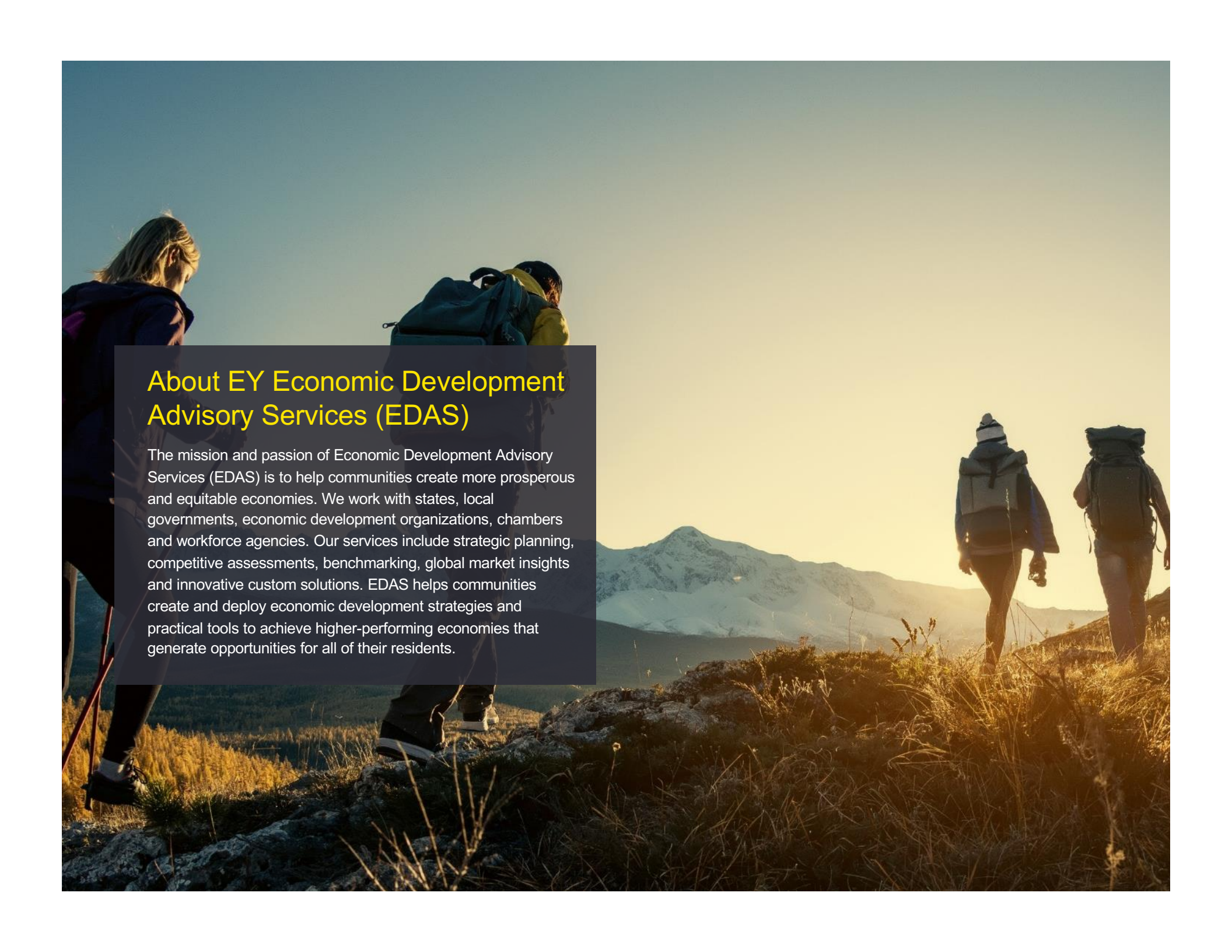




Labor Shed Identification and Analysis

Proposal for Mansfield Economic
Development Corporation

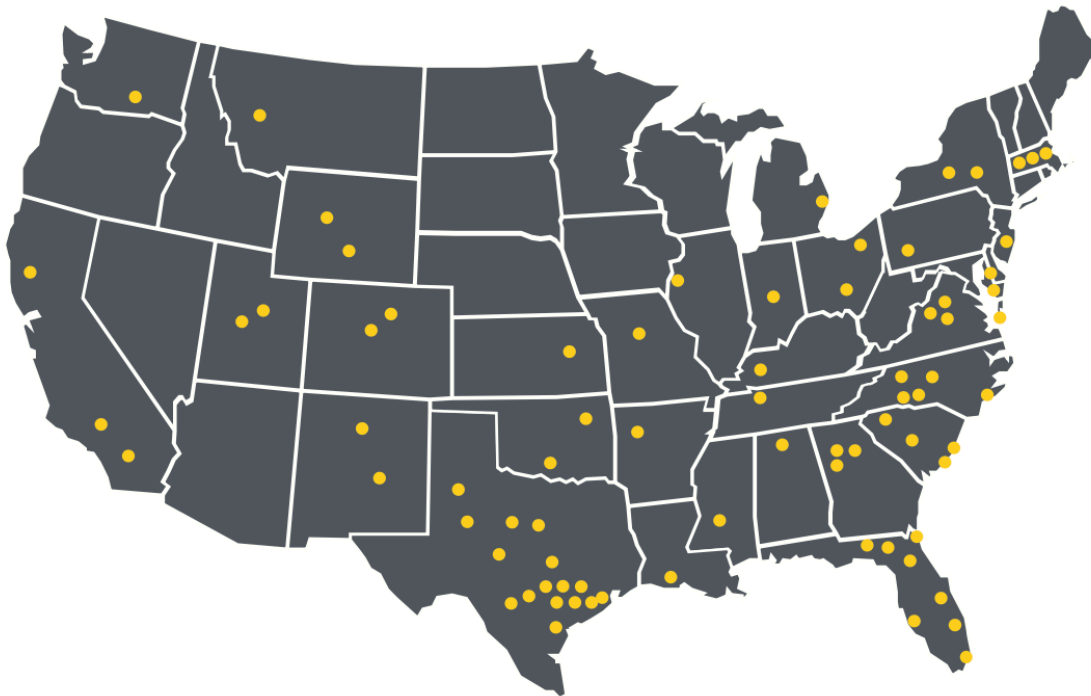
October 14, 2020

A photograph of three hikers with large backpacks walking away from the camera on a rocky mountain trail. The scene is set during sunset or sunrise, with a warm, golden light illuminating the hikers and the landscape. In the background, there are snow-capped mountains under a clear sky. The hiker on the left is wearing a purple jacket, the middle one a yellow jacket, and the one on the right a dark jacket. They are all carrying large backpacks and using trekking poles.

About EY Economic Development Advisory Services (EDAS)

The mission and passion of Economic Development Advisory Services (EDAS) is to help communities create more prosperous and equitable economies. We work with states, local governments, economic development organizations, chambers and workforce agencies. Our services include strategic planning, competitive assessments, benchmarking, global market insights and innovative custom solutions. EDAS helps communities create and deploy economic development strategies and practical tools to achieve higher-performing economies that generate opportunities for all of their residents.

Our experience



We have assisted 200+ communities across North America.

Our team's experience includes facilitating strategies for major US regions, such as Atlanta, Charlotte, Cincinnati, Columbus, Houston, Jacksonville, and Miami, as well as thriving midsize communities, like Charleston, Chattanooga, Frisco, Jonesboro, Northwest Arkansas, Pflugerville, Provo, Roanoke, Spartanburg, West Palm Beach and many others.

Our capabilities

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

Economic development organizations are under pressure from multiple sources. On the one hand, there are internal pressures to do more with less, and on the other, constituents want concrete evidence that the programs designed to attract business activity and produce economic growth and opportunity are successful. Our up-to-the-minute knowledge of leading economic development practices and global market trends helps our clients stay informed and nimble in a world that's changing by the day.

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



Workplan - Phase 1

Phase 1 of the analysis involves the identification of Mansfield's labor shed. We will begin with a thorough review of previously completed studies, marketing materials, news stories, and other background information. Next, a custom labor shed will be determined for Mansfield, Texas. Once this labor shed has been identified, we will examine the economic, demographic, occupational, and industrial characteristics of the area.

