Green Area Chamber of Commerce, KY - Target Markets Analysis; updated South Central Kentucky Marketing Plan
- City of Beaverton, OR - Target Industry Analysis and Implementation Plan
- City of Scottsdale, AZ - Competitiveness Assessment/Target Industry Study
- City of Merced, CA - Business Case Development
- Frisco EDC, TX - Comprehensive Economic Development Strategy
- Colusa County, CA - Economic Development Roadmap
- Confederate Tribes of the Umatilla Indian Reservation, OR - Marketing Advisement & Work Session
- Rio South Texas - Competitive Assessment and Market Position
- Greater Yuma EDC, AZ - Marketing Plan and Business Cases
- Quad City IA & IL - Logistics Industry Study; Wind Website
- San Jose Redevelopment Agency, CA - Downtown Tenant Preferences Study; Organization and Marketing Plan
- Grenada County EDD, MS - Economic Development Strategic Plan; Website; Business Cases
- Northern Rural Training and Employment Network (NORTEC) - Designing Local Skills Strategies for STEM Occupations
- Mid-Michigan Region - Location Analysis & Positioning for Photovoltaic Industry
- City of Santa Rosa, CA - Economic Development Plan; Consultative Selling Work Session
- Bowling Green Area Chamber of Commerce, KY - South Central KY Regional Marketing Plan and Business Cases
- Northern Colorado EDC - Marketing Plan
- Mariposa County, CA - Economic Vitality Plan
- Greater Phoenix Economic Council, AZ - Business Case and Prospecting Program
- Grays Harbor Public Development Authority, WA - Strategic Marketing Program
- Victor Valley EDA, CA - Regional Marketing Program; Target Industry Study

- State of Washington Prospecting and Marketing Program
- City of Henderson, NV - Target Industry Study, Customized ACT Training
- Prospecting Services for Oklahoma Business Roundtable, Portland Development Commission (OR), Shasta County EDC (CA), City of Victorville (CA) and Victor Valley EDA (CA)
- Northwest Pennsylvania Regional Planning Commission - Regional Website Review & Training
- State of Washington - Prospecting and Marketing Program
- City of Castle Rock, WA - Strategic Marketing Plan
- City of Rio Vista, CA - Industrial Strategy
- City of Madera, CA - Enterprise Zone Renewal Application
- New Mexico Economic Development Partnership - Targeting and Positioning
- Spokane Area EDC, WA - Strategy & Organization Re-engineering
- San Diego EDC, CA - Organizational Enhancement
- Oregon Economic Development Association - Targeted Industry Prospecting Campaign
- Solano County EDC, CA - Perception Interviews and Client Handbook

### **Economic Development Corporation serving Fresno County**

#### ***Vice President, Client Services and Interim President/CEO (1999 - 2002)***

- Primary contact for site consultants and businesses, resulting in nearly 5,200 new and 800 retained jobs
- Architect of state-of-the-art tools for enhanced responsiveness to clients - Comparative Demographics, Site Selection Core Database (IEDC standards), Real Estate Database, Comparative Operating Cost Analysis, and Incentive Calculator; award winning at state and national levels
- Established “Red Teams” of signature-level authorities to meet with prospects, including a specialized “EDC Workforce Red Team”
- Secured grants from USDA, Workforce Investment Corporation, and California Technology Trade & Commerce Agency
- Managed 10 employees

### **Madera County Industrial Development Corporation**

#### ***Manager of Business Development and Marketing (1997 - 1999)***

- Business attraction, marketing, public relations – yielding 2,500+ new jobs

### **Other Sales & Marketing Experience**

- **Universal Marketing Services, Inc.** – General Manager; international marketing; set up distribution network in 20+ countries
- **Merck & Co., Inc.** – nationally recognized “League of Excellence” winner for sales performance
- **California State Fair** – supervised Counties and Agri-Fair exhibits

## **EDUCATION**

### **University of Oklahoma, Economic Development Institute**

Graduate

### **University of California, Davis**

B.S., Agricultural Education

### **California Agricultural Leadership Program**

Fellow, Class XXIV

## **FACILITATION TRAINING**

**Liberating Structures' Learn the Rules; Bend the Rules Design Studio – Austin, TX**

**Liberating Structures Workshop – Seattle, WA**

**The Principles of Graphic Facilitation Workshop, The Grove – San Francisco, CA**

**The Art of Facilitation, University of California – Davis, CA**

## **PROFESSIONAL AFFILIATIONS**

### **International Economic Development Council**

Active Member

- IEDC Certified Economic Developer (CEcD)
- IEDC Board Member 2016 – 2017
- Past Chair, Education and Certification Committee

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Mobile - 509.952.6104

# Tadzo

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The Intersection of Site Selection & Economic Development

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