



Comprehensive Economic Development Strategy

Proposal for the City of Seguin and the
Seguin Economic Development
Corporation

December 20, 2022

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Cover letter

Dear Josh,

On behalf of EY's economic development practice, we greatly appreciate the opportunity to assist the City of Seguin and the Seguin Economic Development Corporation (Seguin EDC) in developing a Comprehensive Economic Development Strategy (CEDS) for your community. We hope to help Seguin continue its positive economic momentum and find new opportunities to take your local economy to the next level.

Our team has decades of economic development experience working with local governments and EDCs across Texas and the nation. In Texas alone, we have assisted dozens of communities in all corners of the state, from Greater Houston to the DFW Metroplex, from West Texas to East Texas, and in the Greater Austin MSA. We also have extensive experience helping communities similar to Seguin, such as Pflugerville, TX, that are fast-growing communities with strong manufacturing centers that are poised to take advantage of regional growth. As you review our proposal, we hope you will keep in mind the following:

- **We bring a local perspective backed up by international subject matter resources:** Prior to joining EY in March 2020, our team was with Austin-based Avalanche Consulting, a firm with 15+ years of experience working with more than 150 communities across the country. We have both deep local roots as a former, Texan-based firm and access to EY's global network of specialists in fields like technology, real estate, workforce, and global industry trends.
- **Our team possesses an unparalleled combination of regional and national experience:** Members of the project team have extensive experience working on national and international projects but are especially experienced at working in the central Texas area. Our proposed project team includes current and previous Texan residents so we can provide a perspective that is based on international and national best practices but that is also personally familiar with your community and region.
- **EY is committed to the State of Texas:** EY has been serving the state of Texas for over 100 years. We have over 5,200 employees in our Austin, Fort Worth, Dallas, Houston, and San Antonio offices. EY's professionals serve on numerous non-profit boards across Texas and dedicate thousands of volunteer hours throughout the state.

We are thrilled about this opportunity to support the City of Seguin and Seguin EDC with a CEDS that will prepare Seguin to leverage competitive advantages to make your economy even more vibrant and resilient. The process itself will bring people together around a shared understanding of local - and global - dynamics impacting current businesses, talent, and competitiveness for future business growth. Should you have questions regarding any aspect of our proposal, please do not hesitate to contact me, and if this proposal is not exactly what you had in mind, we will be happy to adjust. Thank you,



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Executive Summary

In this proposal you'll find information about our proposed project team, project approach, schedule, budget, and previous work experience. In addition to the qualifications in this proposal, we believe we are the right team to support the City of Seguin and Seguin EDC because of:

Our strong commitment to the success of Texas. EY and the project team have served numerous clients in Texas and across the country, including communities such as Fort Worth, Mansfield, Amarillo, Georgetown, and many more . Our proposed project team leadership includes current Texas residents, so we are familiar with both Texas's economic development ecosystem and your economy.

Our deep knowledge of leading economic development and site selection practices. Our proposed project team includes economic development and site selection professionals with decades of experience working in Texas, the US, and internationally. We are uniquely suited to provide insights that pulls from both our knowledge of Texas as well as national and international site selection practices and integrated economic development activities.

Our wide-ranging capabilities and skillsets. Our team brings knowledge and skills in strategic planning, qualitative and quantitative research, economic growth and resiliency, incentive analysis, talent alignment, organizational optimization, and marketing and branding. Our team has also worked with many communities on first-time strategies, so we understand community complexities and how to set a community up for success.

Global firm with boutique service. The Economic Development Advisory Services (EDAS) team has access to a global network of professionals and subject matter experts who will be pulled onto the project as needs arise. Before being acquired by EY, the EDAS practice was a boutique economic development consulting firm. Although we are a part of a larger firm, we still maintain the same boutique philosophy of exceptional customer service and tailoring each project to our clients needs.

Our past experience includes a winning track record with similar projects. Our team has completed economic development projects for major US regions and their suburbs, such as Atlanta, Houston, Charlotte, Columbus, Houston, and Miami.

EY Difference

External perspective and collaborative approach



Pragmatic and implementable solutions



Insights from over 20 years and 200+ clients



Extensive tools to assess performance of community and programs



Trusted advisors committed to your success



About EY

Ernst & Young LLP (together with its affiliate, Ernst & Young U.S. LLP, the “Firm”) is a private limited liability partnership. The Firm is owned by approximately 3,400 US partners and principals and is a member of Ernst & Young Global Ltd., an organization whose locally-owned member firms operate under the “EY” name in approximately 150 countries around the world. No individual partner or principal owns more than a 1% interest in the partnership. EY refers to the Global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit www.ey.com. This response is being submitted by Ernst & Young LLP (the Firm), a member firm serving clients in the US.

The roots of Ernst & Young date back to the early 1900s and to the lasting legacies of three visionaries – Arthur Young, A.C. Ernst and Thomas Clarkson. Since then, the firm has been through three mergers, culminating in 1989 when Ernst & Whinney merged with Arthur Young to create Ernst & Young. The US firm is a limited liability partnership incorporated in the State of Delaware.

