

PUBLIC NOTICE

The Denison Development Alliance will meet in a regular session beginning on Thursday, February 16, 2012, at 1:30 P.M. in the Conference Room at the Denison Development Alliance, 311 West Woodard Street, Denison, Texas. An agenda listing items to be considered at that time is as follows:

AGENDA
DENISON DEVELOPMENT ALLIANCE
(BUSINESS AND INDUSTRIAL CORPORATION OF DENISON, INC.)
THURSDAY, FEBRUARY 16, 2012, 1:30 P.M.
DENISON DEVELOPMENT ALLIANCE
311 W. WOODARD STREET
DENISON, TEXAS

CALL TO ORDER
ORDER OF BUSINESS

- I. CONSIDER APPROVAL OF THE REGULAR CALLED MEETING MINUTES HELD JANUARY 19, 2011.**
- II. REVIEW MONTHLY INVESTMENT REPORT.**
- III. CONSIDER APPROVAL OF THE 2012/2014 PROGRAM OF WORK.**
- IV. MONTHLY STAFF REPORT.**

THE DENISON DEVELOPMENT ALLIANCE OF DENISON, TEXAS, RESERVES THE RIGHT TO ADJOURN INTO EXECUTIVE SESSION AT ANY TIME DURING THE COURSE OF THIS MEETING TO DISCUSS ANY OF THE MATTERS LISTED ABOVE, AS AUTHORIZED BY TEXAS GOVERNMENT CODE SECTIONS 551.071 (CONSULTATION WITH ATTORNEY), 551.072 (DELIBERATIONS ABOUT REAL PROPERTY), 551.073 (DELIBERATIONS ABOUT GIFTS AND DONATIONS), 551.074 (DELIBERATIONS ABOUT PERSONNEL MATTERS), 551.075 (DELIBERATIONS ABOUT SECURITY DEVICES), 551.086 (DELIBERATIONS ABOUT ECONOMIC DEVELOPMENT).

EXECUTIVE SESSION (CLOSED SESSION), SECTION 551.072 and 551.087 TEXAS GOVERNMENT CODE.

- I. DELIBERATIONS ABOUT REAL PROPERTY**
- II. DELIBERATIONS REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS - INCENTIVES**
Consider incentives, if any, for Project WANDA and Project BRB.

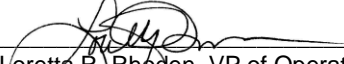
Following the closed Executive Session, the Board will reconvene in open public session and take such action as may be desirable or necessary as a result of the closed deliberation, namely:

- I. DELIBERATIONS ABOUT REAL PROPERTY**
- II. DELIBERATIONS REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS - INCENTIVES**
Consider incentives, if any, for Project WANDA and Project BRB.

ADJOURN

CERTIFICATION

I, Loretta R. Rhoden, Vice President of Operations of the Denison Development Alliance, do hereby certify the above foregoing notice of public meeting was posted at the entrance of the Denison Development Alliance Building, 311 W. Woodard, Denison, Texas, and online at www.denisontx.org, places readily available to the general public at all times, this the 13th day of February, 2012 at 1:14 p.m.


Loretta R. Rhoden, VP of Operations

PERSONS WITH DISABILITIES WHO PLAN TO ATTEND THIS MEETING AND WHO MAY NEED ASSISTANCE, ARE REQUESTED TO CONTACT THE OFFICE OF THE DDA VP OF OPERATIONS AT (903) 464.0883 TWO WORKING DAYS PRIOR TO THE MEETING SO THAT APPROPRIATE ARRANGEMENTS CAN BE MADE.

MINUTES OF MEETING
DENISON DEVELOPMENT ALLIANCE
(BUSINESS AND INDUSTRIAL CORPORATION OF DENISON, INC.)
THURSDAY, JANUARY 19, 2012, 1:30 P.M.
DENISON DEVELOPMENT ALLIANCE
311 W. WOODARD STREET
DENISON, TEXAS

MEMBERS PRESENT: Harry Kirshman, Richard Munson, John Bullard, Andy Wilkins, Larry Evans

STAFF PRESENT: Tony Kaai – DDA President, Loretta Rhoden – DDA VP of Operations, Scott Smathers – VP of Business Development, Sue Finley – Administrative Assistant

MEETING WAS CALLED TO ORDER BY HARRY KIRSHMAN, CHAIRMAN AT 1:31 P.M.

