MONTANA’S NEXT GENERATION ECONOMIC AND COMMUNITY DEVELOPMENT TOOLS
A PROPOSAL FOR THE MONTANA ECONOMIC DEVELOPERS ASSOCIATION | SEPTEMBER 2019
September 24, 2019

Gloria O’Rourke
MEDA Board
Montana Economic Developers Association
118 E. Seventh Street, Suite 3F
Anaconda, MT 59711

Dear Ms. O’Rourke:

TIP Strategies is pleased to present our proposal to assist MEDA in identifying and incorporating next generation economic and community development tools in the state’s economic development strategy.

The TIP team is well-qualified to assist you in this work.

- **We have experience advising state economic development efforts.** During more than 20 years in business, we have completed more than 400 engagements for a range of clients across the country, including multiple state-level engagements. Most recently, our work for the Delaware Business Roundtable, a consortium of CEOs whose companies collectively employ over 75,000 people in Delaware, was instrumental in creating a “re-set” of economic development in the state. Following the publication of the Delaware Growth Agenda, a study of the state’s competitive position, the state legislature followed one of the Agenda’s major recommendations: establishing a public-private partnership to lead Delaware’s economic development efforts. TIP was then engaged by the state to prepare the operations plan and program of work for the new entity, the Delaware Prosperity Partnership.

- **We are recognized thought leaders in our field.** Our team members are considered national thought leaders in the field of economic development and are frequently invited to speak on topics such as disruptive technology and innovation. Along with our expertise in traditional areas such as business recruitment, expansion, and retention, our team has long taken a holistic approach to economic development. For nearly two decades, our Talent-Innovation-Place framework has recognized that competitiveness cannot be defined solely by the ability to provide sites in an industrial park. A competitive state or region must also have the tools to support innovative companies and talented professionals. Under this model, the ability to retain businesses and attract new companies is directly tied to the ability to attract and retain talent. Which is, in turn, heavily influenced by the ability to provide a quality of place that is attractive to a range of interests. As a result, topics like workforce development, talent attraction, housing availability, infrastructure, and equity and inclusion are an integral part of our approach.
We understand the challenges implicit in crafting strategies to meet diverse interests. Our team members have years of experience managing complex consulting engagements. These projects are typically guided by leadership teams representing multiple areas of interest—including private business, elected officials, higher education, and workforce—as well as diverse geographies. As a result, we have extensive experience balancing competing interests among constituent groups and among urban, suburban, and rural communities. Our roots in Texas also give our team a first-hand perspective on addressing the distinct challenges faced by communities across the rural-urban spectrum. We also have recent experience working with tribal nations in Oklahoma (Choctaw Nation) and Wisconsin (Oneida Nation of Wisconsin). The needs of all these groups and more must be addressed by economic development, placing unique demands on state-level efforts.

We are excited by the prospect of working with you on a blueprint to guide Montana’s economic development activities. I will serve as the principal-in-charge for this work and I am an authorized negotiator for the firm. TIP’s vice president of consulting, Alex Cooke, will serve as the lead consultant. Contact information for the project team is specified below:

Phone 512.343.9113 (all team members)
Email Principal-in-charge: jeff@tipstrategies.com
Lead consultant/project manager: alex@tipstrategies.com
Address 2905 San Gabriel, Suite 309
Austin, Texas 78705

We appreciate the opportunity to present our firm and our team members, and we encourage you to contact our references. Please feel free to contact me if you have any questions concerning our submittal.

Sincerely,

Jeff Marcell
Principal
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CONSULTANT TEAM PROPOSAL

TIP Strategies, Inc. (TIP) is submitting this proposal to act as the consulting team for the Montana Economic Developers Association (MEDA). Our team members are experienced in 1) leading economic development planning projects across the United States and internationally; 2) identifying appropriate target industries and designing effective marketing strategies to recruit them; 3) crafting talent retention, development, and attraction strategies; and 4) assisting with the implementation of economic development plans for cities, counties, regions, and states.

TIP is a privately held economic development consulting firm committed to providing innovative strategy solutions for public and private sector clients since 1995. With offices in Austin and Seattle, the firm’s primary focus is economic development strategic planning at the local, regional, and state levels. Specific topics in which TIP has deep experience include workforce, entrepreneurship, target industries, and defense industries/communities. Our methods establish a clear vision for economic growth. Community leaders across the country have embraced the TIP model of Talent, Innovation, and Place to achieve successful and sustainable economies. Representative projects include the following:

- State of Michigan / DTE Energy – Workforce Research and Analysis
- Bismarck-Mandan Development Association, ND – Target Industry Analysis
- City of Fort Worth, TX – Economic Development Strategic Plan
- Delaware Business Roundtable/State of Delaware – Delaware Growth Agenda and Business Plan for Delaware Prosperity Partnership
- Greater Green Bay Chamber, WI – Economic Development Strategic Plan
- Oregon Talent Council – Oregon Talent Report
- Florida’s Great Northwest (with Haas Center at the University of West Florida) – Northwest Florida Forward
- Tampa Bay Partnership — Employer-led Regional Workforce Initiative
- Massachusetts Dev. Finance Authority (MassDevelopment) – Defense Industry Economic Diversification Study
- Greater Houston Partnership, TX – Addressing Houston’s Middle Skills Job Challenge
- Capital Area Workforce Board (Austin, TX) — Master Community Workforce Plan
- Borderplex Alliance (El Paso, TX) – Skills Assessment: Life Sciences, Advanced Mfg., Information Technology
- Northwest Indiana Forum – Economic Development Strategic Plan
- Greater MSP (Minneapolis-St. Paul) – Center Cities Economic Development Playbook
- City of Fort Collins, CO – Economic Health Strategic Plan and Regional Workforce Strategy
- East Central MI Prosperity Region – Centers of Excellence Action Strategy and Regional Prosperity Strategy
- Asheville-Buncombe County, NC – AVL 5x5 Vision 2020
- Greater Fargo Moorhead Economic Development Corporation, ND – Regional Workforce Strategy
- City of Las Vegas and Clark County, NV – Comprehensive Economic Development Strategy (CEDS)
- US Virgin Islands – Targeted Competitive Industry Study
Our Leadership

TIP’s principals are ideally suited to assist MEDA on this project.

TOM STELLMAN  
CEO/FOUNDER  
Tom brings a wealth of experience working with communities and businesses. As developer of TIP’s model of Talent, Innovation, and Place, he has helped clients identify sustainable strategies to promote workforce and economic health.

TRACYE MCDANIEL  
PRESIDENT  
As a widely recognized strategist with experience in all facets of economic development and travel marketing, Tracye has earned a reputation for creating mutually beneficial partnerships across a broad spectrum of industries.

JON ROBERTS  
MANAGING PARTNER  
Jon is a nationally recognized leader in regional economic development. He has overseen projects throughout the US, as well as in Europe and Asia and is a frequent speaker for the International Economic Development Council.

JEFF MARCELL  
PRINCIPAL  
Jeff leads high-profile national consulting engagements and provides input from the practitioner’s point of view. Prior to joining the firm, he spent a decade leading the Economic Development Council of Seattle and King County.

Our principals are supported by a staff of analysts and consultants experienced in managing economic development projects similar in scope to the requested work. The TIP team also includes a network of associates and partners in a wide range of disciplines whose skills can be brought to bear on this project.

Our Advantage

Our team members have crafted innovative strategies for communities and regions from California to New York and from Alaska to Florida. As a result, our team is well qualified to serve as the contractor for this work.

We have a long history of economic strategy work. Since 1995, we have completed more than 400 engagements in 39 states and 5 countries. Examples of our work include an organizational strategy for The Right Place, the economic development organization serving Grand Rapids, Michigan; a vision-centered prosperity strategy for the North Iowa Corridor Economic Development Corporation; an innovation-focused strategy for the Greater Green Bay Chamber designed to create greater alignment with the Green Bay Packers organization and expand the role of the University of Wisconsin–Green Bay; and an analysis of best practices for encouraging affordable housing in Kansas City, conducted in partnership with the National League of Cities. Links to examples of our work that have been made available online are provided as an appendix.
We have direct experience crafting state-level strategies and advising state agencies. TIP has completed several state-level engagements. In addition to consulting work, our principals have held senior management positions at the state level in Texas, New Jersey, Oregon, and Washington.

