



November 8, 2013

Ms. Karen Harkness
Director of Community and Economic Development
City of Appleton
100 N. Appleton St.
Appleton, Wisconsin 54911-4700

RE: Request for Proposals (RFP), Economic Development Strategic Planning

Dear Ms. Harkness:

Attached to this cover letter is a proposal of Economic Development Services on behalf of the City of Appleton, Wisconsin. My team is proud of the attached proposal and, with our depth of experience in nationwide economic development expertise, we are sure you will be pleased.

This proposal is designed to meet the proposal organization described in Section IV of the RFP. Our team prepared a document that goes beyond most economic development strategic planning proposals. To round out the **Manheim Solutions Team** we are including long-time colleagues Roger Hopkins, President of Hopkins Solutions, LLC and Jim Walton, CEO of Brand Acceleration and his team. Roger and I have known each other professionally since 1984, collaborating on numerous state and regional economic development and workforce development initiatives. Jim Walton and I have a long-term relationship through our work with the Mid-America Economic Development Council. I also serve as his Workforce Development advisor.

Manheim Solutions, Inc. is a five-year old Subchapter S Illinois corporation. I will be the contact for this RFP. Our address is 548 N. Clifton Avenue, Elgin, IL 60123-3324. Phone: 847-691-0008. Fax: 847-741-8226. Email: Chris@ManheimSolutions.com. We are fully insured, per the requirements specified in Appendix A.

If you have any questions, please contact me immediately. We look forward to hearing from you at your earliest convenience.

Yours truly,

Chris J. Manheim, CECD, MA
President, Manheim Solutions, Inc.



Economic Development Strategic Planning Consulting Services Proposal

-A Professional Collaboration of-

Manheim Solutions, Inc.

Hopkins Solutions, LLC

-Submitted to the City of Appleton-

November 8, 2013

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Section I Letter of Interest



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Yours truly,

Chris J. Manheim, CEcD, MA
President, Manheim Solutions, Inc.



Section II Proposer Qualifications

Chris Manheim, CEcD, MA, Authorized ACT WorkKeys® Job Profiler - is President of Manheim Solutions, Inc. Chris specializes in community economic development and workforce programs. After 25 years of managing economic development agencies, he founded Manheim Solutions, Inc. in November of 2008, focusing on linking economic development, education and business to provide skilled workers to employers. He is both a Certified Economic Developer and an Authorized ACT WorkKeys® Job Profiler. Since 1983, Mr. Manheim has worked on a number of projects that required the use of TIF and other incentive programs.

As the Director of the Joliet (Illinois) Jr. College Small Business Development Center from 1986 through 1988, Chris packaged more than \$8 million in SBA 7(a) loans for local businesses. While the Director of the Grundy County (Illinois) EDC, a rural economic development public-private partnership, his efforts helped lead to the expansion and redevelopment of an aluminum extrusion plant (Alumax), a moth-balled synthetic natural gas plant (Aux Sable Liquid Products) and other heavy industrial expansions. As the long-time Vice-President for Economic Development at the Elgin (Illinois) Chamber of Commerce, its "Challenge 21" 8-year campaign recruited German, Chinese and other foreign manufacturing facilities to northern Kane County. Examples are GE-Schleifring Medical Systems, LLC, Sonderhoff (Automotive parts), Fabric Images, Inc. and Wanxiang Corporation (U. S. headquarters). The Grundy County and Elgin programs also focused extensively upon business retention-expansion, local image building and partnered with Main Street campaigns.

The Alumax project was a unique and complicated deal worth \$500 million (1999 dollars). It required an incentive package that used TIF and other incentives available from the State of Illinois and Grundy County in force at that time. The Canadian-owned plant has created hundreds of jobs for Will and Grundy County, while re-using a defunct synthetics natural gas plan.

While the Vice President of Economic Development at the Elgin Area Chamber, Chris was also a member of the City of Elgin's Development Review Team. In 1999, the city proposed and then moved ahead with a \$79 million expansion of its downtown TIF district, the third TIF district at that time.



In 2010, in his role as a consultant to the Village of Roscoe and in coordination with the Rockford Area Economic Development Council and the Illinois Department of Commerce and Economic Opportunity, a TIF district was created for the old 54 acre Warner Brake Plant in order to attract American Aluminum Extrusion. The project will eventually create 145 jobs directly, as well as another 3.7 jobs within Winnebago County, according to an IMPLAN study prepared by Northern Illinois University's Center for Governmental Studies.

As both an ACT WorkKeys® Job Profiler and National Career Readiness Certificate Specialist, he is often the liaison linking schools and businesses to develop a skilled workforce. Chris' EDC programs have garnered recognition from *Site Selection Magazine* in 2002, 2003, 2004, 2005 and 2007. IEDC recognized the Elgin Image Campaign "It's Happening Here!" in 2005. Chris has chaired the River Valley Workforce Investment Board, served on the Illinois Development Council Board of Directors, President of the Mid-America Economic Development Council from 1993 -1994, and an officer of several revolving loan funds. He recently completed his terms of office on the Board of Directors of the Chicago Chapter of CoreNet Global. With an MA in Political Science from Eastern Illinois University, he has continuously worked as an adjunct instructor of Public Administration and Public Policy for Governors State University (Illinois) and Columbia College of Missouri (Crystal Lake, Illinois Campus) since 1980. Since the 1980s, Chris has been a frequent speaker for IEDC, MAEDC, IDC, ASPA and the ACCE. (A full resume is included as an attachment to this proposal.)

Roger Hopkins is the principal of Hopkins Solutions, LLC, has been involved in developing economic development plans in Illinois and Wisconsin. Recent projects include the preparation of the Sycamore Road Retail Marketing and Development Plan adopted by the City of DeKalb in January 2012. Hopkins led the development of the economic development work plan for Choose DuPage, the DuPage County Regional Development Alliance from 2007 through early 2011, while serving as President of Choose DuPage. Hopkins also participated in strategic planning efforts while serving as Executive Director for DeKalb County Economic Development Corporation, and Community Development Director for DeKalb, IL and Neenah, WI.

Hopkins has extensive experience "packaging" economic development state and local grant solutions for office, industrial and commercial development projects that spans 38 years of experience in Illinois and Wisconsin. Hopkins has been involved in the attraction and expansion of numerous companies leading to private investment of over \$2 billion and employment of over 20,000 persons. Examples of companies recruited include: Navistar's consolidation of its corporate headquarters and engineering



research and development functions to the Village of Lisle; Dover Corporation's headquarters relocation in Downers Grove; Sun Coke Energy's headquarters relocation in Lisle; DeVry's headquarters location in Downers Grove; Temple-Inland's manufacturing consolidation in Aurora; Peerless Industries manufacturing and headquarters relocation in Aurora; Target's Midwest Regional distribution center location in DeKalb; 3M's distribution consolidation in DeKalb; Nestlé's distribution consolidation in DeKalb; and many others.

Hopkins has participated in economic development business analysis for business clusters and target industries in his capacities with Choose DuPage and the DeKalb County Economic Development Corporation. These projects have resulted in the successful recruitment of companies including corporate headquarters, packaging, logistics, metal fabrication, and other business sectors and clusters.

Hopkins is past president of the Illinois Development Council (IDC) where he remains active. He received the IDC's "Distinguished Economic Developer Award" in 2004 and the IDC "Chairman's Award" in 2010. Hopkins is a current member of the International Economic Development Council, American Planning Association, and the Mid-American Economic Development Council. Hopkins has served on the DuPage Workforce Board, River Valley Workforce Investment Board, DuPage Convention and Visitors Bureau Board, DuPage Federation of Human Services Reform Board, I-39 Logistics Corridor Association Board (founding volunteer director) and MEGA-Chicago.

Hopkins consulting roles have included economic development consulting for the City of DeKalb, Illinois and Venture One Real Estate. Hopkins previous professional employment in DeKalb, IL and Neenah, WI involved managing development of municipally owned industrial parks undertaken with Tax Increment Financing. Hopkins has also participated in the preparation of the comprehensive plan for the City of Neenah, WI.

Mr. Jim Walton is the CEO of Brand Solutions, Inc. Brand Acceleration is an award-winning full-service branding, marketing communications, and public relations firm with a focus on community and economic development. I am very involved in the economic development community with memberships in the International Economic Development Council (IEDC) and several other regional and state economic development organizations. This involvement provides deep insights into the expectations of clients and of the competitive arena faced by the City.

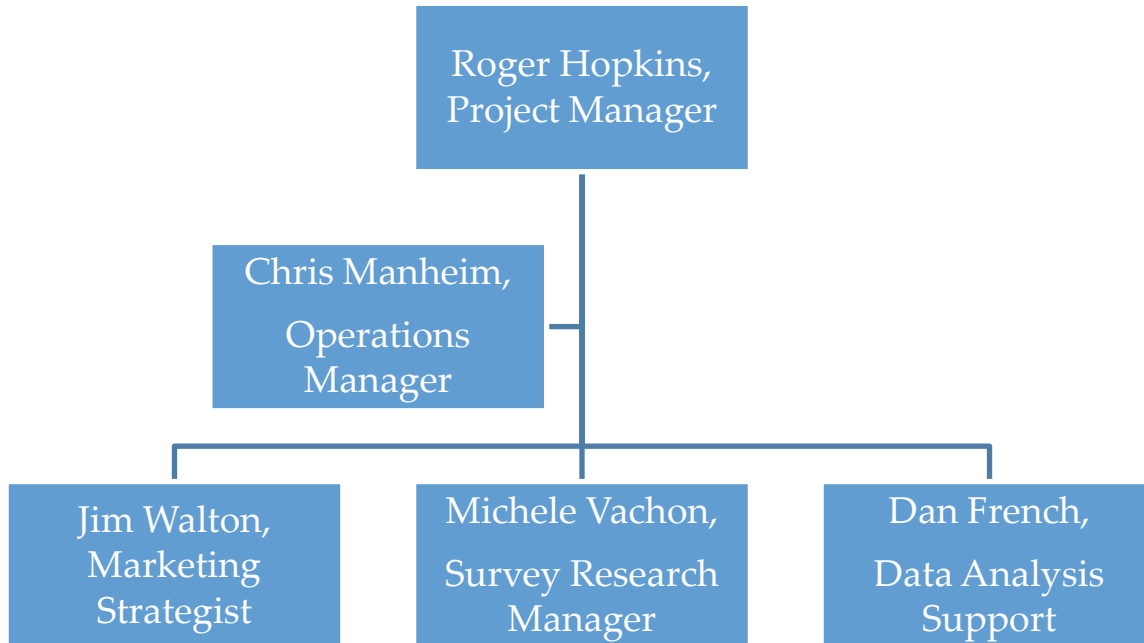
Brand Solutions, Inc. considerable experience working with cities, counties, and regions and understand the unique challenges involved with bringing the numerous players together toward a



common goal. We're excited about partnering with you and your team to make great things happen for the businesses and residents of the City of Appleton.