- I. CONSIDER APPROVAL OF THE REGULAR CALLED MEETING MINUTES HELD DECEMBER 15, 2011:** Richard Munson moved to approve the minutes as submitted. Andy Wilkins seconded. Motion was unanimously approved.
- II. CONSIDER APPROVAL OF THE DECEMBER FINANCIAL REPORTS:** Andy Wilkins moved to approve the December financials, as submitted by Brown and Davis. Richard Munson seconded. Motion was unanimously approved.
- III. REVIEW MONTHLY INVESTMENT REPORT:** Reviewed by Board members.
- IV. CONSIDER APPROVAL OF THE NTRA MARKETING MANAGEMENT AGREEMENT WITH GRAYSON COUNTY:** Tony Kaai presented a proposed Marketing Management Agreement with Grayson County (Attachment A). John Bullard moved to approve the Management Agreement, and Larry Evans seconded the motion. The motion was unanimously approved.
- V. CONSIDER APPROVAL OF THE CONTRACT FOR MARKETING SERVICES TO ASSIST IN THE MARKETING OF NTRA:** Tony Kaai presented a proposed Contract for Marketing Services with Retz and Associates for the marketing of NTRA (Attachment B). Richard Munson moved to approve and Larry Evans seconded the motion. The motion was unanimously approved.
- VI. CONSIDER APPROVAL OF A MEMO OF UNDERSTANDING WITH GRAYSON COUNTY COLLEGE TO ADMINISTER THE INDUSTRY INTERN PROGRAM:** Tony Kaai detailed for the Board the planning that has gone into this new program. John Bullard moved to approve the Memo of Understanding. Andy Wilkins seconded the motion. The motion was unanimously approved.
- VII. MONTHLY STAFF REPORT.**
- VIII. ANNOUNCEMENT BY PRESIDING OFFICER:** “As authorized by Article 551.072 and 551.087 of the Texas Government Code, the Denison Development Alliance adjourned into closed Executive Session on the 19th day of January, 2012, at 2:02 P.M. to consider the following:

- I. DELIBERATIONS ABOUT REAL PROPERTY**
- II. DELIBERATIONS REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS – INCENTIVES:** Consider incentives, if any, for Project UNIT, Project ONSHORE, and Project BRB.

Following the closed Executive Session the Board reconvened in open and public session at 2:26 P.M.

- I. DELIBERATIONS ABOUT REAL PROPERTY** - No action taken.
- II. DELIBERATIONS REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS – INCENTIVES** Consider incentives, if any, for Project UNIT, Project ONSHORE, and Project BRB. *No action taken.*

THERE BEING NO FURTHER BUSINESS THE MEETING WAS ADJOURNED AT 2:26 P.M.

Harry Kirshman, Chairman

Date Approved

Attachment A

AGREEMENT FOR MANAGING
A
DEVELOPMENT PROGRAM
FOR THE
NORTH TEXAS REGIONAL AIRPORT

This agreement for program management services is entered into by and between Grayson County, Texas, by and through its Commissioners Court (hereinafter “the County”) and Denison Development Alliance (hereinafter “DDA”)

RECITALS

Whereas, the County has found that it is in their best interest to continue to make the planned development of the NTRA one of their priorities;

Whereas, the County has determined that the best model for success is for the development program to be administered by an entity with significant professional experience in economic development, property development and marketing; and

Whereas, DDA has the background, experience and knowledge in addition to a common interest in developing the NTRA and desires to provide such services to the County.

NOW, THEREFORE, in consideration of the recitals set forth and the promises set forth below, the sufficiency of which are hereby acknowledged, the County and DDA agrees as follows:

1. Appointment

1.1 The County hereby appoints and engages DDA as the Program Manager for the delivery of marketing and development services for the NTRA.

1.2 DDA hereby accepts the County’s appointment of it as Program Manager for the marketing and development of the NTRA

2. The Program

The program to be administered will include:

2.1 Identifying target businesses or industries;

2.2 Developing and implementing marketing strategies to reach target industries that may include the following:

- a. Responding to all leads by providing accurate and timely proposals
- b. Maintaining and update web page as needed
- c. Attending select trade shows and conferences
- d. Hosting prospects and when necessary making trips to visit prospects
- e. Designing and placing ads in industry specific publications
- f. Implementing direct mail and telemarketing campaigns
- g. Integrating use of social media tools

- 2.3 Analyzing business proposals and making recommendations to the Commissioners Court;
- 2.4 Negotiating tentative incentives and related performance standards with business;
- 2.5 Analyzing the feasibility of proposed projects and the ability of the business to perform;
- 2.6 Making recommendations related to the improvements of the property in order for it to be more marketable.
- 2.7 Although the DDA shall be responsible for management of the program, all final decisions as to development projects, incentive agreements, leases, and property improvements shall be made by the Commissioners Court. However, the DDA shall provide recommendations and guidance on these matters to the Commissioners Court.
- 2.8 The DDA is an independent contractor, and neither it nor its agents, officers, or employees shall be deemed employees, departments or divisions of the County for any purpose.
- 2.9 No partnership or joint venture between the County and DDA is intended to be created by this agreement.