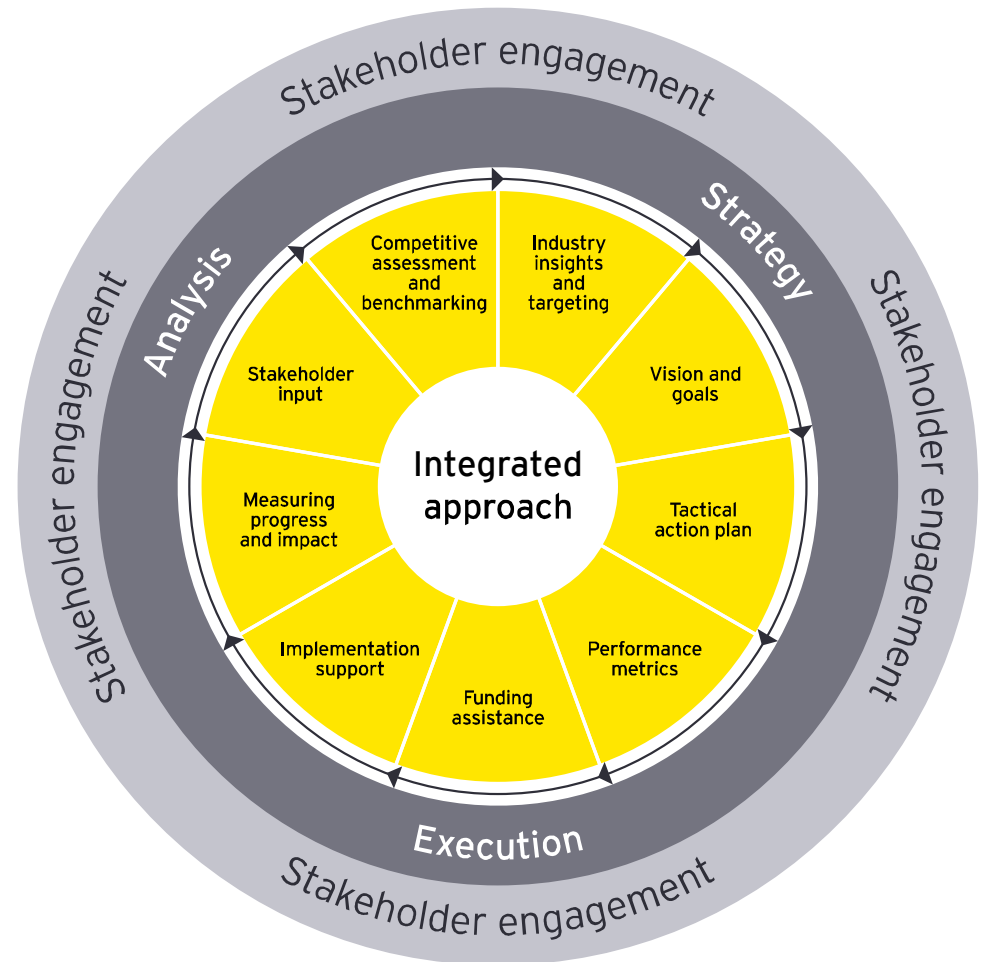
The Partnership is a substantial entity, with approximately 49,000 people working in the US. EY is financially stable, with fiscal year 2021 total revenues, which include expenses billed to clients and amounts billed to other EY member firms (i.e., inter-firm revenues), approximated at \$16.2 billion.

About EY Economic Development Advisory Services

The mission and passion of EY Economic Development Advisory Services is to help communities create more prosperous and equitable economies. We work with states, local governments, economic development organizations, chambers and workforce agencies.

We support our clients from day one of their strategic planning process through implementation, engaging stakeholders every step of the way. Our integrated approach includes an array of services tailored to every stage of an economy's development.

Our data-driven, inclusive economic development strategies help community leaders walk in step toward a shared community vision and goals. We also help our clients as they implement strategy, assisting with, for example, funding, measuring progress and impact, and updating tactics as market conditions change.



Project team

We bring a team with deep experience and a wide range of perspectives in economic development. This team leverages diverse skillsets and experience in Texas and across the country. Below are short resumes of key project staff.

Our team serving you will have a project manager, Edgar Padilla, and project coordinator, Marian Kansas, who are the primary points of contact. The team will also include an experienced project lead, Tony DeLisi, who will participate in planning meetings with you and provide guidance throughout the engagement. Our national practice leader, Amy Holloway, will review findings and drafts internally for quality, consistency, and innovative ideas throughout the process. The core team will also be supported by Jung Kim, our research director; Jen Burrington, for research support; and Jordan Cooley, who will serve as research and project support. We have also brought in Martin Polivka, a leader in our global site selection practice, and Andrea Laramie and David Madsen, part of our global trade team, to share additional business perspectives and leading practices with the team. If needed, we will engage other subject matter resources and consultants from EY throughout the engagement. Please let us know if we can provide any additional information regarding our team.



Project Team



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edgar.padilla@ey.com

Edgar Padilla, Manager, Economic Development Advisory Services
Project manager

- ▶ Edgar is a manager with Economic Development Advisory Services at Ernst & Young LLP. His primary role includes direct support in all areas of client engagement and success, and he possesses deep experience and acumen in identifying, planning, and delivering civic, educational, community, and industry alliances. He is a recognized leader in workforce strategies, labor market intelligence, stakeholder/vision alignment and strategic partnerships.
- ▶ Prior to joining EY, Edgar served as Provost and Senior Vice-President of Strategic Partnerships at Texas State Technical College. During his 14-year higher education career, Edgar developed experience in site selection, talent sourcing, executive leadership & management, custom workforce training, and program development. He has successfully led large, inter-agency initiatives and engaged stakeholders at all levels of government and industry to achieve economic success. Edgar's volunteer and board experience includes service as a publicly elected school board member of a fast-growing independent school district in the Austin region.



(512) 963-7057
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Tony DeLisi, Director of Strategy, Economic Development Advisory Services
Project advisor

- ▶ Tony serves as the director of strategy for the Economic Development Advisory Services practice of EY. He helps communities create actionable strategies to spur economic growth, address challenges, inspire innovation, and become more inclusive. He also has extensive experience facilitating complex community conversations, managing projects, conducting research, and supporting diverse client economic development needs. Recently Tony has assisted numerous regions with economic recovery and resiliency planning efforts, which have included strategies to address barriers to economic inclusion, increase access to education and business resources, and improve economic outcomes for underserved communities.
- ▶ Tony has successfully created workforce, marketing, and comprehensive economic development strategies for more than 30 communities across the US, recently including Pflugerville, Texas; Amarillo, Texas; Frisco, Texas; Lawrence, Kansas; Provo, Utah; Bellevue, Washington; Chattanooga, Tennessee; Gwinnett County, Georgia; and Sonoma County, California. Tony has also recently led statewide projects for the Kentucky Association for Economic Development and Illinois Innovation Network.

Project Team



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Jung Kim, *Director of Research, Economic Development Advisory Services*
Research lead

- ▶ Jung is a Manager at Ernst & Young LLP in the Economic Development Advisory Services practice. He offers clients valuable insights based on experience spanning a wide range of both traditional and cutting-edge data and methodologies. His combination of analytical and communication skills help distill key findings and trends for civic leaders.
- ▶ Prior to joining EY, Jung served as Managing Director, Research and Business Intelligence for One Columbus, central Ohio's regional economic development organization. His previous consulting experience includes Community Research Partners, a Columbus-based nonprofit focused on community development, housing, education, health and social services, and Strategic Planning Advice, a UK firm that specialized in real estate and urban revitalization.
- ▶ Following his regional planning work with the State of New Jersey, Jung holds certification from the American Institute of Certified Planners (AICP) and a license from the New Jersey Board of Professional Planners.