Team Organization

Following is the **Team Organization Chart**, which lists the names of key personnel that will be assigned to this project. **Roger Hopkins** will take the lead as **project manager** because of his extensive experience with the Fox Valley communities. **Chris Manheim** will provide both operational and administrative support, as the **primary contact** for this project. **Jim Walton** will be responsible for **marketing strategy** (points D, N and O.4), **Michele Vachon** will provide staff support for **SWOT analysis and public involvement programs** (points C and F), and **Dan French** will provide technical support for points A and B. Chris and Roger will be responsible for all other points of the Scope of Services.



References

Below, are examples of similar or related plans/studies from the past three years:

- *Feasibility Study: Latah County Food Innovation and Resource Center*, prepared for the Latah County Economic Development Council FIRC Working Group and the Clearwater Economic Development Association, February 13, 2013. The 8 county study demonstrated how to utilize typical site selection criteria, including economic impact and trend research, SWOT analysis, and survey research tools, to provide a method for determining the appropriate supply and demand for locally grown foods, and practical strategies for building up supply and demand. Contact: Debbie Smith, Economic Development Specialist, CEDA, 1626 6th Avenue, N. Lewiston ID 83501, (208) 746-0015, dsmith@clearwater-eda.org.¹
- *Hotel Feasibility Study* for Daydra Development and Village of Roscoe, December 2011. The study examined the intersection of I-90/Rockton Road for the possible location of for a 50-plus room business market hotel along the I-90/39 between Rockford, Illinois and Madison, Wisconsin Corridor. The study utilized such research tools are ESRI market profiles, comprehensive plans, conducted a survey of business headquarters, survey of comparable hotels, department of transportation reports, leisure and visitor bureau market information, and other related research. Contact: Mr. Ryan Cole, Principal, Daydra Development, 5992 Palisades Parkway, Rockford IL 61109, 815-520-8686, ryancoledaydra@gmail.com.
- *The Economic Development Alliance of Fayetteville and Cumberland County, North Carolina*, Fayetteville and Cumberland County, North Carolina are often lost in the powerful glare of Fort Bragg, home of the U.S. Army's Airborne and Special Operations forces, and site of many of the nation's most important defense contractors. Brand Acceleration's challenge, one that we eagerly faced, was to develop a powerful effort to shine a light on the city and county, differentiating it from, while respecting, it's very important neighbor. We started by developing a new name, a great logo, and an exciting new custom web site. Now that the web site is up and generating very respectable traffic, we are about to launch a series of e-mailers to the target audiences as well as highly targeted online banner ads. Contact: Mr. Russ Rogerson, Executive Director, Economic Development Alliance of Fayetteville and Cumberland County, North Carolina, 910-433-6772, rrogerson@TheNCAlliance.com.
- *Sycamore Road Retail Marketing and Development Plan, DeKalb, IL, January 2012*. The plan examines the current inventory of retail shopping centers, retail sites and redevelopment sites in the principal regional shopping area of DeKalb County. The plan identifies retail strengths, gaps and opportunities to enhance the position of the community to retain and attract new retailers and improve the retail mix of the shopping corridor. The plan identifies development and redevelopment opportunities and local government marketing, development and incentives that can be employed to improve tax revenue and employment in the corridor.

¹ Study available for viewing at: <http://clearwater-eda.org/uploads/Latah%20County%20FIRC%20Feasibility%20Study%20Report%20-%20Reduced%20Size.pdf>



Contact: Mr. Rudy Espiritu, Interim City Manager, City of DeKalb, 815-748-2090, rudy.espiritu@cityofdekalb.com

- *Choose DuPage Action Plan, DuPage County, IL, June 2008.* Choose DuPage, the DuPage Regional Development Alliance, was rebranded as the County-wide economic development not-for-profit organization from its original identity, DuPageBiz. The development of the Action Plan and Brochure was an effort to identify the County's strengths and opportunities for business retention and attraction. DuPage County is home to a diversified base of corporate headquarters, research and development laboratories, financial services, healthcare management, manufacturing, logistics, retail and professional services as the second largest County in Illinois in population and employment. The plan created metrics for focusing the economic development efforts of the County and created a strong private sector leadership effort involving over 60 leading companies to participate in economic development policy and programs.



Section III Work Plan

The Manheim Solutions Inc. Team’s proposed approach is open and objective—without prejudice to any potential strategy or tactic and proven applicable in multiple geographies. Our data-driven method maximizes the utility of the wealth of information already available us, to better analyze and more deeply understand our markets, economies and communities. With this robust framework, we are better equipped to diagnose the current conditions of specific locations and design optimal strategies and tactics to match, even as variables change from region to region and community to community. This analytical toolbox creates the hard deliverables necessary to take good decisions, implement best-available strategies and achieve measurable progress.

The Manheim Solutions Team believes that the Garner Study, supplemented by the Appleton Growth Report and the Economic Development Chapter of the City’s Comprehensive Plan, provide a good basis for the preparation of the Economic Development Strategic Plan. While comprehensive and useful the Garner Study seemingly misses the opportunity to examine a number of gaps, potentials and alternative options worthy of detailed study and possible action. For example, it fails to consider opportunities for the City to pursue high value retail development, and fomenting the City’s role as a major healthcare hub for the region. The Manheim Solutions Team would devote time and effort to further evaluation of those opportunities, as well as a number of alternative strategies.

The choice of an expanded set of target business clusters and segments is the greatest opportunity for Appleton and the region to leverage its identity branding with the expression of its business expansion and attraction aspirations. Regarding the Garner Study’s “optimal targets,” the Manheim Solutions Team would work with the City’s staff and stakeholders to focus on a few additional target business segments and clusters that would be appropriate given the region’s existing business, workforce and education base, and perceived opportunities for realistic success.

Phase I, Evaluation and assessment would be the first phase of the Work Plan, with the Manheim Solutions Team concentrating on gathering and analyzing existing data (A), assessing key trends, forecasts and other factors (B), review of incentive programs (H), review policies, procedures and codes (I), conduct of a “leakage” analysis for retail business (J).



The effort to assess retail potential for the marketplace would require the City to secure City and 20-mile radius reports from ESRI for “Marketplace Potential.” The Manheim Team will review the “leakage” potential for targeting national retailers that don’t presently exist in the region that may have the potential for seeking locations locally. Given the commitment of the City to the downtown and other key retail intersections in the City, there may some national retail opportunities that would enhance the City’s ability to keep key retail developments active and thriving. The City needs to be mindful of attracting second-generation retail and service businesses to keep activity levels high in mature shopping areas.

The Manheim Team will gather information on healthcare specialties that appear to be absent in the region to identify prospects for long-range recruitment of those organizations to the area. Healthcare specialties and medical office buildings are increasingly becoming anchors for business corridors, and contribute to offering high paying local service employment opportunities. Medical retail businesses are attracted to the convenience of high exposure, retail corridors, offering convenience to the nearby neighborhoods.

Phase II, Interviews. In order to fully understand the present brand position of Appleton, both locally and outside the area, Brand Acceleration would conduct a series of online and face-to-face interviews (D). Utilizing several carefully crafted exercises, Brand Acceleration would seek to identify beliefs, key words, phrases, feelings, thoughts and emotions as they relate to the community. By understanding the present attitudes and brand position, the research would help in the development of a message strategy that is much more likely to be accepted by the target audiences. Additionally, this newly acquired knowledge would help in the development of a strategy to move the brand, changing the brand position, if necessary.

This plan includes research and analysis (discovery) contact with several audiences: The City of Appleton team would be responsible for providing a qualified contact list, including names of local individuals, companies, addresses, phone numbers and e-mail addresses. Brand Acceleration would utilize its own proprietary list of site selectors, real estate brokers, and c-suite executives for the outside perspective.



As with any economic development marketing effort, it is crucial for the Brand Acceleration team to be fully informed about the benefits and assets available in the area. In order to do this, a Brand Acceleration representative would visit the city, meeting with and listening to stakeholders, touring the area, industrial parks and other area assets. This information would be very valuable in the writing of the project Strategic Brief and the development of a powerful and believable brand message.

Phase III, Stakeholder Analysis. The third phase will require that key stakeholders be identified. An initial report will be prepared to advise and inform key stakeholders with an evaluation and assessment of the inventories and research that form Phase I of the plan (G).

Deliverables for this phase include an electronic (PDF) document of research findings. All answers will be tabulated and ranked. Any participant comments would be shown but not attributed to any particular participant. Beliefs, key words, phrases, feelings, thoughts and emotions would be shown. This would allow the City of Appleton team to strategically use them in marketing communications and public relations strategies.

A summary would be included, offering evaluation of the findings and any potential recommendations for ways to move forward, moving the brand as desired.

Phase IV, SWOT Analysis. Though an active participatory process, the Manheim Team Will lead the group through our unique quantitative SWOT (Q-SWOT) and complete an asset map of the City and region to help the group develop clear goals and objectives to secure local commitment and ownership to the results of the assessment and evaluation stage of the work plan (C). The public involvement program will be undertaken to solicit feedback from the key stakeholders and the community at large. The consulting team will undertake drafting communications that can be used in direct email communication with key stakeholders. In connection with City staff, parts of the emerging information, goals, objectives and plans will be formulated for circulation and communication to achieve useful feedback from community groups and using social media in a constructive fashion (F).