3. Term

The term of this agreement shall start on the date of the signing of this agreement and end on October 1, 2012

4. Funding

The County and DDA have both budgeted \$33,000 in order to fund the activities outlined in this agreement. The DDA will manage the expenditure of those funds allocated by both entities in accordance with the activities outlined in Sections 2.2.a-2.2.g. of this agreement.

4.1 DDA will submit to the County invoices, receipts, and explanations for all expenditures in addition to a monthly Activity Report. The County shall pay DDA for documented expenses within thirty (30) days following receipt of proper invoice.

5. Agreement Monitor

DDA's primary contact with the County shall be Judge Drue Bynum.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement to be effective as of the date set forth below the signature of the County Judge herein below.

Program Manager:

County:

Denison Development Alliance

GRAYSON COUNTY, TEXAS

By: _____
Harry Kirshman, Chairman

By: _____
Drue Bynum, County Judge

Date: _____

Date: _____

Attachment B

AGREEMENT FOR PROVIDING SERVICES FOR
THE
DEVELOPMENT PROGRAM
FOR THE
NORTH TEXAS REGIONAL AIRPORT

This agreement for marketing consulting services is entered into by and between Retz and Associates (hereinafter “Consultant” and Denison Development Alliance (hereinafter “DDA”)

RECITALS

Whereas, the DDA has determined that it is in their best interest to continue to make the planned development of the NTRA one of their priorities;

Whereas, the DDA has determined that the best model for success is for the development program to be assisted by an entity with significant professional experience in economic development, property development and marketing; and

Whereas, Consultant has the background, experience and knowledge in addition to a common interest in developing the NTRA and desires to provide support services to the DDA.

NOW, THEREFORE, in consideration of the recitals set forth and the promises set forth below, the sufficiency of which are hereby acknowledged, the DDA and Consultant agrees as follows:

1.1 Appointment

The DDA hereby appoints and engages the Consultant to provide assistance in the delivery of marketing and development services listed in section 2 for the NTRA.

1.2 Consultant hereby accepts the DDA’s appointment of it as its consultant for the marketing and development of the NTRA

6. Development Services Program

Assistance provided to the program will include:

6.1 Identifying target businesses or industries;

6.2 Developing and implementing marketing strategies to reach target industries that may include the following:

- h. Responding to all leads by providing accurate and timely proposals
- i. Coordinate with the airport manager for the maintenance and update of the web page as needed
- j. Attending select trade shows and conferences
- k. Hosting prospects and when necessary making trips to visit prospects
- l. Designing and placing ads in industry specific publications
- m. Implementing direct mail and telemarketing campaigns when advisable

- n. Providing for the integration use of social media tools
 - o. Initiating and coordinating incentive programs for specific projects
 - p. Serving as a member of the Airport Policy Board
- 6.3 Assist with analyzing business proposals and making recommendations
- 6.4 Provide counsel and advice to the airport manager and Airport Policy Board on items related economic development policy development.
- 6.5 Consultant is an independent contractor, and neither it nor its agents, officers, or employees shall be deemed employees, departments or divisions of the DDA for any purpose.
- 6.6 No partnership or joint venture between the DDA and Consultant is intended to be created by this agreement.

7. Term

The term of this agreement shall start on February 1, 2012 end on October 1, 2012.

8. Compensation for Services

- 4.1 Consultant will submit to the DDA invoices, and maintain receipts, and explanations for all expenditures in addition to a monthly Activity Report. The DDA shall pay for documented expenses within thirty (30) days following receipt of proper invoice.
- 4.2 Consultant will be paid \$1,000 per month for services rendered.
- 4.3 DDA and Consultant will collaborate in producing and approving a marketing budget that will serve as the guiding document for the expenditure of the \$66,000 dedicated to this program.