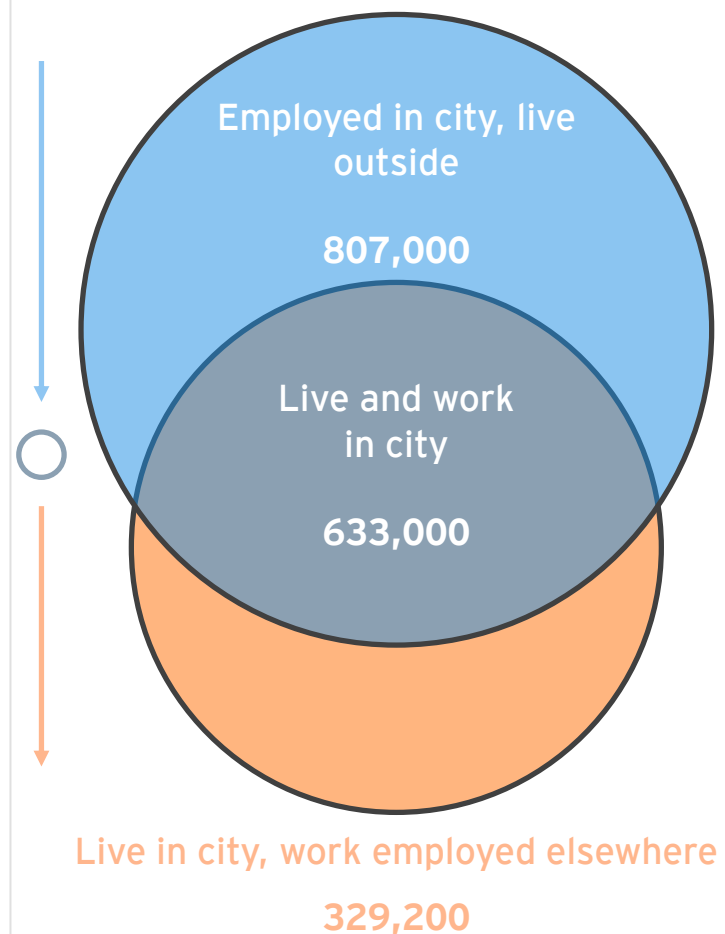
1.1 Conduct Information Review

We will first request copies of (or links to) any existing research on the region, as well as past studies, marketing materials, and news stories that may be relevant to the project. We will review all background information and ensure that we will incorporate - versus duplicate - anything relevant to this process.

1.2 Inflow/outflow analysis

To begin our analysis, we will explore the existing labor mobility of Mansfield, Texas. As a part of the broader Dallas-Fort Worth metroplex, Mansfield is likely both an importer and exporter of talent. The Inflow/outflow analysis will determine the number of workers living and working within the city, the number of workers commuting into the city for employment, and the number of Mansfield residents who are employed outside of the city (and are thus typically captured in the employment statistics of other jurisdictions).

Client Inflow/Outflow Dynamics

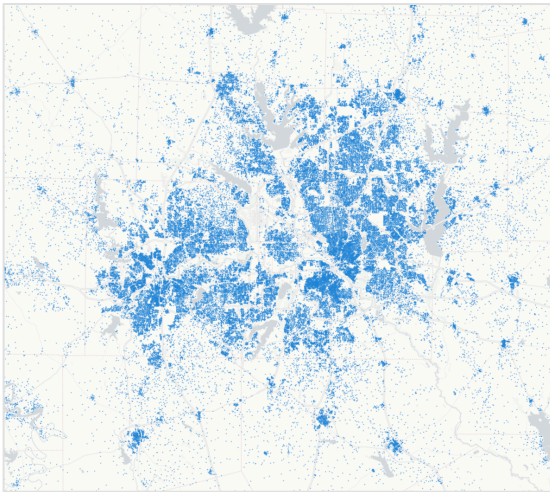


Workplan - Phase 1 (continued)

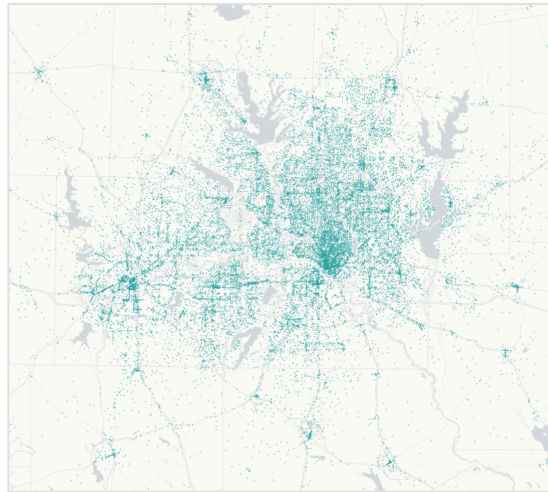
1.3 Labor Shed Definition

Once the Inflow/outflow analysis is complete, we will identify major employment destinations for Mansfield residents as well as the geographic origins of Mansfield workers. We will then integrate these geographies to create a custom labor shed that will aggregate the labor characteristics of all encompassed zip codes. While most client communities possess a single labor shed, it is possible that the analysis will produce multiple labor sheds. In such a scenario, all subsequent analyses will be conducted for all identified labor sheds.