Phase V, Milestones. As the evaluation and assessment phase of the project is concluding, the Manheim Team will identify potential ways to grow and diversify the economy, and establish parameters for future growth policy. (K & L) This phase of the study will identify and establish



performance measurements, benchmarks and milestones for the Economic Development Strategic Planning Process (E).

Phase VI, Action Plan. The work plan effort will conclude with the identification and assignment of roles and responsibilities necessary for both the internal and external execution of the Economic Development Strategic Plan. This will form the Action Plan and will link back with the performance measurements and benchmarks that will identify in the future the success of the Economic Development Strategic Plan. The Action Plan will also call on all the stakeholders to create a feedback loop regarding Appleton's need to reexamine the elements and roles of the plan, annually.

The Consultant will identify best practices in the economic development, business retention and attraction field that produce results in developing economic goals, activities and programs, based upon input from public involvement and other research.

Phase VII, Sales and Marketing Plan. At this point, the Manheim Team will return to its marketing and branding partner to formulate a sales and marketing plan. The sales and marketing plan will identify steps and tools necessary to implementation of the plan and broadcast of the City's identity to key businesses and organizations that represent the business sectors and clusters that the City has chosen as targets of the Economic Development Strategic Plan. This phase will also provide an Economic Development Strategic Planning brochure to explain the plan to the public and key stakeholders. (N)

Phase VIII, Final Report. A complete final report, including and executive summary, will wrap up the project, containing specific direction on business and organization sectors and targets, an action plan, and a comprehensive review of the performance measurement, benchmarks, and milestones that will measure each institution's and organization's progress toward carrying out the goals and objectives to the Plan. (O)



Section IV Schedule of Performance

	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
PROJECT MANAGEMENT & COORDINATION									
Project Kick-Off Meeting	•								
Scoping Meeting with Staff	•								
Team Coordination Meetings		•			•		•	•	
Progress Reports	X	X	X	X	X	X	X	X	X
Phase I – Assessment & evaluation	•	•							
Phase II - Interviews	•	•							
Phase III – Deliverable Reports		•	•						
Phase IV - SWOT				•					
Phase V - Milestones						•			
Phase VI – Action Plan								•	
Phase VII – Sales & Mktg. Plan								•	
Phase VIII – Final Report									•
PUBLIC AND STAKEHOLDER OUTREACH ACTIVITIES									
Assessment	X								
Brand Interviews		•							
SWOT				•					
Community Input				•					
Stakeholders Orientations			•		•		•		
Business and Property Owner Workshops		•		•					

Section V Items Required from the City

Assistance Item	Description	Comment
Building Permits	Residential, new homes by neighborhood, residential conversions, commercial, industrial, remodel & new construction	The Manheim Team will make an assessment of residential, commercial and industrial building and remodeling activity to assess neighborhoods, commercial corridors, redevelopment areas and industrial area business conditions
ESRI Marketplace Potential Reports	City and 20-mile or other radius that is agreed to represent regional attraction	General merchandise, apparel-shoe-accessory stores, groceries & beverages, furniture, electronics & appliances, drugs, cosmetics, special retail, auto repair and service, new and used autos, restaurants (full services, fast casual), health & personal care, sporting goods, books, building materials, and sub specialties determined by the Team and City staff.
GIS Maps	Maps of the downtown and commercial and industrial corridors and neighborhoods	Maps will be used as the graphic depiction of community and neighborhood areas reviewed by the Team and City staff.
Assessed Value	Collection of tables and maps showing assessed values by neighborhood, corridor or business or industrial area	Maps will be used as the graphic depiction of community and neighborhood areas reviewed by the Team and City staff.
Retention	Business Retention Program reports	Business retention and expansion reports and contacts to considered as key stakeholders
Studies	Previous Strategic Planning, Project Planning, Feasibility Studies, etc.	Any document with relevant information or prepared in a similar effort for the city, the area or region may contain useful data or analysis.



Section VI Fee Schedule

Price Proposal

The following table provides a rough estimate of what a basic economic development program should cost, not including city staff expenses. We are presuming the city will cover, licensing expenses (e.g., GIS software, Business Retention & Expansion Program license) and other professional services required. Manheim Solutions, Inc. can, if required, has other vendors it can hire to provide website, ad agency, public relations or other services, but at additional cost. The budget, as quoted by The City of Appleton staff in the Pre-Proposal Call on October 23, 2013 is not to exceed \$50,000.

Itemized Description and Pricing

Expense Item	Description	Amount	Comment
Professional Services	General contractor	\$32,500	Manheim Solutions, Inc. and Hopkins Solutions LLC
Collateral Materials	EMSI – Strategic Advantage	\$3,000	Strategic Advantage would be used for developing key target business clusters
Sub-contracts	Phase II, VII	\$9,500	Brand Acceleration to conduct interviews, sales & marketing plan
Travel	Travel expense	\$5,000	Team travel
Total		\$50,000	



Resumes

Chris J. Manheim

President, Manheim Solutions, Inc.

548 N. Clifton Ave Elgin, IL 60123, (847) 691.0008, Email: Chris@ManheimSolutions.com



CAREER SUMMARY: With degrees in Political Science and Public Administration, began career as a Performance Auditor and Budget Analyst for the State Legislature and Bureau of the Budget. Since 1983, been a specialist in Community Economic Development, with Certified Economic Developer® designation granted in 1996 from IEDC, the International Economic Development Council. Diverse experience with a wide-variety of programs: ranging from rural to metropolitan. More than two decades of experience as an Adjunct Professor teaching Public Administration and Economics. In 2010, became an ACT WorkKeys® Authorized Job Profiler, one of only a dozen or so in the State of Illinois.

CURRENT POSITION: President, Manheim Solutions, Inc., a consultancy specializing in community economic development and workforce development services. Clients range from small municipalities requiring general economic development staffing to corporate real estate houses, manufacturers, workforce investment boards and school districts. Current and past clients include The Northern Kane County Career Technical Education Office, Fabric Images, Inc., Hoffer Plastics Company, Stepan Company, South Suburban College, Triton College, The Workforce Investment Board of Boone & Winnebago Counties, and various municipalities. Other projects include the Economic Development Advisor to the City of Elgin, IL Sustainability Commission and member of the Bicycle & Pedestrian Safety Advisory Committee, as well as conducting a food innovation research center feasibility study for CEDA (Clearwater Economic Development Association of Lewiston, ID). Mr. Manheim is also a director of the Illinois NCRC Advocates (National Career Readiness Certificate) and a frequent presenter at IEDC (International Economic Development Council) certifications courses in Workforce Development, Strategic Planning, Credit Analysis and Managing Economic Development Organizations.

Results:

- *Attraction of American Aluminum Extrusions, LLC to Roscoe, a \$27 million manufacturing project creating 130 jobs to Roscoe.*
- *Retention/expansion of Forest City Gears, Inc., Roscoe, IL. FCG is an aerospace gear manufacturer with its gears on both first and second generation Mars Rovers. Retention of 85 highly skilled jobs and creation of another 25 positions.*
- *Retention and Expansion of Diversapack, LLC to Marengo, retaining 100 jobs and creating 10 additional jobs.*
- *Conducted ACT WorkKeys Job Profiles for Hoffer Plastics Co., South Elgin, IL, Fabric Images, Inc., Elgin, South Suburban College, Oak Forest, IL, Triton College, River Grove, IL, Stepan Co., Elwood, IL, School District U-46 and others.*
- *For U-46, recruited more than 100 employers to the National Career Readiness Certificate Letter of Commitment.*

IMMEDIATE PAST POSITION: President of the McHenry County Economic Development Corporation, Inc., a public-private economic development not-for-profit partnership. Out of the 102 counties in Illinois, it is ranked 7th in the state with a population of more than 321,000, nearly a 24% increase since 2000. McHenry County is in the top ten counties of the state in the number of manufacturing and processing firms with more than 8,200 employers and 600 manufacturing firms. McHenry County is located midway between Milwaukee and Chicago. In 2007, MCEDC was recognized as one of the "Top 20" economic development partnerships by *Site Selection Magazine*. MCEDC assisted in the creation or retention of nearly 2,000 manufacturing jobs and \$35 million of investment. MCEDC houses the McHenry County Convention & Visitors Bureau and works closely with its partners in workforce development, education and area chambers of commerce.

1999 - 2006: Chris was the Vice President of Economic Development with the Elgin Area Chamber in Elgin, Illinois, 40 miles northwest of Chicago. From 1999 through 2006, Chris helped the Elgin Area Chamber receive recognition as one of the "Top Economic Development Partnerships" by *Site Selection Magazine* in 2002, 2003 and 2005. He has also been the director of the Grundy Economic Development Council and a past director of the Small Business Development Center at Joliet Jr. College. Prior to specializing in Economic Development in the mid-1980s, Chris worked in Public Finance and Public Budgeting for State of Illinois and with Chicago-based consulting groups.



ECONOMIC DEVELOPMENT STRATEGY

Chris has participated on a wide-variety of national, state and regional committees; with experience at both the metropolitan and rural levels. These include

- Workforce Investments Boards, the Executive Committee of the McHenry County WIB and Past Chair of the River Valley WIB. Currently serves on the River Valley WIB's Economic Development Committee.
- Director, Illinois NCRC Advocates.
- National Career Readiness Certificate Business Development Consultant to School District U-46.
- ACT WorkKeys® Authorized Job Profiler.
- Chairman of the Economic Development Committee and Board of Directors for the Chicago Chapter of CoreNet Global. Editor of the Chapter's Economic Development Blog.
- Member of economic development committees for the Chicago Metropolitan Agency for Planning (CMAP) and the Illinois Development Council.
- Regional Marketing, Past Board member of the Metro Economic Growth Alliance of Chicago.
- Community College programs, including Small Business Development Centers and various training programs
- Revolving Loan Funds Boards. (McHenry County Revolving Loan Fund, Fox Valley Micro Loan Fund, Upper Illinois Valley Development Authority and others.)
- SBA 7(a) and SBA 504 lending programs.
- Rural Development Programs, such as Extension and Peace Corps Fellowship Program.
- Closely works with municipal and county community development staff and chambers of commerce.