5. Termination

- 5.1 Either party may terminate this Agreement without cause by thirty (30) days written notice to the other party. In the event of termination with or without cause, DDA's obligations shall be limited to fees earned and expenses incurred by Consultant to the effective date of termination. Any reports in progress at the time of termination, for cause or otherwise shall be submitted by Consultant to DDA at no additional fee.

6. Agreement Monitor

Consultant's primary contact with the DDA shall be Tony Kaai, President of DDA.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement to be effective as of the date set forth below the signature of DDA Chairman herein below.

Program Manager:

Consultant:

Denison Development Alliance

RETZ AND ASSOCIATES

By: _____
Harry Kirshman, Chairman

By: _____
William A. Retz

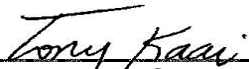
Date: _____

Date: _____

**Investment Report
Denison Development Alliance
January 31, 2012**

Bank/Money Market	Type	Date Opened	Maturity Date	Current Yield	Beginning Balance	Accrued Interest	Ending Balance
American Bank Checking	Commercial Checking			0.000	\$179,609.35	\$0.00	\$89,483.05
American Bank of Texas	Money Market	10/27/03		0.450	\$3,595,110.80	\$1,411.69	\$3,581,522.49
American Bank of Texas	Deferred Comp Trust MM	10/01/11	09/30/12	0.450	\$104,587.83	\$41.16	\$104,628.99
December 2011 Total							\$3,775,634.53

<i>October 2011 Total</i>	<i>\$3,983,759.81</i>
<i>November 2011 Total</i>	<i>\$3,760,839.30</i>
<i>December 2011 Total</i>	<i>\$3,879,307.98</i>
<i>January 2012 Total</i>	<i>\$3,775,634.53</i>
<i>February 2012 Total</i>	
<i>March 2012 Total</i>	
<i>April 2012 Total</i>	
<i>May 2012 Total</i>	
<i>June 2012 Total</i>	
<i>July 2012 Total</i>	
<i>August 2012 Total</i>	
<i>September 2012 Total</i>	



 Tony Kaai, CECD
 President

400 - 4A Sales Tax Revenue

2009/2010			2010/2011			2011/2012			Annual
Date	Memo	Amount	Date	Memo	Amount	Date	Memo	Amount	Difference
10/21/2009	September	\$ 93,855.93	10/19/2010	September	\$ 94,772.00	10/31/2011	September	\$ 96,736.96	\$ 1,964.96
11/13/2009	October	\$ 134,563.18	11/20/2010	October	\$ 121,410.95	11/22/2011	October	\$ 140,675.35	\$ 19,264.40
12/14/2009	November	\$ 111,220.26	12/28/2010	November	\$ 83,891.02	12/21/2011	November	\$ 95,982.28	\$ 12,091.26
1/15/2010	December	\$ 100,501.85	1/16/2011	December	\$ 85,654.29	1/20/2012	December	\$ 93,981.61	\$ 8,327.32
2/18/2010	January	\$ 141,398.80	2/18/2011	January	\$ 131,357.39		January		
3/23/2010	February	\$ 80,189.63	3/21/2011	February	\$ 81,816.51		February		
5/3/2010	March	\$ 83,182.63	4/22/2011	March	\$ 81,947.69		March		
5/23/2010	April	\$ 133,911.81	5/20/2011	April	\$ 128,635.58		April		
6/11/2010	May	\$ 86,709.92	6/13/2011	May	\$ 99,079.20		May		
7/12/2010	June	\$ 90,500.04	7/18/2011	June	\$ 93,665.84		June		
8/24/2010	July	\$ 125,187.05	8/18/2011	July	\$ 129,907.04		July		
9/30/2010	August	\$ 93,965.78	9/27/2011	August	\$ 95,547.76		August		
Total to Date Comparison		\$ 440,141.22	Total to Date Comparison		\$ 385,728.26	Total to Date Comparison		\$ 427,376.20	
2009/2010 Grand Total		\$ 1,275,186.88	2010/2011 Grand Total		\$ 1,227,685.27	2011/2012 Grand Total		\$ 427,376.20	
								To Date Difference	\$ 41,647.94

Denison's Economic Development Strategic Plan 2012 - 2014

Program Summary

The Denison Development Alliance (DDA), an entity of the City, and the Denison Development Foundation (DDF), a private non-profit, work together in a public/private partnership to develop the Denison area. When their assets and expertise are combined the two entities provide a powerful coalition focused on developing the local economy. The following plan includes the priorities set by both organizations for the next two years.

