

Memorandum



DATE February 2, 2018

TO The Honorable Members of the Economic Development & Housing Committee:
Tennell Atkins, Chair, Rickey D. Callahan, Vice-Chair, Lee M. Kleinman,
Scott Griggs, Casey Thomas, II, B. Adam McGough, Mark Clayton, Kevin Felder,
Omar Narvaez

SUBJECT **Discussion of Comprehensive and Interconnected Housing, Economic Development, Transportation, and Street Maintenance Policies**

This memo is to provide an overview of the 5-Year Economic Development Strategic Plan timeline.

Summary

On January 10, 2018, the City Council discussed the creation of a comprehensive and interconnected policy that would address housing, economic development, transportation, and street maintenance. In furtherance of that discussion, this memo is intended to update the Economic Development and Housing Committee on the timeline for the Office of Economic Development's 5-Year Strategic Plan.

On January 18, 2018, the City of Dallas released a Request for Competitive Sealed Proposals (RFCSP) to solicit a vendor to draft the plan. The chosen vendor will also provide technical assistance to Office of Economic Development director and staff, including organizational recommendations, capacity building suggestions, policy and procedure review, and other assistance as requested by the director. Contractor shall provide suggestions to increase departmental effectiveness, and to increase transparency and accessibility of the Office of Economic Development's programs, policies, procedures, and outcomes.

Per the RFCSP, the chosen vendor will carry out each of the following activities:

The scope of work for the proposed project consist of the following objectives:

- A. **Project Review/Scope Meeting** - The Consultant will conduct a working session and subsequent interviews with Office of Economic Development staff to define the scope of project and intended outcomes. Prior to these meetings Consultant shall review current departmental programs and policies, the most recent Economic Development Profile released by the City, and the Market Value Analysis prepared for the City by The Reinvestment Fund.

- B. **Community and Regional Assessment** - This assessment shall include key demographic, socioeconomic, labor, workforce, educational, and employment development data, as well as financial trends and forecasts. Dallas's international, national and regional competitive outlook and standing should be assessed as well as the impact of the aforementioned trends and forecasts on Dallas's future economic composition and competitiveness. Conduct an asset mapping of the City, noting key institutions or endowments lending Dallas a current or potential competitive advantage versus peer communities.
- C. **Target Industry Analysis** - Provide a current industry snapshot for Dallas and the region. Identify key industries and their targeted markets in the United States and internationally. Within target industries identified, further identify any key industry segments or niches of which Dallas should prioritize economic development efforts. Identify key existing or potential channels for interstate and international trade involving the City, and evaluate supply chain gaps that stand as sources of weakness or opportunity for the City. Identify development opportunities and strategies to establish Dallas as a leading destination for corporate relocation and expansions for target industries identified.
- D. **Business Retention and Expansion Efforts & Strategies** - Recruitment and retention analysis shall, at minimum, make recommendations on marketing practices/tools, brand development, and programs. The analysis shall also include a review of current incentives and related policies and assumptions with associated recommendations for aligning incentives with the achievement of goals and objectives and increasing competitive position.
- E. **Benchmarking Analysis** - Consultant will undertake benchmarking analysis of local, national, and international economic development programs that serve comparable sized communities. Consultant should identify "Best Practice" economic development plans and programs for each category and highlight opportunities for Dallas to adopt or adapt such plans or programs. The Benchmarking Analysis should also include an evaluation of the full site selection process as practiced in Dallas versus successful practices found in peer communities or regions with which Dallas competes.
- F. **Stakeholder Outreach** – A successful economic development strategy requires significant stakeholder engagement. Consultant will meet with City officials, staff and external parties to determine the relevant stakeholders for this Plan.
- G. **Organizational Analysis** – Consultant will analyze current operations with the Office of Economic Development including but not limited to organizational structure, department capabilities, staffing, policies, and procedures, and will provide recommendations for improvements and efficiencies. Identify possible

funding sources for use in enhancing economic development competitiveness or for addressing any deficiencies identified in the City's capacity to support meaningful economic development.

- H. **Regional Labor Study** – Analyze relevant characteristics of the regional workforce and evaluate the availability of required training and education programs. The analysis should include a comprehensive review of the local labor market, with comparisons to the state and nation, and well as benchmark communities. Incorporating the target industry analysis, the report should provide a detailed look at the region's occupational structure and how these skills align with target industries. In addition to the report, deliverables should include area profiles highlighting major employers, labor force characteristics, labor availability and costs, employment trends, staffing patterns, relevant training or workforce initiatives in the region, and wage information.
- I. **Implementation Plan** – Consultant will assist in developing an implementation plan that incorporates all elements into an operational economic development program, including an effective and efficient organizational model. Recommend intermediate course of action to implement the Plan including both a first-year strategy by quarter and a 2nd through 5th year implementation plan. The final Plan should short-term and long-term goals and achievable milestones to facilitate program creation and to coincide with implementation plan. The Plan should also provide budget estimates for each element and key metrics to measure program success. Consultant shall conduct a summary evaluation of the City's progress in the execution of the implementation plan 18 months after City Council approval of the Plan.

Once these exercises are complete the vendor will draft the Strategic Plan. The final plan will achieve each of the following:

1. Identify economic growth opportunities and cultivate new business sectors.
2. Align economic development efforts to support and leverage the anticipated impact of planned infrastructure projects in the City (High Speed Rail, Trinity Park, etc.)
3. Position Dallas as a leading destination for corporate expansion and relocation with specific emphasis on Fortune 1000 ranked companies.
4. Workforce analysis and strategy to Develop a strong talent base and skilled workforce to support corporate relocations and expansions in Dallas.
5. Identify public and private partnerships that can be leveraged for continued growth.
6. Develop a formal strategy, metrics, and tools to measure the success of economic development efforts including but not limited to the following:
 - a. Small Business Development
 - b. Entrepreneurship, Technology, and Life Sciences Ecosystem

- c. Workforce Development
- d. Creative Media
- e. Real Estate Development and Re-use
- f. Business Attraction, Expansion, and Retention
- g. Foreign Direct Investment and International Business
7. Integrate the Grow South Plan and the identification of economic development opportunities in the southern region of the City of Dallas (e.g. South Fair Park, Oak Cliff, Highland Hills, Pleasant Grove, and Cedar Crest)
8. Ensure that our anchor institutions within the City of Dallas and within the region are creating opportunities for economic development around their facilities
9. Develop a focused marketing strategy that promotes the City of Dallas' assets with a core focus of the three airports in the area (DFW airport, Dallas Love Field, and Redbird Airport.)

RFCSP proposals are due on February 22, 2018, and a vendor will be selected as quickly as possible thereafter. A draft plan is due to the City no later than May 31, 2018, and that draft will be briefed to the City Council and/or this Committee in June of 2018.

Should you have any questions, please contact me at (214) 671-5257.



Raquel Favela
Chief of Economic Development & Neighborhood Services

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| | Biliera Johnson, City Secretary (Interim) | M. Elizabeth Reich, Chief Financial Officer |
| | Daniel F. Solis, Administrative Judge | Nadia Chandler Hardy, Chief of Community Services |
| | Kimberly Bizer Tolbert, Chief of Staff to the City Manager | Theresa O'Donnell, Chief of Resilience |
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