EXPERIENCE

- 1993 to 1999, *Director, Grundy Economic Development Council*. The GEDC is a public-private partnership, a division of the Grundy County Chamber of Commerce & Industry. Staff of three. (Population: 36,000). The northern third of Grundy County is part of the Joliet-Naperville growth corridor, which includes Morris, Channahon and Minooka. 1988 - 1993, *Director of Community & Economic Development*.
- 1988 – 1993, The Village of Frankfort, Illinois, population 8,500 (estimate), market area population of about 26,000. *As the Director of Community & Economic Development*, responsible for Economic Development, Planning, GIS (Geographic Information System), Engineering, Planning, Building Inspection, and Code Enforcement.
- 1986 - 1988, *Director of the Small Business Development Center, Joliet Jr. College* *Director of the Joliet Junior College Small Business Development Center (SBDC)* from 1986 - 1988. Designed, organized and administered the SBDC program, including the packaging of more than \$8 million in loans. Member of the JJC-SBDC Advisory Board from 1989 through 1999.



PROFESSIONAL ACTIVITIES

Boards and Directorships

- Member of the International Economic Development Council Education and Certification Advisory Committee, 2012 – present.
- IL National Career Readiness Certificate Advocates Steering Committee, 2012 – present.
- President of the Mid-America Economic Development Council (MAEDC), 1993-94.
- Member of the MAEDC Board of Directors, 1989-1993 and 2000 -2003.
- Board of Directors, Illinois Development Council, 2004 – 2006. Long-standing member of the Marketing, Legislative and Education committees.
- CoreNet Global, Chicago Chapter, Chairman of the Economic Development Committee, 2008 – 2011. Chairman of the SIGs (Special Interest Group) Subcommittee, 2010 – 2011.
- Executive Committee of the River Valley Workforce Investment Board, 1999-2003, Chair, 2004; 2005 – 2006, Secretary Treasurer; Chair of the Workforce Information Committee, 2005 – 2006. Executive Committee of the McHenry County WIB. WorkKeys Advisor to The Workforce Connection, Rockford, IL since 2011.
- Secretary of the Fox Valley Micro Loan Board, 2002 –2003.
- South Towns Growth Corporation (SBA 504 program) 1988 -1995.
- Executive Council, Grundy and Will County Cooperative Extension Service Offices, 1988 - 1999.
- Chairman of Joliet Junior College Small Business Development Center Advisory Board, 1988 –1999.
- AKZO-Nobel, Inc. Citizens Advisory Board, 1996 – 1999.
- Member of the Education to Careers Regional Partnership, 1998 – 1999.
- ECC Small Business Development Center Advisory Board, 1999 to 2006.
- City of Elgin Bicycle and Pedestrian Advisory Committee, 2009 – Present.

MEMBERSHIPS

- IEDC (International Economic Development Council, formerly CUED and AEDC), since 1984.
- MAEDC (Mid-America Economic Development Council), since 1988.
- IDC (Illinois Development Council), since 1984.
- CoreNet Global (formerly NACORE), 1995 – 2011.
- International Council of Shopping Centers (ICSC), since 2004.

EDUCATION

- Masters in Political Science and Public Administration, Eastern Illinois University, 1977.
- BA from Lewis University in Political Science, *Summa Cum Laude*, 1975.
- Certified Economic Developer (CED) from the American Economic Development Council, 1996. Re-certified with the CEcD designation from IEDC in 2002 and 2008.



- Additional graduate studies in Public Policy Analysis at The University of Illinois, Springfield, 1977-1980; and The University of Illinois, Chicago, 1980-1983.
- WorkKeys® Job Profiler Training, ACT, Inc., 2010.
- Small Business and Real Estate Finance, National Development Council, 1990, 1991 and 2012. NAAGL SBA 7(a) and 504 training, 1995

PUBLICATIONS AND SPEAKING

- Speaker at the IEDC Professional Development Forums, *Measuring Performance for Economic Development Organizations and Working with Other EDOs, Economic Development Strategic Planning, and Workforce Development 2009 - 2013.*
- Architect and facilitator of the Illinois Development Council's Annual Metro Meeting, "Workforce Development," January 30, 2012.
- "Financing Deals in Today's Lending Climate: A Case Study of a Tough Project," *Economic Development Now*, May 23, 2011, Volume 11, Issue 10, International Economic Development Council.
- Presentation to The Southlands Chamber, Homewood, IL, April 5, 2011, "Workforce Development: Bridging the Gap through Implementation of the National Career Readiness Certificate."
- Speaker and conference Steering Committee for the CMAP/IDC January 2010 panel, "Successful Economic Development Marketing During a Recession."
- "We Have the Site, But We Need the Workforce!" *Economic Development America, Spring 2007.*
- Quarterly column for *The Business Ledger*, 2006.
- Speaker at the ACCE (American of Chamber of Commerce Executives) National Conference, 2006.
- Quarterly articles for *MAEDC Newsletter (1993 – 1994).*
- Past articles for *Illinois Issues, Economic Development Council, CUED Developments.*
- Conference speaker for CUED, ASPA, MAEDC and others.
- Monthly newspaper column in the *Morris Daily Herald* and *Herald News (Joliet)*, the *Courier News (Elgin)* and the *Northwest Herald (Crystal Lake).*
- Regular radio guest with WCSJ-WJDK, Morris; WRMN, Elgin.
- Speaker at the 1997 *Illinois Development Council Fall Conference* on using the Internet.
- Article for the first issue of *Illinois Economic Developer*, entitled "Success in Economic Development and the Role of an Intergovernmental Property Tax Abatement in Grundy County."
- Instructor for the *Illinois Economic Development Academy* directed by Mr. Ivan Baker (1997- Present).
- Instructed economic development and small business planning programs for the IEDN, an affiliate of the Illinois Bankers Association.

AWARDS AND HONORS

2008 – MCEDC, Inc. named one of “Top 10” Economic Development Organizations in 2007 by *Site Selection Magazine*.

2005 – The Elgin Area Chamber's *It's Happening Here!* Campaign received the “Overall Marketing Award,” Honorable Mention from the International Economic Development Council. This was a special recognition awarded by the judges at the IEDC 2005 National Conference. 2004 - Area Chamber Economic Development Department received an “Excellent Award” from the Mid-America Economic Development Council for the “Challenge 21” annual report. A second “Merit Award” was presented for our statistics and demographics CD-ROM. The Kane County Planning Department also awarded our Enhancing Elgin Committee the traveling trophy for the “It's Happening Here!” campaign.

2002, 2003, 2004 and 2005 – Elgin Area Chamber named one of “Top 10” Economic Development Organizations in 2003 and 2005 by *Site Selection Magazine*. In 2002, the magazine rated Elgin as one of the “Top 20.” Again in 2004, Elgin was cited for the John B. Sanfilippo, Inc. deal, one of the largest in North America, creating more than 1,000 jobs and building one million square feet.

1998 - Research report *Grundy County Quality of Life Survey*, selected as *Best of Class* by the American Economic Development Council.

1997 - The GEDC newsletter has been recognized with a *Superior* rating by the American Economic Development Council. The GEDC Internet Home Page has received an *Excellent* rating by AEDC.

1996 - The GEDC received the *Marketing for Results!* Award from MAEDC / Blane, Canada, Ltd. Other marketing material awards from MAEDC included *Single Print Ad*, “Superior,” and *Newsletter*, “Superior,” plus three “Excellent” Awards. 1995 – In 1995 received an “Excellent” rating for its *Initial Mailer* from MAEDC.

1995-1996 & 1996-1997 *Peace Corps Fellows Program in Rural Community Development*, W.W. Kellogg Foundation, Western Illinois University, Illinois State University and the Peace Corps, USA for the GEDC.



CIVIC ACTIVITIES

- Member of the City of Elgin Bicycle and Pedestrian Advisory Committee, since 2009, and the City of Elgin.
- Morning Elgin Rotary Club (1999 – 2006), Program Committee. Morris Rotary Club - Community Services Chairperson (1997-1998). Rotamorr Editor, 1996-1997. Community Services Chairman (1997 - 1999). MS Walk Chairperson, 1998, 1999. *Paul Harris Fellow*.
- Boy Scouts of America, member since 1962, Adult Leader since 1972. *Eagle Scout with Three Palms, Silver Beaver Award, District Award of Merit*. Currently sit on the Board of Directors, Philmont Staff Association. Member at Large with the Three Fires Boy Scout Council, St. Charles, IL.
- Chairman of the Bartlett High School Science, Engineering and High Technology Parents Advisory Committee, 2002.
- Member of the Bartlett High School Science, Engineering and High Technology Business Advisory Committee, 2000 - 2003.