Mission Statements

The mission of the Denison Development Alliance is to stimulate growth of the local economy by locating, inducing and assisting businesses making investment decisions. The mission of the Denison Development Foundation is to provide land, buildings, and financial support needed to retain and attract business and industry.

DDA/DDF adopted twelve specific initiatives as the components of their two year strategic plan. Each of these initiatives is listed below.

1. Marketing/Recruitment
2. Retail & Service Industry Development
3. Business Intelligence
4. Business Retention & Expansion
5. Incentives
6. Infrastructure
7. Workforce Development
8. Community Revitalization
9. Preston Harbour Development
10. Regional Planning
11. Financial Management
12. Program Administration and Evaluation

Marketing/Recruitment

Strategy: In economic development, marketing is the organized allocation of resources to create an image, which fosters an advantage at the time and place of an investment decision. The primary external audiences include prospects, suspects, business opinion leaders, networks (media and experts) and strategic allies.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Implement a comprehensive marketing plan that may include the following initiatives as well as others to be determined.		
a. Respond to all prospects by providing accurate and timely proposals specifically designed to recruit them to Denison.	As needed	
b. Update the existing web page to incorporate the new logo.	As Needed	1,500
c. Develop direct mail pieces, targeted at specific industries, highlighting Denison's competitive advantages for the specific	As needed	2,000
d. Identify and purchase lists of target industries to be used for a direct mail program.	As needed	1,800
e. Select trade shows and attend with allies.	As needed	10,000
f. Make trips to visit prospects at their place of business.	As needed	3,000
g. Organize teams and host prospects.	As needed	6,000
h. Co-host special events and recruit decision-makers and brokers to attend.	As needed	10,000
i. Provide guidance and technical support to the North Texas Regional Airport (NTRA) marketing program.	Ongoing	33,000
j. Maintain membership in the Texas Marketing Team and participate in hosting activities for National Real Estate conferences.	Ongoing	3,000
k. Design and place ads in industry specific publications to reach Denison's target industries.	Ongoing	40,000
l. Maintain a briefing center complete with equipment necessary (Projector, Laptop computer, etc.) to be used in presentations to prospects.	Ongoing	1,000

Marketing/Recruitment (cont)		
Objectives:	Completion Date	Budget
2. Provide assistance to United Health Care Serives in marketing and leasing the Morrison Office Building.	June 2012	
<i>Internal Public Relations</i>		
1. Maintain a positive relationship with the local media and aggressively pursue feature stories on all successes. Respond to all press requests for interviews.	Ongoing	
2. Conduct internal public relations campaign through presentations to local civic clubs, agencies, etc.	Ongoing	
3. Implement and manage social media to effectively market Denison (Facebook, Twitter, LinkedIn).	Ongoing	
4. Update and maintain billboard located on Highway 75.	Ongoing	
5. Incorporate the new brand in all marketing materials, signage, etc.	Ongoing	33,800

Retail and Service Industry Development

Strategy: A vital part of a successful community and economic development plan is the presence of a strong retail and service industry sector. This produces numerous benefits for a community including; increased tax revenues, job creation, and retention of dollars earned through the business and industrial base. Another important benefit of a strong retail and service industry market will be the enhancement of the community's quality of life. Therefore; the committee's goals will include development of new and existing retail and service industry offerings within the Denison market.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
<i>New Retail Development</i>		
1. Develop a marketing plan for retailers. <ul style="list-style-type: none"> a. Create a database of potential retailers including number of sites, etc. b. Evaluate the probability of a retailer coming to Denison. 	Acquired Ongoing	900 Every Year
2. Identify retailers in categories of interest that are expanding. <ul style="list-style-type: none"> a. Focus the above mentioned database on areas of need identified by market input, or developer requirements/wants. b. Read journals, newspapers, and articles to determine changes occurring in the retail environment. 	Ongoing Ongoing	
3. Call targeted retailers and maintain a follow-up schedule. <ul style="list-style-type: none"> a. Directly contact potential retailers about coming to Denison. b. Support brokers in their contact of potential retailers. c. Follow-up on leads and contacts as appropriate. 	Ongoing As Requested Ongoing	
4. Develop and maintain a database of all retail brokers and retail developers active in the area. <ul style="list-style-type: none"> a. Include names, addresses, contact numbers, etc. b. Consistently follow-up to check on changes and new developments. c. Create an email list to notify brokers and developers of changes in the market. 	Ongoing Ongoing Ongoing	