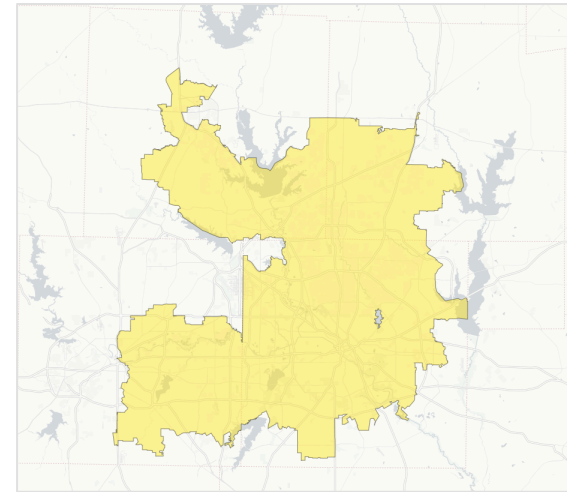
Resident Destinations



Worker Origin



Custom Labor Shed



Workplan - Phase 2

Once we have defined Mansfield's labor shed, we will begin examining the economic and demographic characteristics of both Mansfield and its broader labor market. Ultimately, this information will provide powerful insights into Mansfield's competitive position from a talent perspective.

2.1 Economic & Demographic Evaluation

The Economic & Demographic Evaluation will provide information on the workforce demographics of Mansfield and its custom labor shed geography. The evaluation will examine past and current population and employment growth. The evaluation will also include information on the age, skillsets, educational levels, and wage levels of workers living in the region and its custom labor shed.

2.2 Industry & Occupation Composition Analysis

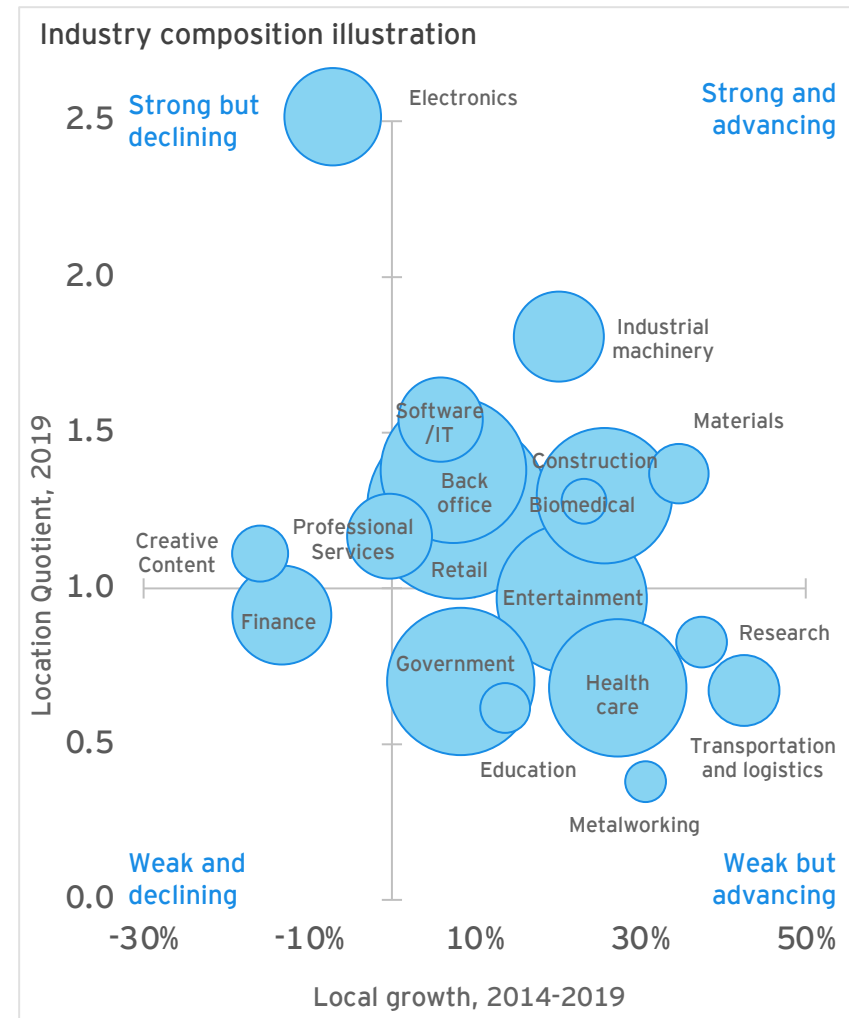
The Industry & Occupation Composition Analysis will identify the existing and emerging drivers of employment growth within Mansfield. The analysis will consist of three components for both employment by industry and employment by occupation—current size, past growth, and relative concentration. The analysis will identify the total number of individuals currently employed within each of Mansfield's major industry and occupation sectors. Employment growth for each industry and occupation sector will also be calculated. The fastest growing industry and occupation sectors will be highlighted, as they will likely drive the most immediate local employment demands. The Industry & Occupation Composition Analysis will also determine the relative concentration of each industry and occupational sector within the the region.