REFERENCES

- Lewis Matuszewich, Attorney at Law, Matuszewich, Kelly & McKeever, LLP, 453 Coventry Lane, Suite 104, Crystal Lake IL 60014. (815) 459-3120, lfmatuszewich@mkm-law.com.
- Mr. Thomas Mihelic, General Manager, Manpower Temporary Services, 1415 Corporate Boulevard, Aurora IL 60502-8898. (630) 898-2990, tom.mihelic@manpower.com.
- Helen T. Palmer, Ph.D., Director, Industrial/Organizational Psychology, ACT – 16, 101 ACT Drive, P.O. Box 168, Iowa City, IA 52243. (319) 337-1199, Helen.Palmer@act.org.
- Sharon Dixon, Economic Community Planner, Kane County, IL Development Department, PO Box 3565, Show Low AZ 85902. (928) 537-9456, macshar41@yahoo.com. (Retired).
- Jeanette Mihalec, Vice President – Membership, Elgin Area Chamber of Commerce; Kane County Board Commissioner; Elgin Area Chamber, 31 S. Grove Ave., Elgin IL 60123 (847) 741-5660, jmihalec@elginchamber.com.
- Andrew Mihelich, Associate Vice President of External Campuses, Joliet Jr. College, 214 N. Ottawa St., Room 429, Joliet, IL 60432. (Retired).
- Margy Sweeney, Principal, Akrete Communications, 940 W Adams, Chicago IL 60607, (312) 612-0343, margy@akretecommunications.com.
- Ivan Baker, CEcD, AICP, Director of Economic Development, Tinley Park Economic Development, 16250 S Oak Park Ave, Tinley Park, IL 60477, (708) 444-5030, ibaker@tinleypark.org.
- Jeffrey Finkle, President & CEO, International Economic Development Council, 734 15th Street NW, Washington, DC, 20005, (202) 223-4735, jfinkle@iedconline.org.
- Bola Delano, Deputy Director, Office of Planning & Programming, IL Dept. of Transportation, Chicago, IL 60601, (312) 793-0493, boladelano@illinois.gov.
- Edward M. Sitar III, Economic Development Manager, ComEd - An Exelon Company, Three Lincoln Centre - 3rd Floor, Oakbrook Terrace, IL 60181, (630) 437-2571, edward.sitar@comed.com.
- Eric Voyles, Vice President of National Business Development, Rockford Area Economic Development Council, 100 Park Avenue, Suite 100, Rockford IL 61101, (815) 969-4256, evoyles@rockfordil.com.
- Wendy Young, President, Forest City Gear, 11715 Main Street, Roscoe IL 61073, (815) 623-5060 x5060, wyoung@forestcitygear.com.
- Mr. Stephen J. Boyer, Human Resource Information Systems Manager, Stepan Company, 22500 Stepan Drive, Elwood, IL 60421, (815) 774-5236, sboyer@stepan.com.
- Mr. Paul W. Calvagna, Human Resource Director, Berner Food & Beverage, 2034 E. Factory Road, Dakota IL 61018, (815) 563-4222, x257, paul.calvagna@bernerfoods.com.
- Mr. Pat Hayes, CEO and Founder, Fabric Images, Inc., 325 Corporate Drive, Elgin IL 60123, (847) 488-9877 Ext. 102, phayes@fabricimages.com.

Daniel French, JD, LL.M.



Daniel French, JD, LL.M., Director of Environment and Strategy, is an environmental transactions expert that leads strategic planning and research initiatives for Manheim Solutions, Inc. Mr. French is responsible for the formulation of project-level strategy, analysis and oversees project operations in the areas of environment, redevelopment, adaptive reuse, feasibility analysis, and regional analysis. Sustainable land use planning is a particular focus of his practice, in which he blends traditional analysis with principals of green infrastructure, ecosystem restoration, economic geography and network analysis to provide a balanced, creative and impactful perspective. After receiving a B.A. at the University of Illinois, Dan completed his law degree from St. Louis University with concentrations in business transactions and tax law, before finally completing a Masters of Law (LL.M.) from Erasmus University in the Netherlands. Following his studies, Dan briefly interned at the law firm Nautadutilh in Rotterdam before joining British Petroleum in Chicago in 2007 where he supported retail and midstream asset divestment in portfolio as well as single-site sales— transacting over a billion dollars in total value and liability in more than a dozen states in just 5 years. Mr. French is licensed to practice law in the State of Illinois and has an acute understanding of the Chicago market, having assessed, analyzed, and ultimately divested more than 200 gas stations across the region.

Mr. French’s most recent projects include a 400+ acre former X-ray facility in a mountainous region of the rural South East. Sparsely populate, the property was landlocked by previously donated public lands, a state forest. Surrounded on all sides by land under conservation, the footprint of the former facility was not only contaminated but also presented some physical redevelopment limitations. One time employing 1,600 employees, the facility generated moderate quantities of waste, some of which was stored onsite and under RCRA corrective action. External stakeholder interest was very high, but these stakeholders were divided between desires to conserve the property and an opposite desire to commercial the nearly 200,000 visitors annually trekking through the adjacent state forest. Mr. French led the redevelopment team through potential options for reuse of the property in a four step process: (1) identified a full spectrum of reuse-options, (2) evaluated them on quantitative, qualitative and client-specific criteria, (3) facilitated the client’s decision making process, which led to (4) the development and implementation the reuse plan best suited maximize the site’s reuse potential, while also minimizing risk and balancing stakeholder interests. Using the site as a hub and catalyst, the existing conservation network will be optimized allowing for higher function of more than 10,000 acres: including dramatic improvement to the physical assets attracting visitors, better traffic/trash



management caused by those visitors, greater visitor capacity, better protection of the environment, and a much greater visitor experience. Major features of this multi-phased project will include: stream and wetland restoration, commercial parking lot construction, commercial recreation redevelopment, a public outreach and inclusion campaign, and partnership with public and private participants.

Another large, 440-acre project in northwest Indiana housed a number of different chemical manufacturing installations from 1905 through the 1990's. A 30-acre parcel was still in productive use, under lease to a manufacturer of silicon. Under RCRA corrective action, the property was located on the western edge of the great American 'Rust Belt' and suffering from underemployment of both its people and property. Abandoned and idle properties dominated the region, but shifting global economic trends – higher oil prices, a resurgent North American energy sector, stagnating U.S. wages, steadily rising Chinese wages, and the widening of the Panama Canal – were laying the groundwork resurgence in the area. The property is also ecologically significant, containing globally rare sand dune habitat. The sensitive 172 acres was put into conservation easement and Mr. French led the team charged with creating the reuse plan for the remaining acreage. A solar reuse was strongly considered, due to the properties proximity to high-use operations and potential customers. Meanwhile, the city and other local stakeholders strongly pressed for the maximum amount of job creation. The redevelopment team developed numerous site conceptual models, performed feasibility analysis on all options, and developed a prospectus featuring the key characteristics of the property. The transportation profile featured in the prospectus demonstrated a rare combination of proximity to rail, highway, air, and sea freight for a facility of that size and in that area; which piqued the interests of a number of capable redevelopers.



Michele Vachon



Michele Vachon, CHMM, MS, Associate, links communities with developers to enhance community culture, resource base, their built environment and economic vitality. She has over fifteen years of environmental assessment, CERCLA emergency response, ISO 14001, and remediation consulting experience. Her expertise is rooted in industrial resource management combined with targeted regional economic development modeling and green workforce development. She is often the liaison between community needs, government and the business community; performing extensive public outreach and engagement activities. She is nationally recognized EPA brownfield assessment grant writer focusing on helping communities develop state, federal and private foundation funding portfolios for redevelopment projects. She specializes in identifying both short and long-range value-added property funding opportunities for private and public organizations.

Since 2006, Michele has been with the University of Idaho — Moscow, ID, as its Building Sustainable Communities Manager. She is retained by higher education initiative to serve as a community development project manager and grant writer for sites throughout the state. Primary research, outreach and engagement work encompasses community revitalization through affordable housing developments, recreational tourism, economic revitalization of brownfield sites and helping communities identify funding sources for redevelopment projects. Key project results: \$3.2M brownfield assessment/HUD grants awarded for assessment and voluntary cleanup, housing redevelopment. \$45M received in state/federal rural development funding for biomass/bioenergy/rural community development projects.

Her immediate past position was with the MPS Group, Inc. — Detroit, MI, GM Lansing Grand River Environmental Resource Manager — Lansing, MI, from 2003 to 2006. She managed the daily RCRA obligations at large quantity automotive generator. Performed electrical-related wiring and installation for commercial and residential construction projects, including new construction, retrofits, remodels and plant expansions. Key Results: Reduced emissions and waste generation 10% annually, positive GM Environmental Scorecard and zero GMAS Audit findings. Developed best management waste practices for entire regional Lansing GM facilities, utilized by GM Worldwide Facilities Group.

Ms. Vachon's education and credentials include that of a PhD Candidate, Geography, expected 2011; a Professional Planning Certificate, 2011 Bioregional Planning & Community Design; holds an MS in Environmental Science, 2008; Brownfield Redevelopment and Pollution Prevention; and a BA in Environmental Studies – Land Use Planning & Analysis, 1996, from UM.

Roger G. Hopkins

President, Hopkins Solutions LLC

205 Greenwood Acres Drive, DeKalb, IL 60115, (630) 219-8341, Email: r.hopkins@comcast.net



CAREER SUMMARY: With degrees in Urban and Regional Planning and Political Science, Hopkins began his career as the Principal Planner for the City of Neenah. After two years, he was promoted to Director of Community Development for the City of Neenah, WI. While in Neenah, he assisted with the organization of the Future Neenah Corporation, a downtown non-profit development and management advocacy organization. Hopkins relocated to DeKalb, IL in 1984 to take the position of Director of Community Development. While in DeKalb, he worked with an ad hoc committee of business, education and government leaders to establish the DeKalb County Economic Development Corporation to

promote industrial and office retention and attraction in DeKalb County, becoming Executive Director in 1988. In 2007, Hopkins took the position as President of DuPageBiz, a county-wide economic development organization for DuPage County, the second largest county in Illinois. He led and re-branded Choose DuPage, the DuPage County Regional Development Alliance, until retirement in early 2011. Subsequently, he has been working as an economic development consultant in partnership with Manheim Solutions, an economic development consultant for the City of DeKalb for retail business retention and attraction, and a consultant on incentives for Venture One Real Estate, a Chicago area developer of business parks in Northern Illinois.