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Marian Kansas, *Senior, Economic Development Advisory Services*
Project coordinator

- ▶ Marian is a Senior at Ernst & Young LLP and serves as a consultant in the Economic Development Advisory Services practice. Marian is a strategic thinker and a highly experienced storyteller who uses her knowledge of economic development trends and leading practices to help client communities better engage with residents and businesses. Marian understands how to effectively use marketing practices and research as economic development tools and employs these skills to empower audiences to achieve their economic goals.
- ▶ Over the past six years, Marian has worked on economic development strategies for communities like Cleveland, OH; Hamilton County, OH; Lawrence, Kansas; Jonesboro, Arkansas, the Roanoke VA region. Marian has also led marketing projects for communities such as Bryan County, GA; Manhattan, KS; and Norcross, GA and supported statewide projects for the Texas Broadband Development Office and Indiana Economic Development Corporation. Her experience includes writing strategic plans, identifying economic development priorities for communities, helping communities tell their story, and leading stakeholder engagement efforts.
- ▶ Prior to joining EY, Marian served as a Project Coordinator then Consultant for a national economic development consultancy.

Project Team



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Jennifer.L.Burrington@ey.com

Jen Burrington, *Senior, Economic Development Advisory Services*
Research support

- ▶ Jen is a senior at Ernst & Young LLP and serves as a consultant in the Economic Development Advisory Services practice. She provides comprehensive research services and economic development strategies for community clients. Jen is a strategic thinker who uses data-driven insights, paired with her knowledge of economic development trends, in order to help client communities.
- ▶ Jen has half a decade of research and economic development experience that has allowed her to obtain extensive experience managing economic development activities, including the management of high-profile development projects and direct recruitment of business prospects at the local, national and international levels. Over the course of her career, Jen has overseen financial incentive programs and research initiatives for the State of Texas and has contributed to the economic development research and marketing efforts, enhanced regional competitiveness, and aided in creating and implementing policies for the use of special financing districts on the local-level.



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Jordan.cooley@ey.com

Jordan Cooley, *Associate, Economic Development Advisory Services*
Project support

- ▶ Jordan is an Associate at Ernst & Young LLP and serves as a consultant in the Economic Development Advisory Services practices. Jordan is a strategic thinker and uses research to help client communities better position themselves for economic resiliency, growth, and success.
- ▶ Jordan assists with the strategic planning and project management process including research, stakeholder engagement, strategy and implementation formulation and assisting in the creation of deliverables.
- ▶ Prior to EY, Jordan worked at a crypto research and design lab, studying blockchain and crypto implementations to optimize city processes and systems; as a criminal and juvenile justice policy analyst for the Texas House of Representatives; and as a bartender, barista, and server at various high-end restaurants in Austin, TX. She recently graduated from the University of Texas' LBJ School of Public Affairs, where she focused on rural resiliency and how to leverage regional anchor institutions for local economic development strategies.

Project Team



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Martin Polivka, *Senior Manager, Global Location Investment, Credits and Incentives Services*
Site selection strategic advisor

- ▶ Martin is a Senior Manager at Ernst & Young LLP within the Global Location Investment, Credits and Incentives Services practice. During his time at EY Martin has modelled investment costs for five typical investment projects for large Canadian provincial economic development agency, comparing their market to 10 competitors in the US and Canada.
- ▶ He has also developed sector strategy and implementation roadmap for economic development agency of a European country's second largest metro area, created an economic development strategy and implementation roadmap for a mid-sized French city, and developed economic development strategy for hinterland area of large city in Scotland. Martin has also worked in the US and delivered location analysis and negotiated federal state and local incentives for large-scale investment projects conducted by inbound companies from Europe and Asia
- ▶ Martin speaks fluent English, French, German and Czech and from 2012 and 2016 served as assistant project manager for EY's European Attractiveness Survey. He has co-authored several EY publications and articles on site selection and economic development on topics including attracting German mid-sized companies to the US (Area Development, Q1 2020) and using digital tools for site selection tools (Q3, 2018).



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Andrea L. Laramie, *Managing Director, Global Location Investment, Credits and Incentives Services*
Subject matter resource

- ▶ Andrea is a Managing Director in the Indirect Tax practice and is part of EY's Global Location Investment, Credits and Incentives Services team. She has significant experience with incentives and credits and works closely with state and local agencies in order to secure such benefits for firm clients. Andrea has assisted clients in obtaining significant benefits in areas such as state and local grants, local property tax abatements, training program grants and credits, sales and use tax abatements, income tax credits, innovation grants and tax increment financing. She regularly assists clients to certify and comply with various incentives agreements and commitments in order to recognize anticipated benefits.
- ▶ Andrea advised corporate and governmental clients on legislative strategies related to incentives policy, programming, funding and monitoring. She regularly supports clients to implement technical revisions both to existing statutes and proposed legislation. Andrea has also worked with many clients, covering the various functional areas that comprise Indirect Tax, including extensive sales and use tax reviews, income franchise projects, and North American asset analyses.