- Delaware Prosperity Partnership, *Strategic Operations Plan*
- Delaware Business Roundtable, *Delaware Business Growth Agenda*
- Wash. Dept. of Commerce, Office of Econ. Devt. & Competitiveness, *Multi-Day Leadership Workshop*
- Oregon Talent Council, *The Oregon Talent Plan*
- MassDevelopment, *Defense Industry Economic Diversification Study*
- Delta Regional Authority (federal-state partnership serving portions of 8 states), *Regional Devt. Plan*
- Vermont Department of Economic Development, *Growing Vermont’s Next Generation Workforce*
- Southern US Trade Association (serving 15 states & Puerto Rico), *Strategic and Operational Plan*

We bring a practitioners’ perspective to our work. Each of our principals has direct experience managing business recruitment efforts at the state or regional level. At the Economic Development Council of Seattle and King County, TIP principal Jeff Marcell spent a decade leading the organization’s efforts to recruit, retain and expand globally recognized companies like Boeing, Google, American Family Insurance, Booking.com, and many others in the Seattle region. TIP president Tracye McDaniel has led successful public and private state and regional economic development organizations under five governors in two states. Most recently, she served as president and CEO of the Texas Economic Development Corporation, Inc. (TxEDC), an independently funded and operated 501(c)(3) nonprofit organization dedicated to marketing the state globally for business attraction, retention, and foreign direct investment. Prior to that, Tracye was tapped by then-governor Chris Christie to serve as the founding CEO of Choose New Jersey, Inc., a global marketing and lead generation initiative to drive economic growth and job creation in the Garden State. She has expertise in international business development, public and private partnership startups, branding and marketing spanning more than 50 countries.

We understand the factors that drive investment and the tools and incentives needed to foster growth. Over the last 20 years, we have used the T-I-P model of Talent, Innovation, and Place to help our clients make informed decisions about the alternatives available to them. This framework recognizes that achieving a successful and sustainable economy requires economic developers to take a more holistic view. In addition to investing in traditional site selection factors—such as the presence of well-prepared industrial sites—our model highlights the importance of providing a pipeline of talent, fostering innovation and entrepreneurship, and creating a quality of place that offers residents options for housing, employment, and education, rather than a one-size-fits-all perspective.

Our team has decades of experience leading economic development organizations and our national consulting practice gives us the in-depth knowledge required to assist MEDA in identifying an innovative, data-driven approach to positioning Montana for the future. We are excited about the prospect of working on this project and are available to begin work immediately upon agreement of terms.
KEY PERSONNEL

At TIP, the work of our consulting team is conducted under the direct supervision of a senior member of the firm. The principal-in-charge is actively involved in every phase. **JEFF MARCELL** will act as *principal-in-charge* and will serve as the primary point of contact for this work. In this capacity, he will participate in the scoping of the project and provide technical and strategic input during each phase.

The principal-in-charge receives input from other senior members of our staff who serve as *strategic advisors* to the work. TIP president, **TRACYE MCDANIEL**, will serve as an advisor to this work. In this capacity, she will participate in the scoping of the project and contribute expertise on a range of topics from innovation and competitiveness to global business marketing and organizational management.

In addition to a principal, a **lead consultant** is assigned to manage each engagement and is responsible for day-to-day client communication, directing project research, and report writing. **ALEX COOKE**, vice president of consulting, will serve in this role and will be assisted in these duties by **ELIZABETH SCOTT** and **JACYLN LE**. Each of our consultants has multiple years of experience managing client engagements. The principal-in-charge and lead consultant are assisted by a team of **analysts**, who have extensive experience working with large data sets and preparing thought-provoking and engaging analyses, and **design professionals**.

The organizational chart below illustrates the typical staffing for our engagements. Beyond the immediate project team, our process includes regular brainstorming sessions that involve the entire firm. At these meetings, project managers present their findings for peer review. We believe our clients benefit from this approach, which engages the full brainpower and expertise of our team in addressing their challenges. Resumes for key TIP personnel are provided in this section.
JEFF MARCELL, Principal | jeff@tipstrategies.com

Expertise
- Strategic planning
- Policy development
- Competitive analysis and positioning
- Project management
- Org. fundraising
- Change management
- Process reengineering

Affiliations
- Immediate Past Chair, Washington Economic Development Assoc.
- Board/Exec Committee Member (former), Puget Sound EDD Board
- Founding Board Member, Aerospace Futures Alliance
- Bd. Member (former) WA Aerospace P’ship.
- Bd./Exec. Comm. (former) Seattle-King County WF Dev. Council
- Bd. Member (former), Seattle Chamber
- Member (former), Multi-cultural & Small Bus. Task Force - Seattle Chamber

Experience
As a principal with TIP, Jeff Marcell leads high-profile national consulting engagements and contributes to the strategic planning of the business. Before joining TIP, Jeff served as the president and CEO of the Economic Development Council of Seattle and King County (EDC). He was responsible for the organization’s mission of business and job creation, retention, expansion, and recruitment in King County. Jeff joined the EDC in 2004, and during his tenure, rebuilt the organization’s client-based economic development program.

Prior to joining the EDC, Jeff was an economic development consultant with Angelou Economics, and a marketing executive in the Economic Development Division of the Greater Houston Partnership. He was responsible for retaining and recruiting corporate expansions and relocations by marketing and promoting the Houston region nationally and internationally. During his term with the Partnership, the organization brought in over 25,000 jobs to the Houston region with $3.4 billion in annual economic impact to the community.

In 2007, Jeff was named one of the Puget Sound Business Journal’s 40 Under 40. In 2013, he received the MacArthur Award for Leadership from the Washington State Department of Commerce. He has been recognized by the IEDC for his efforts in Technology-Led Economic Development and Clean Technology, and was the recipient of an Outstanding Board Service Award from the Seattle-King County Workforce Development Council, 2012

Education
- Juris Doctorate, South Texas College of Law.
- Bachelor of Arts, Political Science, Univ of Illinois at Chicago.

Significant Projects
- Supervised the recruitment, retention, and expansion of 65 companies representing nearly 7,000 primary jobs in the Seattle region.
- Drafted the program and operation plans for the Delaware Prosperity Partnership, the Washington Military Alliance (on behalf of the Washington State Department of Commerce), and for Newport County, RI.
- Prepared urban economic development strategies and provided economic development guidance for Minneapolis-St. Paul and the City of Detroit.
- Conducted center of excellence studies and regional strategies for the East Central Michigan Prosperity Region, the North Iowa region, the Lewis County and Klickitat County WA region, and the NW Indiana region.
- Conducted citywide economic development planning and strategic guidance: City of Auburn WA, City of Corning NY, Missouri City TX, and the City of Shelton WA.
TRACYE MCDANIEL, President | tracye@tipstrategies.com

Expertise
- International/domestic market development
- Business recruitment, expansion and retention
- Econ. devt. marketing
- Tourism development and marketing
- Fundraising strategies
- Workforce strategies
- Regional econ. devt.
- State and regional public-private p’ships

Affiliations
- Current Board Chair, International Economic Development Council
- Member, Texas Economic Devt. Council
- Board of Directors, NJ Chapter of the NAIOP
- Appointed, Council on Innovation
- Appointed, NJ Military Installation Growth and Development Task Force
- Board member (former), Texas Economic Development Corp.

Experience
Tracye McDaniel is a recognized trailblazer who has led successful public and private economic development organizations at the state and regional level under five governors in two states. She has been a trusted advisor to CEOs, nonprofits, public organizations, and private enterprises for more than three decades. Tracye has earned a reputation of creating mutually beneficial strategic partnerships among leaders across a broad spectrum of industries.

Prior to joining TIP Strategies, Tracye founded McDaniel Strategy Ecosystems and served as president and CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by then newly elected New Jersey governor, Chris Christie, and business leaders to serve as the founding CEO of Choose New Jersey) and later in Texas (where she headed up the Texas Economic Development Corporation). Her expertise in international business development and marketing spans more than 50 countries.