Choose DuPage, the DuPage County Regional Development Alliance

President – Regional non-profit public/private economic development organization

December 2007 – January 2011

- Privatized and re-branded a county-wide economic development organization in the second largest county in Illinois, with over 70 investors
- Managed a county-wide economic development agency, under direction of a 48 member Board of Directors
- Facilitated business, government, and education policies and resources for expansion, retention, and attraction of industry, business and other development
- Directed recruitment of industrial, office, commercial and residential development projects in DuPage County, Illinois
- Facilitated response to requests for proposals for office, industrial and logistics projects
- Organized promotion to site selection consultants, commercial real estate brokers and developers
- Facilitated negotiation of county, local and state incentives
- Managed county authorization of over \$69 million Recovery Zone Facility Bond capacity used to finance commercial and industrial projects

DeKalb County Economic Development Corporation

Executive Director – Regional non-profit economic development corporation

April 1988 – November 2007

- Founded and managed a successful public/private not-for-profit county-wide economic development organization with nearly 300 investors, and 40 Board members
- Facilitated business, government, and education policies and resources for expansion, retention, and attraction of industry, business and other development
- Directed recruitment of industrial, office, commercial and residential development projects in all DeKalb County communities

City of DeKalb

Director of Community Development

August 1984 – April 1988

- Operated and managed an 8 person city department in charge of planning, code enforcement, and economic development
- Directed preparation of a comprehensive Tax Increment Finance plan for development and redevelopment of the downtown, development and redevelopment of the major highway commercial area, east industrial area, and adjoining residential and commercial areas
- Participated in organizing DeKalb County Economic Development Corporation

City of Neenah, Wisconsin

Director of Community Development, 1977-1984

Principal Planner, 1975 – 1977

- Operated and managed a 6 person department in charge of planning, code enforcement and community development
- Managed and facilitated a public/private redevelopment plan for downtown Neenah and the formation of the Future Neenah Development Corporation, following direction from the Rouse Company's American City Corporation
- Developed the 160 acre Neenah South Industrial Park, using Tax Increment Financing and other state and federal grants

Education

University of Illinois, Urbana-Champaign, Illinois

Masters of Urban and Regional Planning

University of Wisconsin, Stevens Point, Wisconsin

Bachelor of Science – Political Science



Community Involvement, Recognition and Awards

- Illinois Development Council – Economic Developer of the Year Award, 2004
- Illinois Development Council – Chairman's Award, 2010
- River Valley Workforce Investment Board, Chair of Service Delivery Committee and Member of the Youth Council (Recipient of Individual Leadership Award, 2006)
- DuPage County Workforce Investment Board of Directors – Board Member, 2008 to 2011
- College of DuPage Small Business Advisory Board – Board Member, 2008 to 2011
- DuPage Federation of Human Service Agencies – Board Member, 2009 to 2011
- DuPage Convention and Visitors Bureau Board of Directors – Board Member, 2009 to 2011
- Ben Gordon Mental Health Center – Board of Directors, 2000-2007; Chair, 2006-2007
- I-39 Corridor Logistics Association – Co-founder, Executive Director of 70 member regional economic development marketing trade association, 2002-2007
- Kishwaukee Education to Careers Partnership, 1995-2007 (Past Co-Chair)
- DeKalb County Partnership for a Safe Active Family Environment, 1990-2005 (Past Co-Chair) (Certificate of Achievement, 1995)

Competency and Experience

Economic Development

Target Business Evaluation

- Contributed to business cluster evaluation for Choose DuPage in 2010
- Identified potential Navistar suppliers and vendors for a Navistar supplier fair in 2011 while with Choose DuPage
- Identified supply chain opportunities for target business recruitment with both Choose DuPage and DeKalb County EDC
- Developed target industry marketing materials for logistics, biotech, back office, and electronics and electrical manufacturing while with DeKalb County EDC
- Directed retail target business attraction and expansion for the City of DeKalb leading to the construction, location, expansion and attraction of over 50 developers and retailers in the City in 2 and one-half years



Community Assessments

- Prepared county regional demographic, labor supply, education, and quality of life materials for response to RFP's for Choose DuPage and DeKalb County EDC
- Participated in facilitating community assessments with for both Choose DuPage and DeKalb County EDC, consisting of inventories of sites and buildings, labor supply and wages, education and workforce training, labor-management relations, transportation, public and private utilities, local regulations and taxes, healthcare, housing and quality of life
- Prepared the Sycamore Road Retail Marketing and Development Plan and the DeKalb Taylor Airport Marketing Plan, adopted by the DeKalb City Council, January 2012

Workforce Development

- Served on Workforce investment Boards for DuPage County and Kane, DeKalb and Kendall Counties (River Valley Workforce Board)
- Served as Chair of the Business Services Committee of the River Valley Workforce Investment Board, and facilitated development of the River Valley Incumbent Worker Training grant program

Economic Impact Studies

- Prepared detailed economic impact analysis for the Navistar engineering and corporate headquarters consolidation in Lisle, IL; location of SunCoke headquarters in Lisle, IL; location and relocation of other office, industrial, healthcare and logistics facilities
- With Choose DuPage, developed community assessment tools to examine economic and government revenue benefits of office, industrial and non-profit business retention and expansion
- Prepared detailed economic impact analysis for location of Target's regional distribution center; expansions of 3M's distribution facilities in DeKalb; attraction of Tate & Lyle (former CCI) facility in Sycamore Prairie Business Park; attraction of Custom Aluminum Products to Genoa; attraction of Plano Molding to Sandwich; and numerous other projects

Demographic Analysis

- While with Choose DuPage and DeKalb County EDC, prepared customized population, education, housing, labor supply and other studies to attract new corporate headquarters, industrial and logistics facilities
- Prepared web site materials for Choose DuPage and DeKalb County EDC



Incentive Strategies

- Working with developer Venture One, assisted with incentives secured from the Loves Park TIF District for Danfoss' new distribution center; assisted Venture One with the adoption of an Industrial Jobs Recovery Act Tax Increment Finance District adoption for the Rock 39 Business Park by the Villages of Cherry Valley and New Milford, and Winnebago County
- With Choose DuPage, reviewed competitive incentive programs offered in other metropolitan and suburban markets competing with DuPage County
- Facilitated the successful placement of \$69 million DuPage County capacity of Recovery Zone Facility Bonds
- Facilitated the adoption of a 5-year intergovernmental property tax abatement program in DeKalb, Sycamore, Genoa and other DeKalb County EDC client communities
- Facilitated the City of DeKalb's first tax increment finance district plan involving downtown redevelopment, commercial district redevelopment, residential redevelopment and industrial development and redevelopment
- Prepared downtown and industrial park tax increment finance district plans in Neenah, WI
- Facilitated the use of Federal, State, local grants and loans for a variety of office and industrial projects in Winnebago County, IL; DuPage County, IL; DeKalb County IL; and Neenah, WI

Commercial Real Estate

Site Selection

- Facilitated response to site selection and real estate consultants producing successful location of office and industrial facilities for Navistar, Dover Corporation, Sun Coke Energy, Target, 3M, Nestlé, Peerless Industries, DeVry, and many other companies
- Experienced in response to requests for proposals and requests for information by site selection and real estate consultants+
- Attracted new office and industrial users to vacant facilities, including Navistar (Alcatel-Lucent), Peerless Industries (3M), Aligus (Del Monte), Ryerson (Old World Millworks/Encoat), 3M (Caterpillar/AGCO), numerous others

Market Analysis

- Participated in numerous retail and hospitality studies for recruitment of new business
- Skilled in providing demographics, traffic analysis, comparative shopping patterns, etc. for retail, service and other companies, as appropriate



Office Park Planning

- Participated and facilitated location studies for developers and business clients
- Skilled and capable of assisting with the entitlement process

Industrial Park Planning

- Developed two municipal business and industrial parks
- Skilled and capable of assisting with the entitlement process
- Experienced working with Federal, State and local grant and loan programs

Retail Development Planning

- Participated and facilitated location studies for developers and business clients
- Skilled and capable of assisting with the entitlement process
- Experienced working with Federal, State and local grant and loan programs

Redevelopment Strategies

- Participated in market studies to redeploy assets and resources for downtown areas, strip commercial areas, older industrial areas, and residential areas
- Facilitated the organization of non-profit economic development organizations for downtown development and marketing
- Experienced working with Federal, State and local grant and loan programs

References

Mark T. Biernacki, Retired City Manager, City of DeKalb, email: mark.biernacki58@gmail.com,
phone: (815) 739-3111

Rudy Espiritu, Interim City Manager, City of DeKalb, email: Rudy.Espiritu@CITYOFDEKALB.com,
phone: (815) 7748-2090

Mark Goode, Venture One Real Estate LLC, Principal, email: markg@ventureonere.com,
phone: (847) 243-4300



Jim Walton, Brand Acceleration



Jim Walton, Chief Executive Officer / Brand Coach
Brand/Message Strategy
BrandCoach Blog

Brand Acceleration is a medium-size agency that works with numerous economic development clients. We have a lean staff of seventeen award-winning professionals in Indianapolis, Charlotte, and Atlanta. Our structure, as it applies to the City of Appleton, would be as follows, although it could change based on individual workload: Over the past thirty+ years, Jim has been called upon to assist clients with their marketing, branding, sales, management, and business strategies. He has a strong history of devising ways to tap into new markets and improve effectiveness.

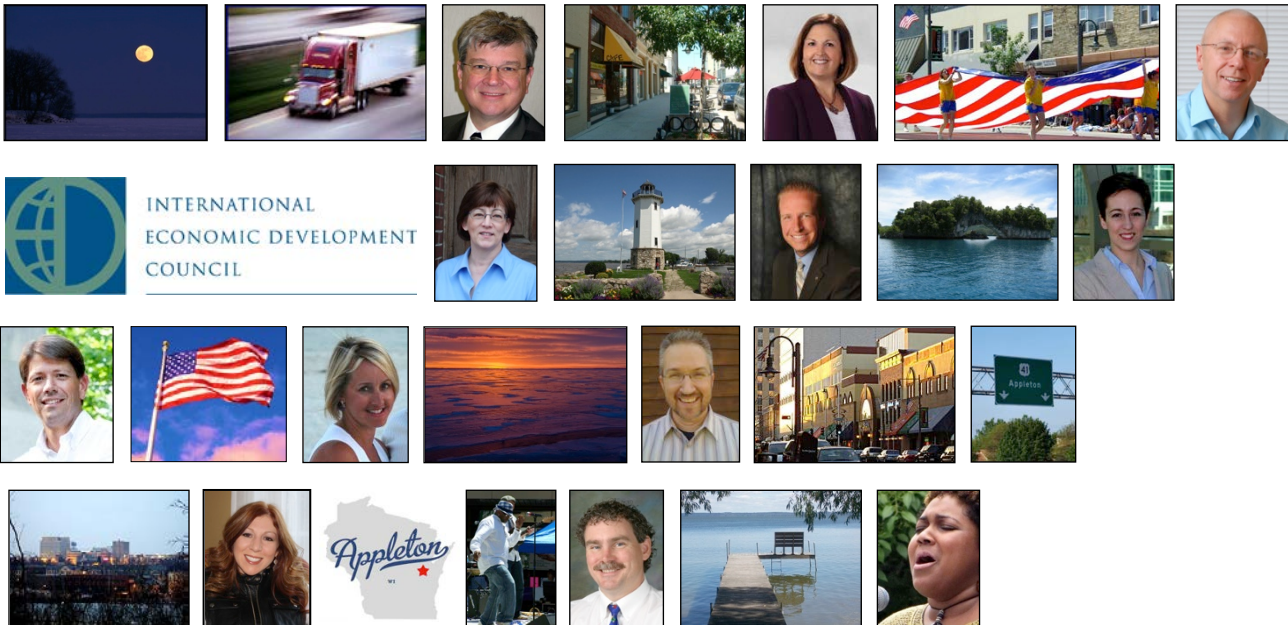
With a broad range of experience that includes brand management, web development, print media, network radio, syndicated television, meeting/event/exhibition management, and client-level advertising and marketing, Jim brings a wealth of knowledge to his clients. He has consulted cities, counties, regional economic development groups, and small and large corporations worldwide.