Retail and Service Industry Development (cont)

Objectives:	Completion Date	Budget
5. Develop a networking system to interact with local, regional and national retailers and developers.	Ongoing	
6. Attend International Council of Shopping Center (ICSC) area functions for retailer, broker and developer networking. Attend industry seminars, networking events, etc. to generate exposure for Denison.	Annually	1,500 Annually
7. Develop a web page to showcase retail development opportunities in Denison. (This will include available properties, demographic information, etc).	Ongoing	
<i>Retail and Service Industry Recruitment Services</i>		
1. Develop and maintain a database of available properties.		
a. Maintain a database of land available for development.	Ongoing	
b. Maintain a database of vacant buildings available for development.	Ongoing	
2. Assist Property Owners and Landlords in developing professional property offering packages.		
a. Develop a professional package for use by people marketing their properties.	As Requested	
b. Maintain current maps, photos, traffic, and demographics.		
3. Assist Property Owners and Landlords in evaluating the fair market value of their property.		
a. Maintain a database of current asking prices.	Ongoing	
b. Review current asking prices, and help property owners ensure they are aligned with current local market conditions.	As Requested	
4. Assist property owners and landlords with developing and executing marketing plans.	As Requested	
5. Arrange property tours for prospects and assist property owners and landlords with those tours.	As Needed	
6. Assist in negotiating offers and/or proposals on behalf of property owners and landlords.	Ongoing	

Retail and Service Industry Development (cont)

Objectives:	Completion Date	Budget
7. Serve as a liaison with all prospects/developers and municipal departments. Offer service at every step of a project to facilitate closing.	Ongoing	
<i>Retail and Service Industry Business Retention & Expansion</i>		
1. Create a contact and assistance program for existing retailers & service industry businesses.		
2. Develop working relationships with existing retailers and service industries.	Ongoing	
3. Prepare and provide current demographic data to existing retailers and service industries.	As Requested	
<i>Redevelopment</i>		
1. Assist in developing incentives and/or development programs that will spur the redevelopment of selected areas (i.e. Austin, Armstrong, Morton).	Available/Ongoing	
2. Research various plans and provide options.	Ongoing	
3. Work with existing and potential business owners in understanding what incentives and/or development assistance is available.	Ongoing	
4. Manage all available incentive and development assistance packages.	Ongoing	
<i>General</i>		
1. Develop and maintain short and long range goals, and design a workable plan to achieve goals.	Ongoing	
2. Maintain and expand current relationships with the Chamber, City Department Directors and community leaders for project support and facilitation.	Ongoing	
3. Communicate the retail strategy to the community through personal meetings, group meetings, and the media.	As Requested	
4. Develop and maintain community marketing materials that focus on retail and the service industry.	Available/Ongoing	

Retail and Service Industry Development (cont)

Objectives:	Completion Date	Budget
5. Develop relationships with the Chamber, City, real estate brokers, financial institutions, etc., to become known as the primary point of contact for any new business or entrepreneurial development in Denison.	Ongoing	
6. Market the Denison Community Investment Corporation (DCIC) loan fund, and assist existing and potential businesses in completing the application and associated material for submission to the DCIC committee.	Ongoing	
7. Coordinate the development of a marketwide retail database identifying retailer locations, demand generators, and quantifiable trade areas.	Ongoing	35,000

Business Intelligence Program

Strategy: Economic development marketing, recruiting, coordination and evaluation can only be effective when based on current and reliable information. Business prospects demand accurate, up-to-date economic and community data when considering relocation and expansion. This type of information and data will be computerized and continuously updated.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Be the "go to" organization in Denison for credible, accurate and current data in order to promote standardized data that promotes Denison: <ul style="list-style-type: none"> a. Identify and subscribe to Geographic Information Systems (GIS) sources that provide accurate demographic and economic data. b. Continue to maintain current data on the website making Denison information available worldwide on a 24/7 basis. c. Participate with the City in creating and maintaining a GIS database of community infrastructure and parcels to assist and speed up market development. 	Ongoing	3,000
2. Provide business intelligence services to business and entrepreneurs that assists them in growing their business: <ul style="list-style-type: none"> a. Subscribe to and maintain databases that allow the DDA to provide information on markets, trends, suppliers, potential customers and other items of interest, free of charge to local businesses. 	Ongoing	31,000
3. Continue to do fieldwork and reporting for the ACCRA Cost of Living Index.	Quarterly	
4. Assist TCOG and Workforce Solutions in developing a regional economic indicator index.	Ongoing	
5. Continually update and computerize data on all commercially viable/available sites and buildings.	Ongoing	
6. Maintain Grayson County and Denison community profiles.	Quarterly	