Project Team

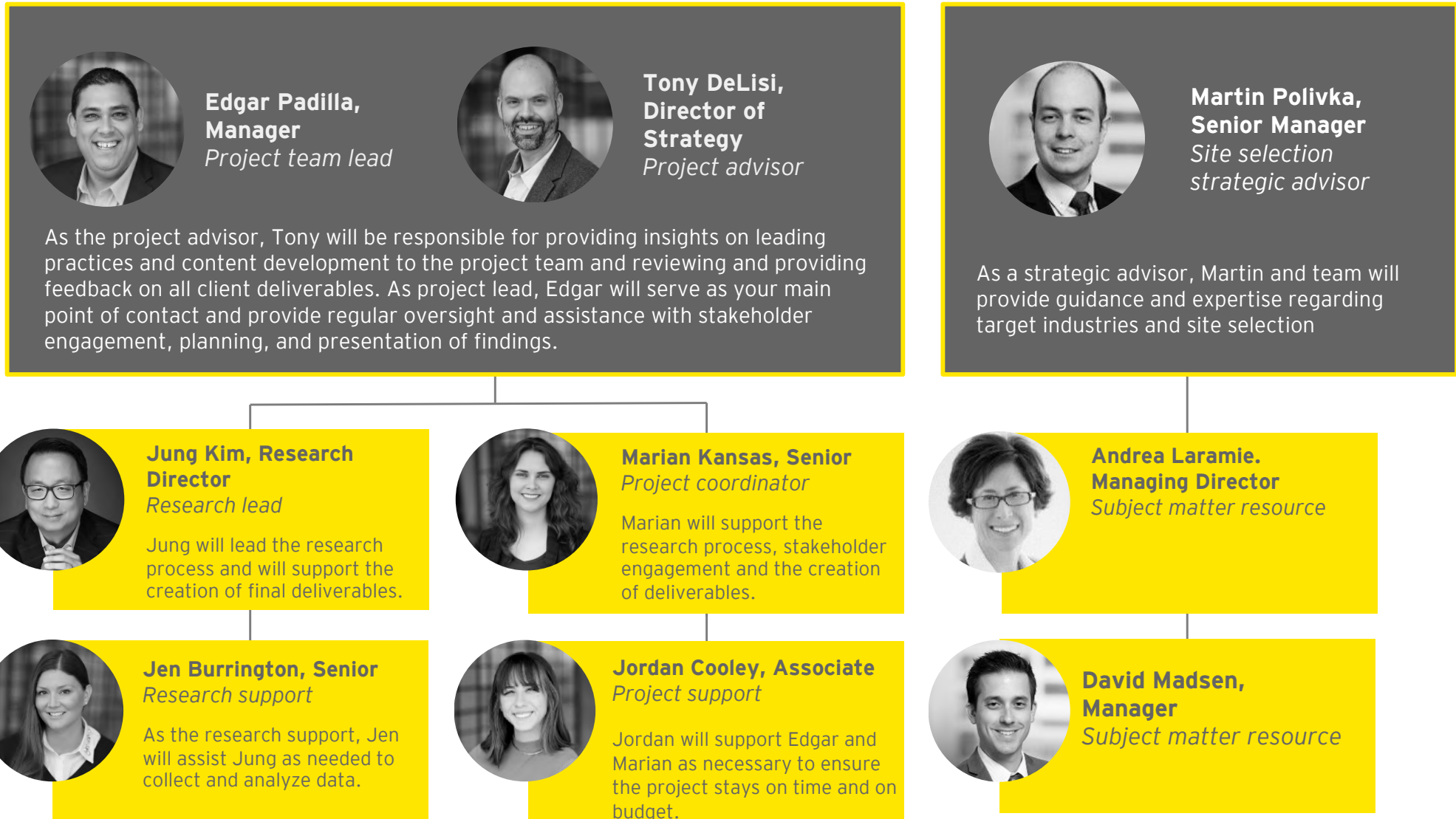


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David Madsen, Manager, Global Location Investment, Credits and Incentives Services
Subject matter resource

- ▶ David is a Manager in the Indirect Tax practice with over a decade of federal and state corporate income tax experience with a worldwide leader in agricultural solutions. He has experience working on various federal and state tax planning opportunities around company's expansion and sustaining capital expenditures. Some of his planning projects include: overseeing annual R&D credit analysis, local property tax abatement, and managing the tax repairs analysis.
- ▶ At EY, David assists clients in securing federal, state, local government and utility discretionary incentives for business expansion, relocation and consolidation decisions. Incentives secured include but not limited to cash grants, income tax credits, sales and use tax refunds, property tax abatements, utility rider, infrastructure improvements. David has also collaborated with clients on identifying federal and state statutory credits during a lookback review to offset previous and future tax liabilities
- ▶ David advises a wide range of clients, from start-ups companies to Fortune 500 corporations in jurisdictions across the United States as well as worldwide. He has worked in various industries including but not limited to manufacturing, consumer products and retail, agriculture and mining, automotive, and healthcare.

Organizational chart



Project approach: Phase 1, Summary Background

For the City of Seguin and the Seguin EDC we are proposing a path forward that will combine quantitative information gathered through research and qualitative information gathered through stakeholder engagement into a comprehensive economic development strategy (CEDS) that will help propel the Seguin economy forward for years to come. Our project approach has been tailored to your needs and is designed to keep the project on schedule and on budget. Phase 1 of this project focuses on gaining a deep understanding of the Seguin economy from multiple perspectives to ensure that the subsequent CEDS truly reflects the needs of Seguin residents and businesses and provides achievable goals to help Seguin take advantage of current opportunities and prepare for the future.

Client communication and project management

To begin the project, we will establish the systems needed to efficiently manage the process throughout the project lifecycle. We will ask the City of Seguin and Seguin EDC to assign a staff member(s) to serve as our project sponsor and primary point of contact. This individual will be responsible for coordinating meetings and communicating with others about our process.

We will conduct an initial kick-off meeting and share a project management guide that will include a project schedule that marks project milestones, guidance for scheduling stakeholder engagement, information review requests, and more. The kick-off meeting is also an opportunity to discuss strategic priorities, ensuring that the consulting team, the City of Seguin, and the Seguin EDC are working together to make Seguin an even more vibrant, prosperous, and resilient community.

Information review

We will ask you to share data, reports, budgets, and other studies that will provide context on the economic conditions of the City of Seguin as well as the San Antonio region and past performance of the City of Seguin and Seguin EDC. The background data review will supplement our findings for the competitive assessment in the first phase of the project.

Project approach: Phase 1, Summary Background

Stakeholder Input

We will schedule up to fifteen (15) interviews with key leaders, including City leaders, economic development staff, businesses, educators, and more to help us become even better informed about the current position and priorities of Seguin.

We will also facilitate five (5) stakeholder focus groups that will include up to eight (8) participants each. Focus groups will be organized according to subject matter (e.g., talent, quality of life, reputation and marketing, entrepreneurship and innovation, and infrastructure). Stakeholder input will guide future discussion on the community’s vision and priorities. We will work with you to identify interviewees and select focus group topics and participants.

Three times during the engagement, we will also convene an advisory committee made up of 10-15 members of your choice for a workshop to review findings, confirm priorities, review drafts of the deliverables, and provide additional input. We will work with your team to determine the exact makeup and agenda for the three advisory committee meetings.

Throughout the course of the project the EY team will make three trips to Seguin to meet with stakeholders. We recommend the following:

April 2023	June 2023	September 2023
1 day trip with 2 consultants	1 day trip with 2 consultants	Half day trip with 2 consultants
<ul style="list-style-type: none"> ▶ Strategic team meeting with the Seguin EDC, City of Seguin, and EY ▶ Advisory Committee meeting 1 (set strategic priorities) ▶ Interviews 	<ul style="list-style-type: none"> ▶ Advisory Committee meeting 2 (share preliminary findings) ▶ Focus groups 	<ul style="list-style-type: none"> ▶ Advisory Committee meeting 3 (share draft strategic framework)

Project approach: Phase 1, Summary Background

Optional: Community Survey

We will work with you to create a digital questionnaire that gathers information on the community's current competitive assets and challenges, top economic development priorities from the perspective of residents, workers, business leaders and owners. We will advise you on distribution of the survey in collaboration with other partners.