Tracye also served as executive vice president and COO of the Greater Houston Partnership, Houston’s most influential business organization. During her tenure she refined and implemented the organization’s 10-year strategic plan and teamed with business leaders to raise more than $32 million and to devise and execute Opportunity Houston, the organization’s successful economic development global marketing and lead generation initiative.

Tracye is known for building accomplished teams that get results. She is a sought-after speaker, presenting to national and international audiences, and has published and appeared in global publications and news outlets.

Education
- BS in Communications, University of Texas at Austin

Significant Projects
- Regional economic development planning and execution: Greater Houston Partnership, Houston, TX
- Economic development marketing and fundraising: Opportunity Houston, Houston, TX.
- State-level public-private partnerships for economic development: Choose New Jersey, Princeton, NJ; TexasOne–Texas Economic Development Corporation, Austin, TX.
- Economic development marketing: Texas Wide Open for Business, Office of the Governor Economic Development and Tourism, Austin, TX.
- Tourism development and marketing: Texas: It’s Like A Whole Other Country, Texas Department of Economic Development and Tourism, Austin, TX.
Experience

Tom Stellman is founder of the consultancy and leads select high-impact project engagements throughout the country. As developer of TIP’s model of Talent, Innovation, and Place, he helps clients identify their core value and build consensus around strategies to promote economic health. He is the lead author of TIP’s Automotive Profile, the Invest in Texas Business Guide, and the Texas Manufacturing Skills Gap.

Over the last decade, Tom has led defense-related engagements, including the preparation of a statewide defense diversification strategy for MassDevelopment; an economic growth strategy for the bi-state region surrounding Fort Campbell; and an economic diversification plan for Eastern Kern County, CA. He has also expanded the firm’s workforce practice, including talent-driven analyses and strategies for regional organizations in Tampa Bay, Houston, Milwaukee, El Paso, and Columbia, SC.

In addition to leading consulting engagements, Tom developed and launched the Invest in Texas Alliance, a marketing initiative sponsored by 26 economic development agencies and electric utilities. His team targeted both domestic and international growth companies through a unique mix of direct marketing and networking, resulting in over $3 billion in investment leads and the location of 15 companies.

Prior to establishing TIP, Tom was director of the Office of International Business for the Texas Department of Commerce, where his team was charged with promoting the state’s exports, marketing the state to foreign investors, and facilitating communication between foreign investors and economic development organizations statewide.

Tom also served as staff to the Texas Mexico Authority and as border development coordinator for the state’s economic development agency. As manager of the Texas Maquila Supplier Project, he assisted Texas companies expanding and locating in the border region to serve the Mexican industrial market. A Texas native, Tom lives in Austin with his wife and their four children.

Significant Projects

- Regional economic development planning and target industry analysis: Bismarck-Mandan, ND; Green River Area Development District, KY; WIRED 26-county region, KY/IN.
- Defense-related work: State of Massachusetts; Fort Campbell, KY; Kern County, CA; Fort Hood, TX; Sheppard AFB, TX; Anniston Army Depot, AL; Eglin AFB, FL.
- Economically driven strategies for workforce boards: Western Kentucky Workforce Investment Board; Workforce Solutions of Central Texas; Clarksville-Montgomery County, TN; Workforce Solutions (Lower Rio Grande Valley), TX.
- Rural entrepreneurship assessments: Northeast Texas and Southwest Arkansas.
- Marketing initiative: Invest in Texas Alliance.
Experience

Jon has been a principal and managing partner at TIP Strategies since 2000. He helped transition the company from its Texas-based site selection practice to an economic strategy firm with major national recognition. His portfolio includes planning work from New York to California, with significant regional projects in the Mississippi Delta, Seattle’s Puget Sound, and in the Great Lakes area.

Prior to joining TIP, Jon was the director of business development first for the State of Washington and then under Governor Ann Richards for the State of Texas. During the transition to Governor Bush’s tenure he helped restructure the state’s economic development organization and then co-authored the new strategic plan for the State of Texas. Jon also has deep ties to the state of Oregon. He was vice-president with the Oregon Technology Fund and was the lead investor for the Hood River Brewing Company (Full Sail), which continues to hold a prominent place in the craft brewing industry. He also managed two start-up technology companies: Fiberlite Composites and LifePort Inc. LifePort was subsequently acquired by Sikorsky.

Jon has served on the boards of several startup technology companies and on state task forces and gubernatorial committees. He has lectured in business at the University of Washington, the University of Texas, and was on the faculty at Marylhurst College in Portland, Oregon. Jon was also the founder of a mountain bike company in Portland: the Fat Tire Farm, which now operates multiple retail outlets.

Born and raised in Germany, Jon has traveled extensively throughout Europe and Asia. He resides in Austin but spends his summer in Bend, Oregon.

Education

- Post graduate research, University of Oregon.
- Master of Arts, Political Philosophy, University of Hawaii.
- Bachelor of Arts, University of Hawaii.

Significant Projects

- Regional economic devt. planning: Puget Sound Regional Council, WA; Blaine, ID.
- Citywide economic development planning: Fort Collins, CO; Clearwater, FL; Redmond, WA; McKinney, TX.
- Comprehensive economic development strategies: Association of Central Oklahoma Governments; Richmond, VA.
- “Envision Central Texas” project for regional planning in the Austin Metro area.
- State of Texas Strategic Economic Development Plan.
- Recruitment of Matsushita Semiconductor (NSC) to Washington.

Expertise

- International and domestic recruitment
- Regional economic strategies
- Venture capital and high-growth entrepreneurship
- Economic development marketing

Affiliations

- Fellow, Wash. World Affairs Council, Seattle
- Member, Texas Economic Devt. Council
- Member, Intl. Economic Development Council
- Board of Trustees (former), KMFA radio Austin, Texas.

Jon Roberts, Managing Partner | jon@tipstrategies.com
ALEX COOKE, Vice President, Consulting | alex@tipstrategies.com

Experience
Alex Cooke has managed economic strategy projects for a diverse collection of communities and regions in 20 states and territories—extending from Alaska to the US Virgin Islands—since joining TIP in 1997.

Alex began his career at TIP running the Invest in Texas Alliance, an international marketing consortium that generated dozens of foreign direct investment leads for Texas communities and utilities. Subsequently transitioning to the firm’s economic strategy consulting practice, he has produced strategic plans, marketing plans, economic base analyses, and target industry analyses. Today, as a senior consultant, Alex has a successful track record in project planning, client communications, public input, and deliverable production.

In addition to economic development, Alex has both public and private sector experience in the fields of management consulting, higher education, and legislative affairs. His other professional skills include economic, legislative, and policy analysis; grant proposal development; federal grant program administration; and performance measurement. Alex worked as a management consultant with MGT of America and as the director of research and grants for the International Business Education Program at Texas Tech University’s Rawls College of Business. At Texas Tech, Alex was responsible for planning and developing grant funding proposals, researching and coordinating funding opportunities, communicating with potential funding agencies and foundations, and administering grant programs.

He is married and is the father of one son.

Education
- Master of Public Affairs, LBJ School of Public Affairs, University of Texas at Austin.
- Bachelor of Arts, Political Science, Texas Tech University.

Significant Projects
- State and regional economic development planning: Delaware Business Roundtable and Delaware Prosperity Partnership (statewide); I-41 Corridor; WI; Florida’s Great Northwest; Delta Regional Authority (multi-state); Puget Sound Regional Council, WA; Together North Jersey; US Virgin Islands.
- Defense-related work: State of Washington; State of Massachusetts; Fort Campbell Region, TN & KY; Texarkana, TX; Anniston, AL; Wichita Falls, TX; Killeen, TX.
- Citywide economic development planning: Detroit, MI; Las Vegas, NV; Clearwater, FL; Richmond, VA; Corpus Christi, TX; Lubbock, TX; Abilene, TX.
- Countywide economic development planning: Montgomery County, MD; Chester County, PA; Clark County, WA; Mat-Su Borough, AK; Kenosha County, WI.
JOHN KARRAS, Senior Consultant | john.karras@tipstrategies.com

Expertise

- Economic development strategic planning
- Target industry and industry cluster analysis
- Economic and fiscal impact analysis
- Economic development marketing and digital lead generation
- Downtown revitalization
- Urban planning and transportation policy
- GIS mapping and spatial analysis
- Keynote speaking on economic development and urban revitalization

Experience

John has devoted his career to the bold idea that every community has the potential to become a more vibrant place. As Senior Consultant with TIP Strategies, John channels his energies to empower economic development professionals and civic leaders with the knowledge and tools needed to make their communities more vibrant. John has spent more than a decade working as a national economic development strategist. John has worked with thousands of community and business leaders who shared their insights and contributed to the strategic growth of big cities, suburbs, and rural communities.