Business Retention and Expansion

Strategy: The expansion of existing businesses is responsible for 80% of new job growth in most communities. Existing businesses provide a direct source of information, and practical operating experience, on the competitive advantages of doing business in Denison. The Business Retention and Expansion Program will be designed to identify and meet the needs of existing businesses.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Conduct industry appreciation activities to form better relationships with local industry leaders. (Striper fishing, Skeet Shoot, Arts/Wine Festival)	Ongoing	3,000
2. Maintain an exhibit of locally manufactured products in front lobby.	Ongoing	
3. Maintain and expand relationships with all CEOs and HR Managers of major employers.	Bi-Monthly	
4. Inform business/industries of programs available for expansion. (tax abatements, incentives, new legislation, etc.)	As needed	
5. Coordinate with the Chamber to develop a host team to assist companies in the recruitment/hosting of management personnel moving to Denison.	As needed	
6. Visit corporate headquarters of Ruiz, Stanley Tools/Kwikset, and CAT.	As needed	3,000
7. Host quarterly luncheons for Plant Managers and Human Resource Managers.	Quarterly	500
9. Communicate with industries affected by the construction of the Hwy 91 overpass, and coordinate with all construction entities to ensure transportation routes remain open.	May 2012	2,000
10. Invite and host one CEO or Prospect at the annual "Recognizing Our Industry" event sponsored by Team Texas.	June 2012	2,000
11. Assist Caterpillar in obtaining a turn lane in front of their facility on Highway	May-12	

Incentives

Strategy: Incentives are to be used as needed to assist businesses in choosing Denison as their location. The DDA Board will determine the frequency and type of incentives to be offered to existing and new businesses.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Analyze incentive packages being offered to industry by, competitive cities, in order to know what the market dictates.	Ongoing	
2. Develop and award prospect specific incentive proposals.	As needed	2,004,478
3. Manage all active incentive contracts to assure compliance.	Ongoing	
4. Communicate with all taxing entities and prepare a recommendation for tax abatements.	As needed	

Infrastructure

Strategy: The time length of decision making for site selection by companies has been reduced by 75% since 1990. Of the companies looking for new locations, 85% start their search in communities that have available buildings and/or fully developed sites. The viability of Denison's economic development program is dependent on the availability of buildings and properly developed industrial sites. The committee's goals will include developing business park land and identifying the need or lack thereof of available buildings.

Responsibility: *Denison Development Alliance & Denison Development Foundation*

Objectives:	Completion Date	Budget
<i>Business Park Properties</i>		
1. Pursue the purchase of any buildings/properties that meet Denison's future development needs.	As needed	
2. Pursue the purchase of any tract of land that is suitable for a business park.	As needed	
a. Evaluate the potential of acquiring the 84/75 property and former WJ Smith property.	May 2012	
b. Continue efforts to acquire the Johns Manville property.		
3. Investigate the strategy of developing a virtual shell building.	June 2012	
<i>Property Management</i>		
1. Maintain and improve appearance of the Foundation Business Park by mowing and improving signage.	Ongoing	2,700
2. Provide property management for the Eisenhower Business Center, the Florestone Building, and the Levi Building. Activities include: developing/managing, billing/collection, and maintenance/ repair of all facilities.	Ongoing	50,000
3. Utilize, recycle, or remove the bricks and concrete stockpiled at the Foundation Business Park.	June 2012	
<i>Levi Building</i>		
1. Work with the City to develop a purchase agreement on the Levi Building.		
<i>City Infrastructure</i>		
1. Identify and fund water, sewer and street infrastructure, that meets 4A criteria, to support/serve business development throughout the City.		