Ongoing communications
(bimonthly calls)



15 stakeholder interviews



5 focus group meetings



3 advisory committee meetings



Optional:
Community survey

Project approach: Phase 1, Summary Background

Economic and demographic analysis

We will conduct an economic and demographic benchmarking analysis of Seguin’s current conditions that examines a holistic set of metrics contributing to economic vibrancy. This analysis will help establish an up-to-date foundational understanding of local economic conditions and will call attention to significant strengths and critical issues to be considered throughout the strategic planning process, essentially answering the questions “What has Seguin accomplished and where are areas for improvement?”. This evaluation will benchmark Seguin’s data trends to Guadalupe County, the San Antonio Metropolitan Area, the Austin Metropolitan Area, Texas, and US for perspective. The economic and demographic analysis will utilize data from a variety of public and private sources, including the Bureau of Labor, US Census Bureau, and EMSI. Our research will consider topics such as economy, demographics, population, workforce development and conditions, transportation access, natural, built, and human resources, environment, and geography.

The evaluation may cover data and topics including but not limited to:

- ▶ Total employment and wages
- ▶ Industry employment trends and wages
- ▶ Real estate availability and costs
- ▶ Innovation and entrepreneurship statistics
- ▶ Population growth
- ▶ Educational attainment & workforce availability
- ▶ Income and poverty
- ▶ Racial diversity and equity measures
- ▶ Commuting patterns
- ▶ Affordability

Optional: We can also include up to five peer and competitor city benchmarks to be determined in consultation with the City of Seguin and Seguin EDC. Comparing the City of Seguin to competitor cities will help us better understand how Seguin is performing compared to economically and demographically similar peer communities. The five benchmark cities will be chosen in collaboration with the City of Seguin and Seguin EDC staff and leadership.

Project approach: Phase 1, Summary Background

SWOT Analysis

Combining the insights gained from qualitative input and quantitative data, we will compose a SWOT analysis of Seguin. This in-depth SWOT analysis will be organized around a variety of factors important to the region's economic growth and resiliency in terms of employment, workforce development, target industry growth, marketing (business recruitment and talent attraction), small business and entrepreneurship performance and overall business climate. The SWOT will help us understand "Where is Seguin now?" by highlighting the critical external and internal dynamics of the region's competitive position and the long-term success, viability, and durability of the Seguin economy.

The SWOT Analysis will also be used to identify potential targeted industries in Phase 2 for Seguin and Guadalupe County with the greatest potential for the region based on existing competitive advantages. Strengths revealed can clarify which industries might be the best fit for Seguin or be translated into competitive advantages to be used in marketing content to ensure the City stands out among its peers. Weaknesses can inform us about what industries are not good opportunities for Seguin, while opportunities and threats will provide greater insight into future opportunities and pitfalls for the City of Seguin and Seguin EDC to be mindful of.

Phase 1 deliverable: Findings from research and stakeholder engagement will be delivered as a draft chapter of the final CEDS report. This section will include research narratives that highlight key themes discovered during research and stakeholder engagement, findings from benchmarking analysis, and the full SWOT analysis. The research narratives allow for high-level findings to be shared in a clear and concise manner that can be understood by any stakeholder in Seguin.

Project approach: Phase 2, Targeted Industry Analysis

Phase 2 of this project will focus on conducting a Targeted Industry Analysis that will identify and validate targeted industries for the City of Seguin. These findings will be based on our quantitative and qualitative research conducted in Phase 1 as well as targeted industry-specific research.