In addition to his national strategic consulting portfolio, John has built a reputation as a leading thinker on urban revitalization trends and their impact on economic development. He founded urbanSCALE.com in 2013, which introduced the first comprehensive measure of how urban a city is on a scale of 1 to 10. Through regular blog posts, urbanSCALE reaches an audience of thousands of economic development professionals, urban planners, and local government leaders. Opinion pieces and research from urbanSCALE have been featured in Planetizen, Outside Magazine’s annual “Best Places to Live” feature, and dozens of local media outlets around the US. John is a frequent keynote speaker at economic development conferences, urban revitalization summits, and civic leadership programs.

Before entering the economic development field, John worked in Mayor Michael Bloomberg’s administration within the New York City Department of Transportation’s Division of Planning & Sustainability. With the NYC Department of Transportation, he managed projects that improved freight mobility while balancing needs surrounding parking, deliveries, transit riders, cyclists, and pedestrians. John also worked as an urban planning/GIS specialist with AECOM.

John lives in Austin, Texas with his wife and son, where he lives out his obsession of finding and tasting the world’s best tacos and barbecue.

Education

- Master of Science, Community & Regional Planning, University of Texas-Austin
- Bachelor of Science, Geography, Texas State University-San Marcos

Significant Projects

- Regional economic development planning: Minneapolis-St. Paul, MN; Delta Regional Authority, MS; East Central Michigan Prosperity Region; Newport, RI; Rockford, IL; West Kentucky; East Kern County, CA; Oneida Nation of Wisconsin.
- Countywide economic development planning: Asheville-Buncombe County, NC; Lubbock, TX; Green Bay, WI; Wausau, WI; Grant County, NM; Pottawatomie County, KS; Forsyth County, GA.
- Citywide economic development strategies: Fort Worth, TX; Irving, TX; Pflugerville, TX; San Angelo, TX; Missouri City, TX; Alvin, TX; Pasadena, TX; Buda, TX; Brownsville, TX; Corning, NY; Bartlesville, OK.
Expertise

- Domestic and International Business Recruitment
- Regional Economic Development Strategies
- Project Management
- Target Industry and Industry Cluster Analysis
- Policy Analysis
- Socioeconomic and Fiscal Impact Analysis

Affiliations

- Former member, Port of Portland Intl. Air Service Executive Committee
- Former vice chair, Leadership Clark County
- Former member, Clark County Railroad Advisory Board

Experience

Elizabeth has experience managing a wide range of projects including business recruitment and retention, economic and workforce development strategy, socioeconomic impact studies, and land use studies. She works closely with community, business, and academic leaders to develop comprehensive strategies that improve economic vitality and quality of life.

Prior to joining TIP, Elizabeth spent seven years with the Columbia River Economic Development Council (CREDC) in Clark County, WA. As the director of business development, she led the business services team executing the strategy for business recruitment, retention, and expansion efforts. In this role, she managed over 20 successful projects including Vigor Industrial, Banfield Pet Hospital Corporate Headquarters, RealWear, and GTMA. Areas of focus include site selection, permitting processes, incentives negotiation, higher education engagement, and workforce development. During her tenure with CREDC, she successfully managed a number of grant programs, including a four-year, $5 million grant from five federal agencies as part of the Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) program for the five county, bi-state Greater Portland-Vancouver Region.

In addition to her economic development expertise, she has over ten years of combined experience in business development, project management, and research and data analysis. Early in her career, she supported BRAC/NEPA projects by providing socioeconomic analysis for environmental assessments and environmental impact statements.

Education

- Master of Natural Resources, Environmental & Land Use Policy, Virginia Tech
- Bachelor of Arts, History and Sociology, University of Tampa

Significant Projects

- Led and supported over 20 successful recruitment and expansion projects, including corporate headquarters relocations.
- Led Greater Portland AMJIAC & JIAC CTA Programs.
- Implemented Target Industry Growth Strategy for Clark County.
- Implemented Foreign Direct Investment Strategy for Clark County within the Greater Portland Region.
Experience
Jennifer Todd has over a decade of experience contributing to transformational work in strategic planning, implementation, and partnership building with a focus on economic development, organizational strategy, urban planning, sustainability, and communications. She has experience with long- and short-term project management in the public and private sector, working with businesses, residents, elected leaders, governmental agencies, and other community organizations to identify and implement solutions to complex problems.

Prior to joining TIP, she worked for the City of Austin as a Principal Planner leading a citywide land development code rewrite as well as the development of corridor and small area plans; she also contributed to the development of a new departmental strategy. Other experience with the public sector includes leading community engagement and urban planning efforts with the District of Columbia Government’s Office of Planning, Department of Transportation, and Department of the Environment. With the International Economic Development Council, she designed regional economic development strategies with a focus on disaster recovery, organizational management and workflow structures, and identified strategies for sustainable industry development.

Education
- Master of Science, Community and Regional Planning, University of Texas at Austin
- Bachelor of Arts, History, University of Georgia
- Bachelor of Business Administration, Management, University of Georgia

Significant Projects
- Land Development Code Rewrite, Mapping and Community Engagement, City of Austin, Texas.
- Disaster Recovery Economic Development Strategies: Lake Charles, Louisiana; New Orleans, Louisiana.

Affiliations
- Congress for the New Urbanism Accredited

Expertise
- Change Management
- Policy Development
- Project Management
- Stakeholder Engagement
- Strategic Planning

Jennifer Todd, Consultant | jenn@tipstrategies.com
JACLYN LE, Consultant | jaclyn@tipstrategies.com

Experience

Jaclyn Le has led large-scale, mission-driven initiatives across the public, private, and social sectors. She has experience managing a wide range of projects focused on the public K-12 and higher education systems, talent strategies, philanthropic grantmaking, impact investing, and public policy analysis and advocacy.

Prior to joining TIP, Jaclyn worked in the nonprofit and philanthropic sectors for seven years, building and implementing initiatives focused on public K-12 education, higher education, and talent strategies. Most recently, she was a Policy and Advocacy Aide at Educate Texas, where she organized cross-sector stakeholder engagement initiatives to strengthen alignment among business, education, and philanthropic leaders. She also conducted policy analyses and created communications strategies for advocacy initiatives. In addition, Jaclyn brings several years of experience from the philanthropic sector, most recently at The Wallace Foundation based in New York City. She designed large-scale, national initiatives in education and supported the foundation in developing its grantmaking strategies in education and the arts. During her time at Wallace, Jaclyn oversaw strategic planning for a $65 million initiative supporting summer learning programs for over 70,000 students in five urban communities. She also cultivated new partnerships with organizations advancing diversity and inclusion within the philanthropic sector.

Jaclyn received a Master of Business Administration from the McCombs School of Business and a Master of Public Affairs at the LBJ School of Public Affairs at The University of Texas at Austin. She has a Bachelor of Arts in Political Science with Honors in Education and University Distinction from Stanford University.

Significant Projects

- Led strategic planning for a $65 million national initiative supporting educational enrichment opportunities for underserved children in five urban school districts.
- Led development of an impact investing firm’s strategy to leverage federal Opportunity Zone tax incentives for investments in low-income communities.
- Managed a $1 million portfolio of grants at a community foundation supporting nonprofits furthering a citywide strategy to increase college completion rates.
- Developed a sustainability planning tool, assisting cities and school districts to sustain financing, scale programs, and foster stakeholder relationships.