Jim is a member of the International Economic Development Council (IEDC) and several other regional and state economic development organizations.

Jim is one of the nation's leading experts on economic development marketing and is a regular speaker at community organizations and professional groups. His e-newsletter/blog, *Rants from the Brand Coach*, is distributed regularly to over twelve thousand recipients worldwide.

City Of Appleton, Wisconsin

Economic Development Strategic Plan Outline





Indianapolis, Indiana 317.536.6255
Charlotte, North Carolina 704.230.0394
Atlanta, Georgia 404.474.7980

November 4, 2013

Ms. Karen Harkness
City of Appleton
100 North Appleton Street
Appleton, Wisconsin 54911-4799

Dear Karen:

Thank you very much for the invitation to submit our credentials and this Plan Outline for Economic Development Strategic Planning services for the City of Appleton. We are pleased to partner with Chris Manheim and Manheim Solutions to provide the services requested. Your needs are right up our alley and we are definitely interested in being part of your job-growing and image-growing team. What makes Brand Acceleration a unique and ideal partner is our passion for and understanding of community and economic development marketing? We have solid relationships with site selection consultants, real estate brokers, and c-suite executives, always digging deeper into their expectations of marketing tools. Our goal is to create powerful and effective message strategies that result in economic growth, including jobs, housing demand, and a flourishing retail community.

Brand Acceleration is an award-winning full-service branding, marketing communications, and public relations firm with a focus on community and economic development. I am very involved in the economic development community with memberships in the International Economic Development Council (IEDC) and several other regional and state economic development organizations. This involvement provides deep insights into the expectations of clients and of the competitive arena faced by the City.

We have considerable experience working with cities, counties, and regions and understand the unique challenges involved with bringing the numerous players together toward a common goal. We're excited about partnering with you and your team to make great things happen for the businesses and residents of the City of Appleton.

Best regards,
BRAND ACCELERATION, INC.

Jim Walton
CEO
Brand Acceleration, Inc.
5799 Noble Drive, Indianapolis, IN 46234
P: 317-536-6255 F: 317-222-1425 jim@brandaccel.com



Indianapolis, Indiana 317.536.6255
Charlotte, North Carolina 704.230.0394
Atlanta, Georgia 404.474.7980

PROPOSER QUALIFICATIONS

Why choose Brand Acceleration?

Jim Walton, our founder and CEO, recognized that many advertising agencies and web design firms had become completely utilitarian, offering no industry counsel or depth of knowledge to their clients. Since its inception, the Brand Acceleration team has offered an unparalleled knowledge of marketing and brand management as it relates to community and economic development. We make it a point to dig in and become an extension of our clients, not merely a vendor. We're part of their team. Our economic development clients, almost always non-profit organizations or government entities, appreciate our understanding of them, their needs and their audiences. We're specialists in economic development and very responsive to client needs. They often find that we cause *them* to work a little harder – bringing new ideas, new considerations, and a much deeper involvement than they ever expected. In short, we're a partner that makes great things happen.

Agency Capabilities

Brand Acceleration is a full-service marketing communications, branding, and public relations firm. With a thorough understanding of communication and broad experience in research, analysis, and strategic planning, our efforts have been very effective in generating results for our clients. We're much more than just designers; we're brand specialists and marketers!

Our services include, but are not limited to, strategic planning, brand research, and tactics such as logos, slogans, web sites, brochures, e-mailers, direct mailers, videos, event marketing, print ads, and numerous others.

We Understand Your Audiences

At Brand Acceleration, our passion is the development of powerful marketing strategies. Our involvement in the economic development field assures that we have a thorough understanding of the key audiences such as site selection consultants, real estate professionals, developers, entrepreneurs, existing employers, and local/regional stakeholders.

The Brand Acceleration message strategists thoroughly understand each of these groups and how to speak to them. Each represents a unique set of communication challenges – challenges that fit us perfectly.

Hours, Rates, and Performance

Brand Acceleration does not have an hourly rate. We price our work based on a per-project standard. To the City of Appleton, that means that as long as the scope of work doesn't change, the quoted price will not change. No surprises!



Indianapolis, Indiana 317.536.6255
Charlotte, North Carolina 704.230.0394
Atlanta, Georgia 404.474.7980

Project Team Description

Brand Acceleration is a medium-size agency that works with numerous economic development clients. We have a lean staff of seventeen award-winning professionals in Indianapolis, Charlotte, and Atlanta. Our structure, as it applies to the City of Appleton, would be as follows, although it could change based on individual workload:



Jim Walton
Chief Executive Officer / Brand Coach
Brand/Message Strategy
[BrandCoach Blog](#)

Over the past thirty+ years, Jim has been called upon to assist clients with their marketing, branding, sales, management, and business strategies. He has a strong history of devising ways to tap into new markets and improve effectiveness.

With a broad range of experience that includes brand management, web development, print media, network radio, syndicated television, meeting/event/exhibition management, and client-level advertising and marketing, Jim brings a wealth of knowledge to his clients. He has consulted cities, counties, regional economic development groups, and small and large corporations worldwide.

Jim is a member of the International Economic Development Council (IEDC) and several other regional and state economic development organizations.

Jim is one of the nation's leading experts on economic development marketing and is a regular speaker at community organizations and professional groups. His e-newsletter/blog, *Rants from the Brand Coach*, is distributed regularly to over twelve thousand recipients worldwide.



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Kelly Stanley
Visual Messaging/Writing

A red-headed artist, Kelly is as passionate about writing as she is about design. A graduate of Ball State University (cum laude), she began her education with an interest in architectural design. She is thoroughly acquainted with the unique algorithms of search engines such as Google, Bing!, and Yahoo, dramatically improving search results for Brand Acceleration clients. Now, she combines her interests to serve Brand Acceleration's community and economic development clients with a clear understanding of audiences and client expectations.



Scott Weber
Visual Messaging

One of the first designers on the Brand Acceleration team, Scott has been in the industry for more than fifteen years. A graduate of Ball State University and the prestigious Herron School of Art, he is a "quiet professional," meaning that he has an incredible ability to listen closely to the needs of the client, matching them with the expectations of the audiences. His deep level of experience includes economic development, construction, health care, agri-marketing and other industries.



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Julie Taylor Reed
Visual Messaging

A real pro, Julie has been in the design industry for more than twenty years. With a BA in Visual Communications from the highly respected Herron School of Art, Julie has worked with clients in countless industries. The daughter of a skilled illustrator, she was raised with a passion for art and a heart for visual communication. She works daily on client work in the economic development industry.



Scott Flood
Writer and Public Relations Professional

With a BS in communications (cum laude) and over twenty-seven years of experience, Scott creates powerful and effective verbal strategies for Brand Acceleration clients. Having worked with agencies large and small, Scott is a master wordsmith. His professional background includes economic development, construction/real estate, banking, healthcare, life sciences, technology, and building products. Plus, he is thoroughly acquainted with the unique algorithms of search engines such as Google, Bing!, and Yahoo, dramatically improving search results for Brand Acceleration clients.



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JD Collier
e-Strategist, Web Programmer

A versatile web strategist with more than sixteen years of experience guiding clients and teams through the complexities of new media, JD uses appropriate high-tech solutions and focuses on the client's message for the best reception from their audiences.

He has a broad knowledge of user experience management, search engine optimization (SEO), mobile marketing, graphic design, e-learning, business process analysis, web site management, data and application architecture and user interface design.



Ben Goshow
e-Strategist, Web Programmer

Ben works with client companies that strive for better marketing through strategic integration of web site technology. He helps clients identify and create the perfect strategy for online communications. Ben not only understands computers and information technology, search engine optimization (SEO), mobile marketing, but also marketing and its role, making him an ideal web strategist for Brand Acceleration clients.



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Susan Walton
Project Management

With more than thirty years in the printing/customer service and advertising industry, Susan has vast knowledge in the areas of tactical production and project management. At Brand Acceleration, her responsibility is to work with clients and the Brand Acceleration team to keep projects on schedule and within budget.

With a commitment to economic development, Susan attended the Ball State University Economic Development Course—known to many as "The Academy," and continues to deepen her knowledge by participating in conferences and other educational opportunities.