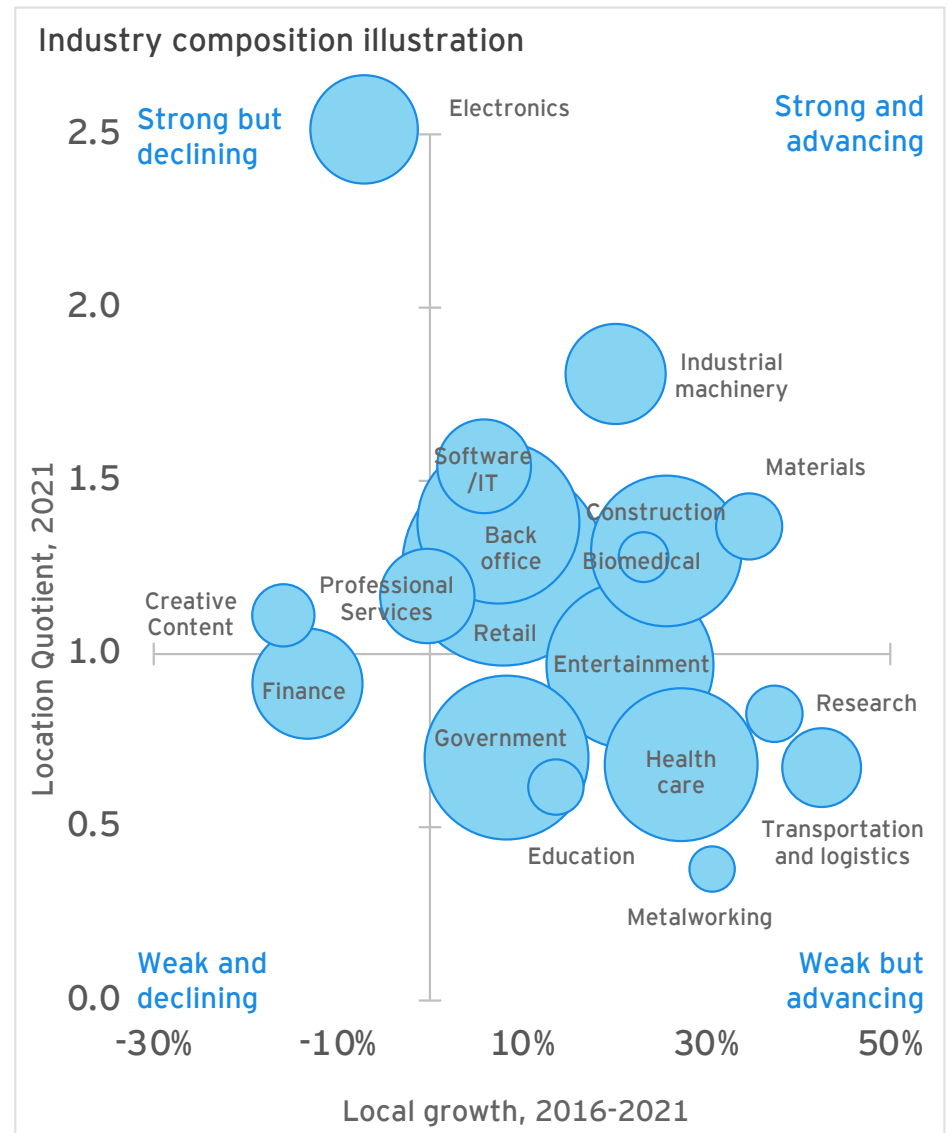
Targeted Industry analysis

In addition to economic and demographic benchmarking, EY will help identify and validate Seguin's target industries. We will examine the relative employment size, concentration and growth rates of existing target industries. Based on recent performance and new global challenges and opportunities presented by the COVID-19 pandemic, EY may propose adjustments to or a re-prioritization of target industries and niches to adapt to trends.

Cluster Analysis

The consulting team will begin with an assessment of Seguin's target cluster performance. We will examine the growth trajectories and relative concentration of local industry clusters and compare this information to regional and national trends. The Cluster Analysis will highlight emerging sectors experiencing rapid growth as well as clusters heavily concentrated within Seguin. As both characteristics typically reflect local competitive advantages, clusters with these dynamics will help inform the selection of targeted industries.

Sample cluster analysis

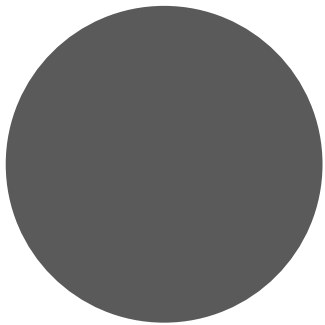


Project approach: Phase 2, Targeted Industry Analysis

Targeted Industry Validation and Selection

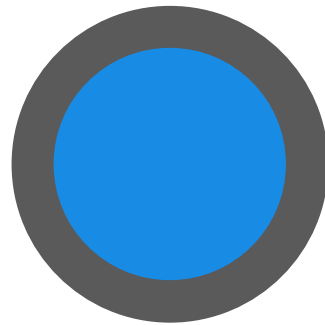
After the completion of the Cluster Analysis, we will review Seguin's current industry targets before recommending updated areas of focus. The updated target industry list will include industries in which the city has a competitive advantage that can be leveraged for additional employment growth and investment. Targets may include a mix of existing industry targets in their current form, existing targets with adjustments based on recent performance and/or anticipated trends, and new industry targets with the greatest promise for economic growth within Seguin and Guadalupe County. All targets will be comprised of individual NAICS codes.

Targeted industry selection process



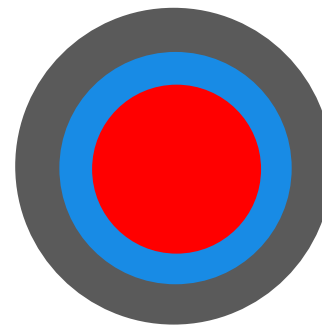
1. Is the industry cluster growing regionally and projected to grow nationally and internationally?

Examining growth forecasts helps determine if the cluster has the potential to expand and create new opportunities.



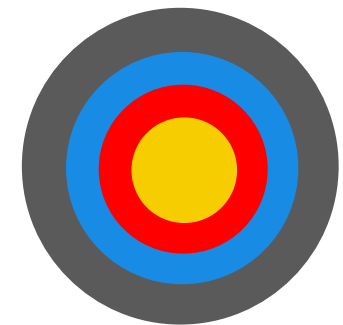
2. What industry clusters have an existing presence?

If an industry cluster is already concentrated in the region, it usually means there are existing competitive strengths. These may present opportunities for growth.



3. Which industry clusters leverage current and potential future assets and tools?

Whether the region has the assets and tools needed (current or planned) to support future industry cluster growth will help determine if it is worth targeting.



4. Which industry clusters align with goals and values?

Targeting is about creating the future, and industry clusters must align with the vision and values articulated by elected leadership, local businesses, and residents.

Project approach: Phase 2, Targeted Industry Analysis

Targeted Industry Profiles

Once the selection process has been completed, we will craft individual profiles for each of the targeted industries. The profiles will begin with an overview of various global economic, demographic, and technological forces impacting both the overall growth of the target industry as well as site selection considerations. We will then highlight recent performance of the target industry locally, regionally, and nationally. Each profile will conclude with an overview of Seguin's value proposition and sales messages of key assets and strengths.

Phase 2 Deliverable: The consulting team will deliver a Targeted Industry Analysis draft chapter that will be included in the final CEDS. It will include findings from our research in Phase 2 that justify our targeted industry selection and provides guidance for the City of Seguin and Seguin EDC on how to pursue these industries.

Project approach: Phase 3, CEDS

Plan Development

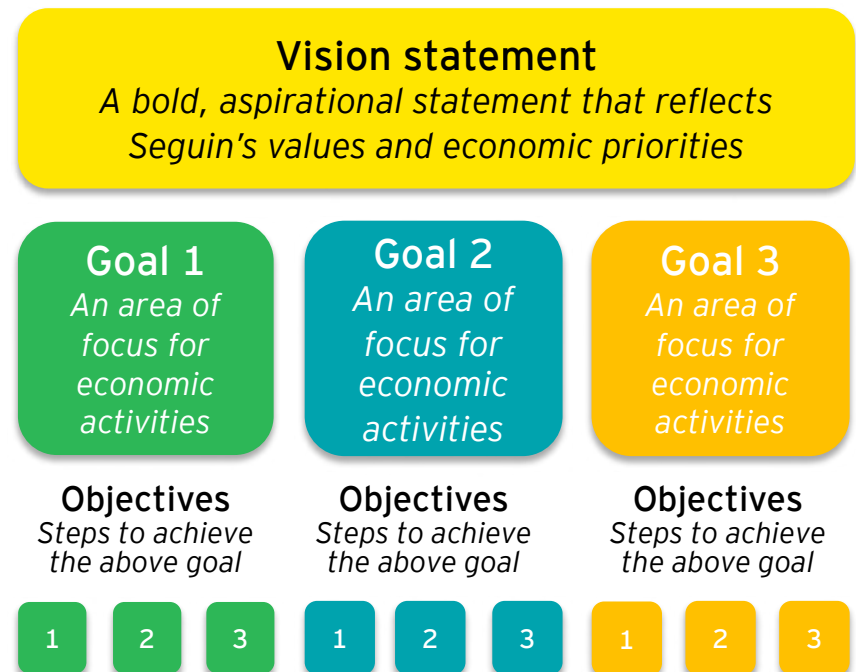
EY will work with the City of Seguin and Seguin EDC to develop your economic development strategy, including documenting your vision, prioritized goals, and measurable objectives. The framework will include an economic development vision for the City of Seguin, which will answer the question “Where do we want to go?” by describing the ideal state of Seguin’s future economy. Then, prioritized goals around topics and measurable objectives will be included in the strategy to begin to answer the question “How are we going to get there?”. Each goal will be supported by text and statistics that explain the need, the goal’s relevance, and why it should be a priority for the Seguin. Objectives will be smaller steps within goals that further break down how the City of Seguin and Seguin EDC will achieve these goals.