Expertise

- Strategy Development
- Stakeholder Engagement
- Program Design & Implementation
- Project Management
- Grantmaking Strategies
- Policy Analysis

Education

- Master of Business Admin., University of Texas at Austin
- Master of Public Affairs, University of Texas at Austin
- Bachelor of Arts in Political Science, Stanford University

Affiliations

- Emerging Practitioners in Philanthropy
- Asian Americans/Pacific Islanders in Philanthropy
Experience

Brent has more than 25 years of experience in comparative urban economic analysis. He has managed research teams in both the public and private sectors and has extensive work experience in real estate and infrastructure markets, with a focus on their cyclical and structural drivers. During his career he has spearheaded innovations in scenario modeling, fiscal impact analysis, and data collection and reporting systems. Brent has authored, co-authored, and edited numerous white papers, articles, and serial reports on global property and infrastructure markets during his career.

As a Vice President at MSCI, Brent designed and implemented performance monitoring systems for metropolitan property markets. He also developed and authored publications explaining differences in investment risks across property types, metropolitan areas, and national markets. His graphical analysis became a fixture of MSCI’s annual property market review presentations in North America, Europe, and the Asia Pacific region.

While at PPR (now CoStar), Brent supervised the publication of 250+ quarterly property market forecasts. He also oversaw the modernization of PPR’s data collection systems and led the firm’s initial groundwork in global risk analysis.

Brent’s career began in economic development in Texas in the 1990s. He brings this background to his current role at TIP, combined with extensive experience in the dynamics of real estate, infrastructure, and capital markets.

Brent is a member of the American Planning Association and an AICP-certified planner.

Education

- Master of Science, Community & Regional Planning, University of Texas–Austin.
- Bachelor of Business Administration in Finance, University of Texas–Austin.

Significant Projects

- Strategic planning: Fort Worth, TX (2017); Chester County, PA (2014); Las Vegas, NV (2013); Envision Central Texas (2003).
- Prioritization models: global port investment, for Deutsche Bank (2009); global agricultural markets, for Southern United States Trade Association, (2007); global city office markets, for Mitsui Fudosan (2004).
KAREN BEARD, Senior Analyst  |  karen@tipstrategies.com

Experience

Karen Beard has extensive experience as a researcher in both the public and private sector. Since joining TIP in 2000, she has managed consulting engagements for clients across the country. Karen’s current area of focus is helping clients understand their workforce. Most recently, she completed a labor market assessment for Clarksville-Montgomery County, Tennessee, which included an update of the Veterans Inventory, a mechanism for assessing post-military plans of Fort Campbell personnel separating from service.

Prior to joining TIP, Karen held the position of senior research analyst at the Texas Department of Economic Development. During her tenure at TDED, she was involved in a number of projects, including the design and maintenance of the agency’s "one stop" economic development web sites. In this capacity, she served as the principal developer of the Texas Business & Community Economic Development Clearinghouse, a searchable database of economic development resources.

As a research associate for the State Bar of Texas, Karen analyzed subjects of interest to the legal services industry and participated in dozens of law-related survey research projects, including an extensive annual report on attorney fees and compensation, as well as an award-winning survey on the concerns of minorities in the legal profession. She has also conducted research on the disability community for the Texas Rehabilitation Commission and led a major household travel survey as a research manager for NuStats, an Austin-based transportation research firm. Other topics that she has addressed include the evaluation of manufacturing technology centers and the effect of regulation on the cost of land development.

Education

- Master of Science, Community & Regional Planning, University of Texas at Austin.
- Bachelor of Arts, Sociology, University of Texas at Austin.

Significant Projects

- Regional economic development planning: Green River Area Development District, KY; WIRED 26-county region, KY/IN; Racine County EDC, WI.
- Defense-dependent communities: Anniston Army Depot, AL; Fort Hood, TX; Fort Campbell, KY.
- Workforce projects: Workforce Solutions of Central Texas; Western Kentucky Workforce Investment Board; Pearland EDC, TX; Workforce Solutions (Lower Rio Grande Valley).
Evan Johnston, Analyst | evan@tipstrategies.com

Experience
Evan works with project managers to collect, organize, and analyze data for clients. He helps the project team to find reputable, reliable data and to manipulate them into meaningful analyses, as well as to research policy and edit reports. He specializes in economic analysis and labor market research. Before joining TIP, Evan worked as a social science research associate at the University of Texas at Austin on research projects examining labor market dynamics and entrepreneurship.

Evan holds a Bachelor of Arts in Economics and Psychology and a Bachelor of Science in Mathematics from the University of Texas at Austin. He also completed certificates in applied statistical modeling, computer science, and business during his undergrad.

Significant Projects
- **Austin’s Entrepreneurial Ecosystem**: Contributed to a Kauffman Foundation-funded project to study the emergence of Austin’s entrepreneurial ecosystem. Acknowledgement of contributions in Echeverri-Carroll and Feldman (2018) “Chasing entrepreneurial firms” in Industry and Innovation.
- **Stanford Latino Entrepreneurship Initiative (SLEI)**: Contributed to a chapter examining minority entrepreneurship and the ethnic enclave hypothesis using data from the SLEI’s annual Survey of Latino Business Owners. Acknowledgement of contributions in “Social Network Utilization among Latino-Owned Businesses” (Echeverri-Carroll and Mora, forthcoming).

Expertise
- Regional labor market analysis
- Data manipulation and statistical analysis
- Quantitative and qualitative research

Education
- Bachelor of Arts, Economics and Psychology, University of Texas at Austin
- Bachelor of Science, Mathematics, University of Texas at Austin
Our process establishes a clear vision for economic growth.

**Project Understanding & Approach**

Our team has an established process for conducting economic development strategy work. Our Theory Into Practice (TIP) planning model combines analytical tools with the latest thinking in economic development, workforce training, and community-based principles to create innovative and publicly supported strategies. In our years of leading consulting projects across the country, this three-phase approach—Discovery, Opportunity, and Implementation—has proven flexible enough to address the variety of challenges our clients face.

Our three-phase model aligns well with our understanding of the requested scope of work.

In the **Discovery** phase, we will evaluate Montana’s competitive position and the factors that affect its ability to attract investment and talent. This assessment will be based on a synthesis of existing studies and relevant data, a review of Montana’s major programs and initiatives, and targeted discussions with stakeholders and experts. Findings from this work will result in a clear picture of the state’s strengths and weaknesses and will inform our thinking about potential tools and incentives that could better position the state in the future.

Our work in the **Opportunity** phase centers on identifying, refining, and prioritizing the strategies and tools that may be a fit for Montana. During this phase, our team will benchmark Montana’s economic development approach against other Western states and regions and conduct a national scan of best practices. In evaluating alternatives, consideration will be given to the state’s capacity and any barriers to implementation.

Finally, during the **Implementation** phase, findings from prior phases are used to create a data-driven and actionable strategy. Our work will provide MEDA and its partners with a clear understanding of the available options for driving growth in the state and a detailed plan for moving forward.

1. **Discovery**

   **What are the challenges and opportunities facing economic and community development in Montana?**

   **1.1 Project kickoff** | The kickoff meeting provides the opportunity to discuss objectives, define success factors, and review the team’s expectations for the engagement. As part of this task, we will also finalize the outreach strategy to ensure we engage stakeholders in a way that provides meaningful information to the planning process, raises awareness of economic issues, and builds support for the outcome. The meeting can be conducted virtually or in person, depending on the specifics of the project.

   **1.2 Planning context** | To provide context for our work and ensure our team builds on existing knowledge, we work closely with our clients to conduct the following tasks at the outset of the engagement:
Planning background. We begin with a review of planning documents identified by MEDA that are relevant to this work. Insights gained from this step will help shape our recommendations in the Implementation phase.

Competitiveness. To supplement this review, our analysts will prepare a targeted assessment of factors that define Montana’s competitiveness and are of greatest concern to economic decision makers. Our analysis will be tailored to meet project objectives and to take advantage of available data resources.