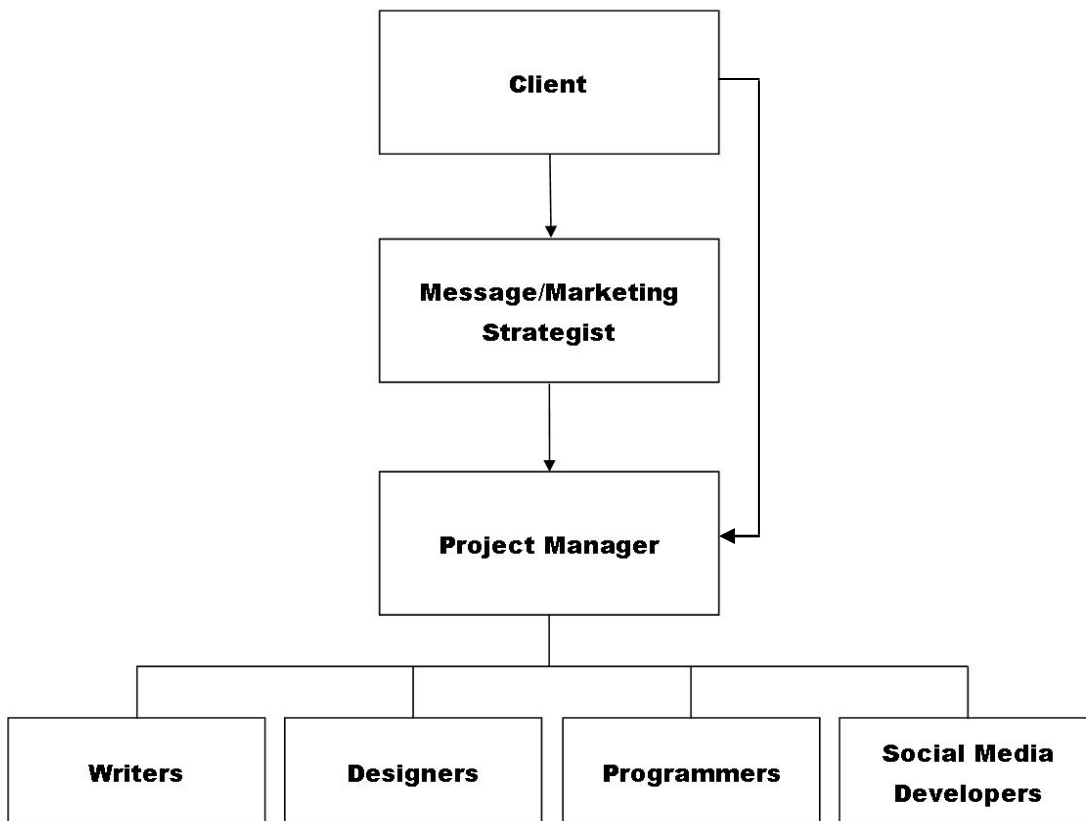
Colleen Walton
Project Coordinator/Event Management/Social Media Marketing

A newcomer to the Brand Acceleration team, Colleen brings a deep understanding of Social Media Marketing and works with clients to establish a solid position on such platforms as Blogs, Facebook, LinkedIn, Twitter, Pinterest, YouTube and others. She also works with clients on brand research, event marketing strategies, and project coordination.



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Project Organizational Chart





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References

References

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Mr. Jim Dinkle
Executive Director
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Client Case Studies

The Economic Development Alliance of Fayetteville and Cumberland County, North Carolina

Fayetteville and Cumberland County, North Carolina are often lost in the powerful glare of Fort Bragg, home of the U.S. Army's Airborne and Special Operations forces, and site of many of the nation's most important defense contractors. Brand Acceleration's challenge, one that we eagerly faced, was to develop a powerful effort to shine a light on the city and county, differentiating it from, while respecting, it's very important neighbor. We started by developing a new name, a great logo, and an exciting new custom web site.

Now that the web site is up and generating very respectable traffic, we are about to launch a series of e-mailers to the target audiences as well as highly-targeted online banner ads.

I-74 Business Corridor and Southeast Indiana Growth Alliance (Regional ED Organizations)

The I-74 Business Corridor and the Southeast Indiana Growth Alliance are two coalitions of county economic developers who are working together to promote the advantages of their regions. Conveniently located along I-74 between Indianapolis and Cincinnati, the regions are connected to the world via a common interstate highway. Brand Acceleration was called upon for naming strategies, logos, slogans, web sites, and a joint radio and print media campaign to reach audiences in the Cincinnati, Ohio metropolitan area.

Kokomo & Howard County Economic Development Commission

Until recently, Kokomo and Howard County, Indiana, one of the nation's many challenged auto industry communities, had a disjointed group of several economic and community organizations. With as many as six different groups working separately toward similar goals, the groups struggled to work effectively.

Early in 2009, the county board and Mayor of Kokomo hired Jeb Conrad, a polished professional economic developer, to bring all of the groups together under one umbrella organization. Conrad hired Brand Acceleration to assist with the development of a brand strategy and each of the required tactics needed to tie the group together.



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Amarillo Texas Economic Development Corporation

Realizing that it had unclear messages, Amarillo, Texas needed to understand just what its target audiences believed about the community. Targeting its three key Industries — Wind, Logistics, and Business and Financial Services — research was clearly needed to know just what messages should be presented, and how. Also, an effort was needed to identify business retention and expansion (BRE) message strategies.

Brand Acceleration conducted thorough brand benchmark research seeking feelings, thoughts and emotions related to the city. By understanding the present position, the research helped the city's economic developers with a message strategy that is much more likely to be acceptable to the numerous target audiences. The BRE research project provided a deep understanding of businesses needs and their perceptions of the Amarillo Economic Development Corporation.



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Comments from our Clients and Friends

Brand Acceleration has been very fortunate to have worked with great clients who have been very pleased with our work and the results generated. Here are comments from just a few of our clients and friends:

“Jim Walton is a thought leader in economic development and especially brand messaging and marketing. He works to differentiate his clients from a one size fits all method to what really makes a location unique. His professionalism and approach to the client engagement is first rate. I highly recommend Jim Walton and Brand Acceleration for your marketing needs.”

Jay Garner
President
Garner Economics, LLC
(Site Selection Consultant)

“I have known Jim for several years. He has been an active member of the International Economic Development Council Jim has a passion for understanding and communicating with target audiences such as site selectors, c-suite execs, on behalf of his economic development clients

Jim is asked frequently to speak on the topic of branding. He also spends a great deal of time understanding how the economic development community interfaces with their target audiences. He also tries to see from the target side how those folks like to get their communication. That is what a professional does.”

Jeff Finkle, CEcD
President
International Economic Development Council

“After an exhaustive search for a marketing agency, Jim Walton's Brand Acceleration was selected. Jim has proven to be on-time with his deliverables, price competitive, detail-oriented, creative and very accessible. Jim's Brand Acceleration is full-service, which makes it easy for my office to do one-stop shopping with him. I give Jim Walton my utmost recommendation for your consideration.”

Jim Dinkle
Executive Director
Central Arizona Economic Development Foundation)



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“Jim and Brand Acceleration have helped our economic development organization take our communications and marketing effectiveness to a higher level. We felt we had good product in our community and industrial sites but were not getting the message out. Many agencies could prepare a new brochure or website, but Brand Acceleration provided us tools that met the need of our customers and assisted us in ways to utilize those tools. I feel that Brand Acceleration’s specialized knowledge helped us be successful in reaching our potential customers which in turn has helped Warrick County land 3 major prospects this past year.”

Larry Taylor
President
Success Warrick County

“Jim’s clients benefit from both his professionalism and enthusiasm. Brand Acceleration’s work speaks for itself: focused, comprehensive, and clear. Look at his work for Jennings County, Indiana and Stanly County, North Carolina. These are examples of Jim’s ability to tell the client’s story effectively with pictures, graphics, and words. I continue to recommend Jim and his company to my clients.”

Thayr Richey
President
Strategic Development Group, Inc.
(Site Selection Consultant)

“Jim is a true professional. He is very experienced in his industry and provides excellent counsel to his clients. We have recommended him to a number of our clients due to our confidence in his abilities.”

Larry Gigerich
Managing Director
Ginovus
(Site Selection Consultant)

“Brand Acceleration did an excellent job of conducting research on behalf of the Amarillo EDC, from pre-survey information gathering to post-survey analysis and follow-up. We would recommend Brand Acceleration to any client seeking to find out more about its constituents’ attitudes and perceptions.”

Buzz David



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President & CEO
Amarillo (TX) Economic Development Corporation

“Working with Jim has enhanced our internal and external marketing significantly. Having Jim and his staff work for us is like have an expert on staff to manage our focused marketing efforts. We look forward to having a long relationship with Brand Acceleration to coordinate all our written materials and advertising.”

Cinda Kelley-Hutchings
Executive Director
Hendricks County Economic Development Partnership

For more comments, click here to view Jim Walton's LinkedIn profile
<http://www.linkedin.com/in/jimwaltonbrandcoach> .



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WORK PLAN

RFP Page 8, Point D: Brand Profiling Research *Budget: \$9,500 to \$12,000*

After a thorough evaluation of the RFP, we have a clear understanding of the desired results and have no reservations about our ability to fulfill them. Partnering with Manheim Solutions, Brand Accelerations will provide the following:

Page 8, Point D: In order to fully understand the present brand position of Appleton, both locally and outside the area, Brand Acceleration would conduct a series of online and face-to-face interviews. Utilizing several carefully crafted exercises, Brand Acceleration would seek to identify beliefs, key words, phrases, feelings, thoughts and emotions as they relate to the community. By understanding the present attitudes and brand position, the research would help in the development of a message strategy that is much more likely to be accepted by the target audiences. Additionally, this newly-acquired knowledge would help in the development of a strategy to *move* the brand, changing the brand position, if necessary.

This plan includes research and analysis (discovery) contact with several audiences: The City of Appleton team would be responsible for providing a qualified contact list, including names of local individuals, companies, addresses, phone numbers and e-mail addresses. Brand Acceleration would utilize its own proprietary list of site selectors, real estate brokers, and c-suite executives for the outside perspective.

Deliverables include an electronic (PDF) document of research findings. All answers will be tabulated and ranked. Any participant comments would be shown but not attributed to any particular participant. Beliefs, key words, phrases, feelings, thoughts and emotions would be shown. This would allow the City of Appleton team to strategically use them in marketing communications and public relations strategies.

A summary would be included, offering evaluation of the findings and any potential recommendations for ways to move forward, moving the brand as desired.

As with any economic development marketing effort, it is crucial for the Brand Acceleration team to be fully informed about the benefits and assets available in the area. In order to do this, a Brand Acceleration representative would visit the city, meeting with and listening to stakeholders, touring the area, industrial parks and other area assets. This information would be very valuable in the writing of the project Strategic Brief and the development of a powerful and believable brand message.

Insurance



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If selected for the desired work, Brand Acceleration, Inc. agrees to comply with all identified laws and to provide proof of insurance as required.