Activities in this phase will include:

- ▶ Leveraging findings from Phase 1 and 2, including the economic and demographic analysis, the SWOT analysis, and targeted industry analysis
- ▶ Helping the City of Seguin and Seguin EDC develop your vision and goals that are illustrated in a strategic framework
- ▶ Workshopping the strategic framework with the City of Seguin, Seguin EDC, advisory committee and other relevant stakeholders
- ▶ Providing narrative explanation for why each goal should be a priority for Seguin

Deliverables are a written documentation of your CEDS that includes prior chapters and documents your vision, goals, strategic framework, and proposed action items. Once completed, the consulting team will work with the City and Seguin EDC to solicit feedback through two rounds of revisions.

Sample strategic framework



Project approach: Phase 3, CEDS

Evaluation framework and performance metrics

After drafting the strategy, EY will assist the City of Seguin and Seguin EDC in developing your evaluation framework, including co-developing a plan for implementation timing and task assignments and providing performance metrics options for each goal area, before transitioning the plan for you to implement. This evaluation framework will continue to provide more detailed steps to accomplishing your goals and objectives as well as logistical information, such as timelines and potential partners. While the CEDS will be an external, finalized document that describes the overall vision for the community and plans to achieve that vision, the evaluation framework and performance metrics will be a living, internal document for the City and EDC to continually refer to and refine throughout implementation to ask “How are we doing?” and “How can we do better?”.

Activities in this phase will include:

- ▶ Documenting timeline and checklist of actions you may take to implement your comprehensive economic development strategy in the years following this engagement
- ▶ Providing you with options related to your organizational effectiveness and potential methods for executing the strategy (e.g., administrating, coalescing volunteers, reporting progress, and maintaining momentum)
- ▶ Advising on appropriate performance metrics to measure your progress in implementing the strategy

Deliverables are an implementation plan spreadsheet and performance metrics.

Optional: Annual Performance Review

Once per year, the consulting team will review CEDS performance metrics and Seguin’s accomplishments to provide a brief, written update that describes your progress towards reaching the measurable objectives included in the strategy. Our team will included updated data that reflects the latest economic conditions of Seguin, highlight your community and organization’s latest accomplishments, and describe the progress made towards achieving your economic development vision. We are also happy to explore the option of presenting these findings virtually or in-person to the stakeholders of your choice.

Schedule

This project will require eight months to complete the following outlined below with a planned completion date of October 31, 2023. Maintaining this project schedule will depend on timely communications and reviews of materials, and we are more than happy to adjust this schedule if needed.

PROPOSED TIMELINE

Phase / Task	2023									
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
Comprehensive Economic Development Strategy										
Client communications and project management										
Phase 1: Background summary										
Information review										
Stakeholder engagement										
Interviews		T								
Focus groups				T						
Advisory Committee meetings		T		T			T			
<i>Optional: Community survey</i>										
Economic and demographic analysis										
<i>Optional: Peer benchmarking</i>										
SWOT analysis				D						
Phase 2: Targeted Industry Analysis										
Cluster analysis										
Targeted industry validation and selection										
Targeted industry profiles							D			
Phase 3: CEDS										
Plan development										D
Evaluation framework and performance metrics										
<i>Optional: Annual performance review</i>										

D = Deliverables

T = Trip

Budget

This project requires services at a cost of \$165,000 following the tasks outlined below without additional services. Pricing may change depending on the depth and detail of work required upon further conversation. Additional services can be negotiated at a blended hourly rate of \$350.

Phase / Task	
Comprehensive Economic Development Strategy	
Phase 1: Summary Background	\$57,550
Phase 2: Targeted Industry Analysis	\$41,100
Phase 3: CEDS	\$66,350
	Total without options: \$165,000
	Total with options: \$180,000

EY is committed to providing the highest quality services at fees that are representative of the value we deliver to our clients. We have priced our services at a fair and competitive flat fee, which allows us to provide outstanding service as part of a long-term relationship. We want your selection of service providers to be based on qualifications, not on fees. If you believe our fees as outlined in this proposal are not competitive, we would appreciate the opportunity to discuss our proposed scope and fees with you to be sure they are aligned with the work to be done.

Expertise and Work Experience

EY is a global leader in providing advisory services to public and private sector clients focused on evidence-based results. Our extensive network of dedicated professionals in over 150 countries allows us to foster trust and establish long-standing relationships with industry, higher education, and government leaders to accomplish goals, outcomes, and reporting requirements.

We have worked with more than 200 cities, counties, states, chambers of commerce, and economic development organizations on comprehensive strategic plans for economic growth. We are expert facilitators, are well-versed in the nuances of planning for city governments, and deeply familiar with the unique characteristics of economic development in Texas. Below, we provide several references for similar projects in Texas and Georgia. Each community and strategy have unique elements, but these included comprehensive, multi-faceted strategies driven by stakeholder input and national best practices.

We have worked with hundreds of economic development clients across the nation and are happy to provide more project examples and references if desired. We have a proven track record of developing successful plans that are delivered on time and on budget.

Our references can speak to the value of the economic development strategies we have facilitated and reports that we have delivered. We seek to cultivate long-term relationships with our clients beyond the timeline of the project and frequently receive testimonials and updates on how our work has helped to change the trajectory of local economies for greater, more equitable growth.