Network inventory. We will compile information on the partner network that influences economic and community development in Montana. Findings from this scan will help refine and prioritize initiatives, identify resources that could be brought to bear on specific projects, and highlight potential gaps and redundancies.

1.3 Current approach | Working with MEDA and its partners, we will assess the current state-level approach to economic and community development. The focus of this effort will be on 1) understanding how major activities are organized and resourced (based on findings from Task 1.2); 2) analyzing the relationships among the key players in the state; and 3) evaluating the extent to which those activities and relationships are accomplishing stated goals and objectives. The results will be expanded on during the Opportunity phase through a comparison to peers and competitors.

1.4 Stakeholder engagement | Based on the outreach plan developed during the project kickoff, we will engage the appropriate groups using the following mechanisms:

Roundtables. Roundtables are the linchpin of our stakeholder input process and are designed to encourage productive discussions around a targeted set of topics. They are typically conducted with a broad range of stakeholders and experts to gather information about trends, barriers, opportunities, and assets that will help shape our recommendations.

Interviews. For a select group of stakeholders, we may also conduct one-on-one or small group interviews. Our team has extensive experience engaging businesses and community leaders and helping our clients identify champions who can move initiatives forward and who will be instrumental in a successful implementation effort.

Surveys. Finally, we will work closely with MEDA to design a survey that will solicit input from members by leveraging organizations across the partner network.

1.5 Competitive position | Findings from the Discovery phase form the basis for understanding Montana’s competitive position. In addition to considering strengths, weaknesses, opportunities, and threats, this analysis highlights factors that differentiate the state from others in the marketplace.
2. Opportunity

How does our approach to economic and community development compare with our peers and competitors? What proven best practices might be a fit?

2.1 Benchmarking | Armed with an understanding of Montana’s competitive position, we will compare the state’s current approach to economic and community development with that of an agreed upon number of similarly situated states. In addition to identifying potential tools, incentives, and strategies, this review will consider the impact of resource levels and funding mechanisms on the capacity of the individual states to achieve their objectives.

2.2 Best practices | Findings from the benchmarking analysis of peers and competitors will be supplemented with national best practices research. This research would focus on identifying successful activities undertaken by progressive states and regions that might be a fit for Montana. For each, we will prepare a brief case study outlining how the best practice is initiated and supported. Where available, information on resources (staffing and budget) and lessons learned will be captured.

2.3 Capacity review | Findings from the benchmarking task will be paired with our Discovery phase analysis of Montana’s current approach (see Task 1.3) to assess the state’s capacity for implementing the most promising tools and incentives. In addition to looking at resource levels, this review would also consider policies and other barriers that may exist to adopting the best practice tools, incentives, and strategies identified during the planning process. This “decision matrix” would serve as an important tool in evaluating potential alternatives in subsequent tasks.

2.4 Findings workshop | Based on insights from the benchmarking, best practices, and capacity analyses, the consulting team will facilitate a workshop with MEDA and relevant partners. This workshop would include a presentation of findings from Discovery and Opportunity phase tasks, followed by a discussion of best practices to incorporate in the development of the Next Generation strategy in the final phase of work.

3. Implementation

What steps, tools, and resources will be required to implement a forward-looking economic development strategy in the state?

3.1 Recommendations | Using findings from prior phases, coupled with the experience of the consulting team, TIP will provide specific recommendations for tools, programs, and funding mechanisms. The resulting document will provide MEDA with the specific recommendations and tools needed to implement the identified next generation economic and community development tools and practices.
3.2 Implementation plan | To support the recommendations, TIP will prepare an action-oriented plan that accomplishes the following:

→ Outlines specific actions to support the recommended strategies
→ Identifies responsible parties and potential partnership opportunities
→ Establishes timelines and sets priorities
→ Includes budget estimates (where applicable) and identifies potential funding sources
→ Defines meaningful and realistic performance metrics
→ Provides guidance on near-term steps that will build momentum for implementation

3.3 Rollout presentation | In addition to finalizing all deliverables, this phase will include a public “rollout” of the plan. In our experience, this step is critical to broad acceptance of the strategies. We will work closely with the client team to design a rollout that fits the needs of the project. Potential approaches to this task would include informing area residents of the highlights of the plan through a press release; distributing an executive summary to a wide range of stakeholders; or holding a more public event, such as a press conference or a presentation to stakeholders at a luncheon or during an economic summit.
# Project Schedule

The following schedule assumes a mid-October 2019 start date. It is intended to provide an overview of the process and can be adjusted to meet the needs of the client.

<table>
<thead>
<tr>
<th>PHASE/TASK</th>
<th>2019/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Oct</td>
</tr>
<tr>
<td><strong>1. DISCOVERY</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Project kickoff</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Planning context</td>
<td></td>
</tr>
<tr>
<td>1.3 Current approach</td>
<td></td>
</tr>
<tr>
<td>1.4 Stakeholder engagement</td>
<td></td>
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<tr>
<td>1.5 Competitive position</td>
<td></td>
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<tr>
<td><strong>2. OPPORTUNITY</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 Benchmarking</td>
<td></td>
</tr>
<tr>
<td>2.2 Best practices</td>
<td></td>
</tr>
<tr>
<td>2.3 Capacity review</td>
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<tr>
<td>2.4 Findings workshop</td>
<td></td>
</tr>
<tr>
<td><strong>3. IMPLEMENTATION</strong></td>
<td></td>
</tr>
<tr>
<td>3.1 Recommendations</td>
<td></td>
</tr>
<tr>
<td>3.2 Implementation plan</td>
<td></td>
</tr>
<tr>
<td>3.3 Rollout presentation</td>
<td></td>
</tr>
</tbody>
</table>

**Milestones**

1. Project kickoff, typically held as soon as possible following award date.
2. Technical memo outlining key findings regarding the state’s challenges, opportunities, and competitive position.
3. Presentation of key findings of benchmarking, best practices, and capacity review to inform recommendations.
4. Draft recommendations for review and comment.
5. Revised recommendations and implementation plan.
6. Rollout of findings to stakeholders.
GOVERNOR’S TRANSITION TEAM/DTE ENERGY
BEST PRACTICES IN STATE WORKFORCE & ECONOMIC DEVELOPMENT

CHALLENGE
Michigan’s Governor-elect, Gretchen Whitmer, made improving the state’s economy and creating high-paying jobs a central issue of her administration, as evidenced by her plan, Get it Done: Better Skills, Better Jobs for Michigan. While the state has rebounded on several key indicators since the recession, economic gains have not been felt by all residents. The change of administrations offered an opportunity to re-examine the state’s existing approach.

RESPONSE
To help guide planning for the incoming administration, TIP Strategies was engaged to identify state-level best practices in workforce and economic development and to document the organizational structure and programmatic focus of the identified systems. Benchmark states were selected based on several considerations, including media rankings for economic competitiveness, similar population and industry makeup, geographic location (with priority given to Midwestern states), and the experience and expertise of the consulting team. TIP conducted interviews with state-level representatives of either economic development or workforce agencies in seven states: Arizona, Georgia, North Carolina, Ohio, Texas, Washington, and Wisconsin. Findings from the research and best practice interviews, coupled with the experience of the consulting team, were used to prepare high-level recommendations for the transition team. These recommendations focused on near-term strategies to reposition Michigan’s workforce and economic development system over the administration’s first 100 days and lay the groundwork for facilitating greater coordination among these two critical sectors over the long term.

REFERENCE
Jeff Donofrio, Director, Department of Labor and Economic Opportunity | 105 W. Allegan St., Lansing, MI 48933 | PH 517.241.6712 | LEO-DirectorOffice@Michigan.gov

PROJECT TEAM
Jeff Marcell, principal-in-charge | Karen Beard, lead analyst

BUDGET
$50,000

TIMEFRAME
Dec 2018 – Jan 2019

Image Credit: Michigan State Capitol dome interior by Steve & Christine from USA via Wikimedia CC BY 2.0.
WASHINGTON STATE DEPARTMENT OF COMMERCE, OFFICE OF ECONOMIC DEVELOPMENT & COMPETITIVENESS (OEDC)
MULTI-DAY LEADERSHIP WORKSHOP

CHALLENGE  The OEDC found itself in a unique position in early 2017. The Washington State Senate’s proposed budget called for unprecedented reductions to Commerce’s economic development programs amid various budget deficits. In an effort to prepare for and formulate a proactive response to these budget reductions, Commerce engaged TIP Strategies to facilitate a multi-day strategy session for the OEDC leadership team in the Fall of 2017. The scope of work included reviewing relevant planning documents, interviewing key personnel, presenting current trends and best practices in state economic development programs and leadership, and developing a summary of key takeaways and preliminary recommendations.