Infrastructure (cont)

Objectives:	Completion Date	Budget
a. Spur 503 – Interurban Rd. to Texoma Parkway		230,000
b. Theresa Drive – Knight Rd. to FM 691		60,000
c. US 91/Union Pacific Overpass – Kwikset to McGregor		80,000
d. Two Water Wells at NTRA		60,000
e. Routing Study – Lillis Lane to Loy Lake Road		100,000
f. Water Line Design – Randell Lake Rd. to FM 84		90,000
g. Extend Sewer Service to Grayson County College		150,000

Workforce Development

Strategy: DDA will work closely with Workforce Solutions Texoma, Grayson County College, local employers, and the Denison Independent School District to plan future expansion and training of the Denison area workforce.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Assist in the development of the Center for Workplace Learning at Grayson County College and serve on the advisory board.	Quarterly	
3. Connect local plant and HR managers with the Denison ISD.	Annually	
4. Continue the teacher internship program and place at least ten (10) DISD teachers in local businesses.	June	10,000
5. Design and implement the Denison Industry Intern Program to place ten (10) DISD students in a local industry, and provide partial funding for scholarships at Grayson College.	June	20,000
6. Provide staff assistance to the Denison Young Professional Group.	Ongoing	
7. Organize and provide Denison Leadership Institute and Denison Youth Leadership Academy training on Denison's economic development program.	Annually	

Community Revitalization

Strategy: Enhance the appearance of the Downtown District and the major gateways in Denison.

Responsibility: *Denison Development Foundation*

Objectives:	Completion Date	Budget
1. Continue working with the Main Street organization assisting them with marketing the downtown façade grant program and allocating the funds.	Ongoing	30,000
2. Provide matching façade grant funds for businesses located in Denison's gateway areas (Morton, Armstrong, Austin and Mirick).	Ongoing	40,000
3. Provide rental/mortgage assistance incentives to new retail businesses located downtown and on Morton, Armstrong, and Austin.	Ongoing	30,000
4. Focus efforts on cleaning up areas within the city that may influence future economic development. (e.g. W.J. Smith property, John Mansfield Plant, Central Ward site)	Ongoing	
5. Work with property owners on special projects throughout the market as defined by the boards.	Ongoing	
6. Assist grant writing efforts by providing data where applicable.	Ongoing	

Preston Harbour Development

Strategy: The proposed development of 2,500 acres adjacent to Lake Texoma has the potential to be the most significant economic development project ever addressed by the City of Denison. Due to the size of the development and the impact (both negative and positive) on the City of Denison an extraordinary amount of planning and review will be undertaken by all concerned.

Responsibility: *City of Denison*

Objectives:	Completion Date	Budget
<ol style="list-style-type: none"> 1. Serve on the task force to guide the development of the project. 2. Assist the City in determining the economic impact of incremental phases of development. 	<p>Ongoing</p> <p>As Needed</p>	

Regional Planning

Strategy: The Texoma Regional Consortium is an informal network of regional leaders designed to engage participating counties in defining a common vision for the regions economic development.

Responsibility: *Denison Development Alliance, Workforce Solutions Texoma, Southern Oklahoma Workforce Board, Southeastern Oklahoma State University*

Objectives:	Completion Date	Budget
1. Assist TCOG in developing their comprehensive ED plan for the region.	Annually	
2. Attend Grayson County planning meetings between City Councils, Economic Development Organizations and Chambers of Commerce.	Quarterly	
3. Continue partnering with area allies to develop and implement the new brand for the Texoma Area.	Ongoing	
4. Continue to participate and encourage allies to support the Texoma Regional ED Plan.	Ongoing	
5. Provide technical assistance to other cities in the region on economic development issues when requested.	As needed	

Financial Management

Strategy: Effective cash management is essential to good fiscal management. DDA's finances shall be invested and managed in a manner responsive to the public trust and consistent with state and local law.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Invest funds in a manner that will provide the maximum security and a market rate of return while meeting the daily cash flow demands of DDA.	Ongoing	
2. Develop and submit a monthly investment report that summarizes the portfolio in terms of investment securities, maturities, and the total investment return for the quarter.	Monthly	
3. Develop, according to state guidelines, an investment report and submit no later than February 1, to the State Comptroller.	Annually	
4. Review and update investment policy.	Annually	

Program Administration and Evaluation

Strategy: DDA's economic development program is only as good as its program administration and evaluation. Program administration includes program planning, project planning and budgeting. Evidence of program evaluation will occur as a report on progress provided at monthly board meetings. The Program of Work will be reviewed and updated at the annual meeting.

Responsibility: *Denison Development Alliance*

Objectives:	Completion Date	Budget
1. Review and refine the Program of Work. Prepare and submit a budget to the DDA board and the Denison City Council for approval.	Annually	
2. Select, hire, monitor and supervise personnel required to perform the Program of Work.	As needed	
4. Prepare board packets, financials, and staff reports monthly.	Monthly	
5. Monitor and evaluate completed projects to assess their performance and results.	Ongoing	
6. Organize and conduct an annual economic development summit.	Annually	\$3,000