Expertise and Work Experience

We have assisted 300+ communities across North America

We have extensive experience working across the United States and we are always excited to work with communities in our home state of Texas. Over the years we have completed many economic development projects for communities across the country, including:

Recent projects

- ▶ Baton Rouge Area Chamber - Economic Assessment and Strategy Development...
- ▶ City of Charlotte, North Carolina - Workforce and Competitive Positioning Analysis
- ▶ City of Charlotte, North Carolina - Corridors of Opportunity Analysis
- ▶ Centralina Council of Governments - Target Cluster Opportunity Analysis: AI/Workforce Automation Risk Assessment
- ▶ Destination Cleveland - Strategic Plan
- ▶ Kentucky Association for Economic Development - Competitive State Analysis
- ▶ Northwest Pennsylvania Regional Planning and Development Commission - Comprehensive Economic Development Strategy
- ▶ City of Oklahoma City, Oklahoma - COVID Impact Analysis and Economic Resiliency Plan
- ▶ OneColumbus- Competitive Positioning Analysis, and Economic Development Strategy
- ▶ Partnership Gwinnett- Target Industry Analysis, Marketing Assessment, and Strategy Development
- ▶ REDI Cincinnati - Target Industry Value Proposition and Economic Development Strategy
- ▶ Tampa Bay Partnership - Business Plan for a New, Regional Economic Development Model



References

Pflugerville Community Development Corporation - Comprehensive Economic Development Strategy (2016, 2018)

*Please feel free to contact: Amy Madison, Executive Director, Pflugerville Community Development Corporation
Phone: (512) 757-1810 | Email: amym@pfdevelopment.com*

In 2016, Pflugerville Community Development Corporation (PCDC) commissioned the creation of Pflugerville's first Comprehensive Economic Development Strategy (CEDS) led by EDAS (formerly Avalanche Consulting). This first strategy, CEDS 1.0, drew on extensive community input and took a broad look at economic development priorities throughout Pflugerville. It included three major components, an economic and demographic assessment of the community, a target industry analysis, and a strategic action plan. The target industry study included recommended target and niche sectors for Pflugerville to serve as the focus of PCDC's business development and recruitment efforts. PCDC and its partners in the community have accomplished all the actions identified in CEDS 1.0, and Pflugerville saw tremendous economic growth and success after 2016 as a result, including creating more 1,300 jobs and attracting over \$120 million in capital investment between 2016 and 2019.

With most CEDS 1.0 tasks completed, PCDC contracted EDAS to assist in developing CEDS 2.0 - with the goal of taking Pflugerville's economic development efforts to the next level through increased focus and targeted marketing. CEDS 2.0 identified how Pflugerville can continue to support robust growth in unique clusters like additive manufacturing, while leveraging the community's position within Central Texas to take advantage of new defense, technology, and other targeted opportunities. This strategic planning process included an infrastructure and site review that examined Pflugerville's industrial and office space trends, needs and opportunities through the lens of target industries. Our team also conducted a target industry validation and update to ensure that the target industries identified in 2016 were still the best industries for PCDC to pursue. CEDS 2.0 builds on and enhances the characteristics that make Pflugerville unique while also identifying ways to better tell Pflugerville's story to the region, state, and nation.

Marian Kansas and Tony DeLisi were on the project team for both strategies and both projects were delivered on time and within the budget.

References

Partnership Gwinnett - Economic Development Strategy (2020/2021)

*Please feel free to contact: Andrew Carnes, Vice President of Economic Development, Partnership Gwinnett
Phone: (678) 584-2265 | Email: acarnes@partnershipgwinnett.com*

In August 2020, Partnership Gwinnett hired our team to assist in developing Partnership Gwinnett (PG) 4.0, the organization's fourth, five-year economic development strategy. This strategy builds on the success of previous plans, identifies new opportunities for improvement, and enhances overall economic development activities across Gwinnett County. Over the next eight months, our team conducted extensive research and stakeholder engagement, which included 7 one-hour focus groups, over 20 interviews and small group meetings, 4 advisory committee workshops, a County tour, and an online survey with over 800 respondents, to identify the top priorities for the community and determine how Partnership Gwinnett can create positive economic growth.

Reflecting the needs of stakeholders, our recommendations for PG 4.0 focused on continuing to support a thriving local economy while ensuring that all residents have access to economic opportunity. The final strategy included a competitive and SWOT assessment to gauge the economic health of the community, a target industry analysis that validated Partnership Gwinnett's business recruitment efforts, and a vision and mission for the community, plus goals, strategies, and an implementation plan. This report will act as Partnership Gwinnett's roadmap from 2022 - 2027.

Marian Kansas and Tony DeLisi were on the project team and the project was delivered on time and within the budget.

References

Amarillo EDC & the City of Amarillo, TX - Economic Development Strategic Plan (2016)

Please feel free to contact: Doug Nelson, Senior Vice President of Financial Services, Amarillo EDC
Phone: (806) 379-6411 | Email: doug@amarilloedc.com

In November 2016, the Amarillo EDC and the City of Amarillo, TX contracted the Avalanche Consulting (which later become the EY EDAS team) and Community Development Services (CDS) to create an Economic Development Strategic Plan for Amarillo. Together, Avalanche and CDS conducted Stakeholder Input, including focus groups, interviews, and a tour of the community. Avalanche focused on creating the Competitive Assessment, which included a demographic overview of Amarillo, a SWOT Analysis, and a detailed review of employment, industry, and demographic trends. CDS conducted a Tax Generation Assessment and a review of Economic Development Focus Districts, a review of four areas that have great potential to be a source of jobs and investment for Amarillo. Avalanche developed the final Economic Development Strategic Plan based on the Stakeholder Input, Competitive Assessment, Tax Generation Analysis, and review of Economic Development Focus Districts. Amarillo EDC and the City of Amarillo began implementing the Strategic Plan in the fall of 2017.

Since implementation of the Align Amarillo the community has experienced economic recovery and is proactively taking control of the region's economy. 2018 was a year of growth for the region. Amarillo experienced job, population, and housing growth on par with national averages or faster. The Amarillo EDC just held its first ever State of the Economy event in January 2019 where regional leaders and Avalanche Vice President and current EDAS Director of Strategy Tony DeLisi spoke about the future of Amarillo's economy.

Tony DeLisi and Marian Kansas worked on this project and it was delivered on time and on budget.

Thank you

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