RESPONSE  The overarching goal of the strategy session was to glean insight and ideas from key OEDC leadership, align the leadership around a common set of tasks and policy decisions, discuss details surrounding the new environment for the OEDC amid budget reductions, and to ensure the OEDC could continue to operate in an efficient and effective manner. Today, the OEDC continues to execute on strategies and policy recommendations that were identified during the strategy sessions. As a result of this planning work OEDC was successful in maintaining agency funding; realigning and prioritizing department programs and communications; as well as driving efficiencies, transparency, and enhanced economic development partner relationships around the state.

REFERENCE  Chris Green Asst. Director, Office of Economic Devt. & Competitiveness | 2001 6th Ave. Suite 2600, Seattle, WA 98121 | PH 206.256.6146 | chris.green@commerce.wa.gov

PROJECT TEAM  Jeff Marcell, principal-in-charge | Ashton Allison, lead consultant

BUDGET  $10,000

TIMEFRAME  Sep 2017 – Oct 2017
WASHINGTON STATE DEPARTMENT OF COMMERCE
DEFENSE INDUSTRY ADJUSTMENT GRANT

CHALLENGE
The importance of the military and defense sector to the state of Washington is clear. It provides tens of thousands of jobs for Washington families and contributes billions of dollars to the state economy each year. What is not clear to state leaders is the extent to which Washington businesses are reliant on federal military and defense contracting and what planned reductions in spending would mean for these companies and the state’s economy. To document the sector’s reach and help identify specific needs of defense contractors to transition or adapt to potential cuts, the Washington State Department of Commerce (Commerce) applied for and was awarded a $4.3 million Defense Industry Adjustment grant from the Department of Defense’s Office of Economic Adjustment (OEA).

RESPONSE
Over the course of this multi-year process, TIP Strategies helped formalize the Washington Military Alliance (WMA) and prepare an organizational strategy and communications plan for the WMA. To design and test economic diversification strategies specific to the defense services supply chain, TIP partnered with management consulting firm Kepner-Tregoe. The final product, the Washington State Military & Defense Playbook, defined a strategic framework for the WMA and its partners to retain and strengthen the military and defense sector. To ensure the success of the strategy beyond the life of the OEA grant, TIP worked with Commerce to create a Sustainability Strategy designed to integrate the Playbook with existing local, state, and federal programs.

REFERENCE
Kristiné M. Reeves; Director, Military & Defense Sector | Seattle Office–Intl. Trade & Business Development; 2001-6th Avenue, Suite 2600; Seattle, WA 98121 | PH: 206.256.6105 | kristine.reeves@commerce.wa.gov

PROJECT TEAM
Jeff Marcell, principal-in-charge | Ashton Allison, Alex Cooke, consultants

BUDGET
$838,000 (total of 5 contracts funded under the initial OEA grant)

TIMEFRAME
Feb 2015 – Dec 2016

DELIVERABLE
Defense Industry Adjustment Program Deliverables (Items 1, 3B2, 4, and 5)
http://wamilitaryalliance.org/oea-grant-deliverables/

Image Credit: Sailors assigned to the aircraft carrier USS Nimitz (CVN 68) at Naval Station Everett (NSE) [1 of 14], by Jeffry Willadsen
In late 2015, TIP Strategies was commissioned by the Delaware Business Roundtable to prepare a statewide strategy for economic growth and prosperity. The Roundtable engaged state, business, and community leaders in creating an agenda focused on increased capital investment and statewide job creation. Establishing a new public-private partnership (P3) was a major recommendation of the resulting strategy, the Delaware Growth Agenda, published in July 2016. The State of Delaware embraced the approach endorsed in the Growth Agenda and the Delaware Prosperity Partnership (DPP) was formally created by the Delaware General Assembly in July 2017.

TIP was re-engaged by the state to design an organizational blueprint to guide the DPP’s activities and programs over a five-year planning horizon. The strategic operations plan was developed with close support and guidance by the DPP’s executive leadership and board of directors. This includes direct input from the state’s business community, elected representatives, and governor. The strategic operations plan outlined the DPP’s mission, role in statewide economic development, and guiding principles. Major areas of emphasis included external marketing, business attraction, incentives, business retention and expansion, entrepreneurship & innovation, and talent. The plan also identified target industry clusters the DPP should be working to attract, develop, and expand. Finally, the plan included performance measures that would allow the DPP to demonstrate what the organization is doing and the impact that its work is having on Delaware’s economy. The final plan was approved by the DPP’s Board of Directors in September 2018 and presented to the public in October 2018.

Kurt Foreman, President & CEO, Delaware Prosperity Partnership | PO Box 671, Wilmington, DE 19899 | PH 302.576.6586 | kforeman@deprosperitypartnership.com

Jeff Marcell, principal-in-charge | Alex Cooke, lead consultant

Growth Agenda: $150,000 | P3 Research: $45,000 | DPP Operations Plan: $150,000


Delaware Growth Agenda, Delaware Business Roundtable | July 2016
www.dbrt.org/delaware-growth-agenda
CITY OF DALLAS, TX
OPPORTUNITY ZONE PROSPECTUS

CHALLENGE
As the economic engine of the country’s fourth-largest metropolitan area, Dallas is a city of opportunity. Billions of dollars in investments have poured into the city in recent years as companies of all sizes have chosen to make major commitments to Dallas. However, the city’s prosperity has not been equally distributed.

RESPONSE
The Tax Cuts and Jobs Act of 2017 established Opportunity Zones, a federal tax incentive designed to spur investment in under-served communities. Under the Act, investors in these zones can receive significant tax benefits, including a deferral of capital gains taxes. For residents, Opportunity Zone investments have the potential to provide pathways to economic success for residents in and around the zones. Fifteen census tracts in the city have been designated as Opportunity Zones by the federal government, encompassing 76,000 residents across nine neighborhood clusters. To help maximize the potential of the Opportunity Zone program, the City engaged TIP Strategies to create a prospectus to position the zones with investors. TIP created a regional economic overview, along with individual analyses for the zones contained in each of the nine neighborhood clusters.

REFERENCE
Mr. Courtney Pogue, Director of Economic Development, City of Dallas | 1500 Marilla St., Room SCS, Dallas, TX 75201 | PH 214.670.1685 | courtney.pogue@dallascityhall.com

PROJECT TEAM
Tracye McDaniel, principal-in-charge | Jaclyn Le, lead consultant

BUDGET
$40,000

TIMEFRAME
Jul 2019 – Sep 2019
ONEIDA NATION OF WISCONSIN
ECONOMIC DEVELOPMENT STRATEGIC PLAN

| CHALLENGE | The Oneida Nation of Wisconsin’s last economic development plan was prepared in 1997. Two decades later, the US and global economies had endured the largest downturn in generations. And technological advances and other disruptive forces had transformed multiple industries fundamental to the economy of northeast Wisconsin, like manufacturing and agriculture. The Oneida Nation’s economic engine—gaming—was also waning, reducing tribal income. With record low unemployment rates in many major metros across the US, the region struggled to retain key talent. |
| RESPONSE | To respond to changes within the tribe and the Greater Green Bay region, the Oneida Nation hired TIP Strategies to launch a planning process focused on the growth of profitable businesses that would provide revenues and opportunities for the Nation and its people. The mission of the plan was to foster sustainable development and commercial growth that reflected Tsi’ niyukwalihotin (our ways) with innovative approaches that enriched the natural, built, and business environments. To provide a foundation for the planning process, TIP assessed factors affecting the Oneida Nation’s economic competitiveness and met with key stakeholders in the Greater Green Bay area. Six target industries were chosen as a focus of Oneida investments, including software and data analytics and healthcare services and products. Performance measures, such as growth of tribal revenue and profits, job growth (especially in middle-to high wage jobs), and real estate development were chosen to guide the plan through implementation. |

| REFERENCE | Troy Parr, Division Director | PO Box 365, Oneida, WI 54155 | PH 920-869-1600, ext.4529 | tparr@oneidanation.org |
| PROJECT TEAM | Jon Roberts, principal-in-charge | John Karras, lead consultant |
| BUDGET | $100,000 |
| TIMEFRAME | Dec 2017 – Aug 2018 |

Image Credit: Courtesy of Oneida Nation of Wisconsin
CHOCTAW NATION OF OKLAHOMA
ECONOMIC DEVELOPMENT STRATEGIC PLAN & TARGET INDUSTRY ANALYSIS

CHALLENGE
The Choctaw Nation of Oklahoma saw unprecedented growth and business success leading up to 2018. However, low educational attainment, aging infrastructure, and slow job growth continued to threaten many of the tribe’s surrounding communities in southeast Oklahoma. To channel the regional momentum and address specific challenges, the Choctaw Business and Economic Development Division embarked on a visionary economic development strategic planning process for the tribe and for the 11-county region that mostly closely aligned with tribal boundaries.

RESPONSE
TIP Strategies was hired to conduct a regional economic development strategic plan for the tribe, individual plans for each county, and a target industry analysis for the region. Together, these plans equip the tribe and surrounding communities with the tools needed to create a stronger economic outlook for southeast Oklahoma. The strategy was developed to build upon the assets of the region and strengthen regional competitiveness with focused investments of time and resources. Assets included key urban centers, natural resources, educational institutions, and tourism attractions. The plan was organized around three programmatic goals: business formation, retention, and expansion; business attraction; and community capacity and assets. In addition to these goals, developing local leadership and creating partnerships was key to strengthening the region’s abilities to tackle complex problems.

REFERENCE
John L. Redman, Sr. Economic Development EDA Program Manager, Choctaw Nation Division of Commerce | 1802 Chukka Hina, Durant, OK 74701 | PH 800.522.6170 | jredman@choctawnation.com

PROJECT TEAM
Jon Roberts, principal-in-charge | Caroline Alexander, lead consultant

BUDGET
$250,000

TIMEFRAME
Dec 2017–Jun 2018

Image Credit: Courtesy of the Choctaw Nation of Oklahoma.
**Fee Proposal**

The fee for completion of this work is $115,000, plus expenses.

**Fees**

The breakdown shown below is an estimate and is intended to reflect anticipated level of effort. Adjustments may be made between phases to reflect changing priorities and assignments over the course of the engagement.

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<thead>
<tr>
<th>PHASE</th>
<th>NUMBER OF HOURS BY POSITION</th>
<th>TOTAL</th>
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</thead>
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<td>Discovery</td>
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<td>Implementation</td>
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<td><strong>Total Fees</strong></td>
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</tbody>
</table>

**Expenses**

Expenses are subject to approval and are billed at cost. They include custom data purchases (if any) and travel and lodging associated with conducting this work. Travel costs represent an estimate based on the number of trips indicated and may assume varying levels of staffing, travel days, etc. The timing and number of trips would be discussed as part of the development of a project work plan.

**Estimated Expenses**

<table>
<thead>
<tr>
<th>ESTIMATED EXPENSES</th>
<th>Per Unit Cost</th>
<th>Total</th>
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</thead>
<tbody>
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<td>Travel Expenses (assumes 5 trips)</td>
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<tr>
<td>Airfare</td>
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<tr>
<td>Meals &amp; incidentals</td>
<td>$50</td>
<td>$1,250</td>
</tr>
<tr>
<td>Lodging</td>
<td>$150</td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>Total Estimated Expenses</strong></td>
<td></td>
<td><strong>$10,688</strong></td>
</tr>
</tbody>
</table>

*Note: The stated fee includes the cost of printing up to 10 copies of the final report. Additional copies or custom printing would be subject to an additional charge.*
APPENDIX WORK SAMPLES

The following examples of TIP’s work have been made available online by our clients.

- **Greater Wausau Region Economic Development Strategic Plan, Greater Wausau Chamber of Commerce** | March 2019
  

- **Comprehensive, Countywide Economic Development Strategy, Travis County, TX (Austin)** | February 2019 (pending final approval)
  

- **Tampa Bay Works: An Employer-Led Regional Workforce Initiative** | January 2019
  
  [https://www.tampabay.org/sites/default/files/inline-files/Tampa%20Bay%20Works%20Regional%20Workforce%20Initiative_01.07.18.pdf](https://www.tampabay.org/sites/default/files/inline-files/Tampa%20Bay%20Works%20Regional%20Workforce%20Initiative_01.07.18.pdf)

- **Forsyth County Partnership; Economic Development Strategic Plan** | December 2018
  

- **Corning, NY, Economic Development Strategic Plan** | November 2018
  

- **Assessment of Middle and Advanced Skills: Information Technology, Borderplex Alliance (El Paso area)** | November 2018
  

- **Ignite the Region: Northwest Indiana’s Strategy for Economic Transformation, Northwest Indiana Forum** | September 2018
  
  [https://www.nwiforum.org/economic-initiative](https://www.nwiforum.org/economic-initiative)
  
  [https://static1.squarespace.com/static/5a663f7e2aeba52c5cad3cbb/t/5b9a6e420e2e72572885e759/1536847434199/NWI+Ignite+the+Region.pdf](https://static1.squarespace.com/static/5a663f7e2aeba52c5cad3cbb/t/5b9a6e420e2e72572885e759/1536847434199/NWI+Ignite+the+Region.pdf)

- **Buda Economic Development Corp., Economic Development Strategic Plan** | September 2018
  

- **Cluster Target Industry Study, I-68 Regional Economic Partnership (WV/MD)** | June 2018
  

- **Regional Prosperity Strategy, Vision North Iowa** | April 2018
  
  [https://www.visionnorthiowa.com/](https://www.visionnorthiowa.com/)

- **Driving the Future (Interstate-41 Corridor Initiative), East Central Wisconsin Regional Planning Commission** | February 2018
  

- **Economic Development Plan, City of Fort Worth** (3 volumes) | December 2017
  
Assessment of Middle and Advanced Skills: Life Sciences and Advanced Manufacturing, Borderplex Alliance (El Paso area) | November 2017

Economic Impact and Workforce Transition Study, Savannah River Site Community Reuse Organization | Aug 2017

Economic Development Strategic Plan, Greater Green Bay Chamber | May 2017

Master Community Workforce Plan, Capital Area WF Board (Austin, TX) | May 2017
http://www.wfscapitalarea.com/MasterCommunityWorkforcePlan.aspx#95992-master-community-workforce-plan

Florida's Great Northwest, Northwest Florida Forward (with Haas Center for Business Research and Economic Development at the University of West Florida) | February 2017
http://www.northwestfloridaforward.com/page/strategy

Talent 2.0: Regional Workforce Strategy, Fort Collins, CO | February 2017

East Kern County, CA, Economic Diversification Plan | February 2017

Economic Development Strategic Plan, City of Irving, TX | January 2017

Ten-Year Economic Development Strategic Plan, Auburn, WA | November 2016

A Plan for Economic Prosperity, Montgomery County, MD | November 2016
https://www.montgomerycountymd.gov/ep/comprehensiveES.html

Delaware Growth Agenda, Delaware Business Roundtable | July 2016
http://www.dbrt.org/delaware-growth-agenda

Regional Economic Growth Strategy, West Kentucky Workforce Board | June 2016

Delta Regional Authority, Regional Development Plan III | April 2016

Center of Excellence Action Strategy, East Central MI Prosperity Region | January 2016
http://www.emcog.org/rpi_excellence.asp

AVL 5x5 Vision 2020 Economic Development Strategic Plan, Asheville-Buncombe County Economic Development Coalition | December 2015

Regional Workforce Study, Savannah River Site Community Reuse Org. | April 2015