Workplan - Phase 2 (continued)

The Industry & Occupational Composition Analysis will conclude with an examination of net commuter inflows and outflows by major employment sector for both Mansfield and its labor shed. The inflow/outflow analysis will identify those industries for which each geography is a net importer of labor as well as those industries in which each geography may be exporting labor to surrounding areas.

2.3 Regional Industry & Occupation Specialization Analysis

While the the Industry & Occupation Composition Analysis will provide a nuanced understanding of the concentration of employment relative to the national average, Mansfield more immediately competes for talent and investment within the Dallas-Fort Worth metroplex. The regional Industry & Occupation Specialization Analysis will identify industries and occupations that are especially pronounced in Mansfield compared to the broader region. These industries and occupations will highlight the city's existing competitive advantages. Conversely, under-represented industries and occupations may suggest areas in which the community will have to increase its attractiveness to prospective workers and businesses if it is to successfully pursue less established sectors.



Workplan - Phase 2 (continued)

2.4 Occupational Profiles (Includes Five Profiles)

We will work with representatives from Mansfield to identify the five occupational sectors most relevant to the community's continued prosperity. Potential Occupational Profiles may include Manufacturing, Business & Professional Services, Distribution & Warehousing and other industry sectors. Each Occupational Profile will provide information on the leading occupations within the sector. For example, the occupational profile for Architecture & Engineering will identify how many Mechanical Engineers are employed in Mansfield and its respective labor shed. The addition of more granular occupational information will give companies a clear understanding of the available workforce by skill level across the labor shed. Each occupational profile will also include data on the median and entry-level wages (including comparisons to US figures) for Mansfield and its labor shed.

Schedule and budget

This project will require 4 months to complete at a cost of \$46,750 following the two phases outlined below. It also includes virtual participation in up to two board meetings to share the findings of our analysis and solicit feedback. Pricing may change depending on the depth and detail of work required upon further conversation. If COVID travel restrictions lift by the time of project initiation, and the region requires in-person visits by EY staff, additional costs will also need be factored into the pricing.

Phase	Timing	Fee
Phase 1: Labor Shed Identification	December 2020 - January 2021	\$17,500
Phase 2: Labor Shed Analysis	February 2021 - March 2021	\$29,250
TOTAL		\$46,750

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

Why EY

- ▶ **Our strong commitment to the success of Texas.** The EDAS team is based in Texas and has served numerous clients within the state, from large regional organizations to county level economic development groups. We are familiar with Texas' economic development ecosystem and economy and can hit-the-ground running.
- ▶ **Our deep knowledge of leading economic development practices.** Our team assists communities from all over the US with economic development strategies. We are familiar with leading practices from EDOs from all over the country. Additionally, EY's network of global industry experts and location advisors contribute knowledge that helps inform our strategy.
- ▶ **Our wide-ranging capabilities and skillsets.** Our team bring knowledge and skills in strategic planning, qualitative and quantitative research, economic growth and resiliency, incentive analysis, talent alignment, organizational optimization, and marketing and branding from EY's economic development advisory services practice.
- ▶ **Our in-house tools and proprietary databases.** EY has extensive economic and demographic data. We will utilize this data and other tools to build a foundation of accurate quantitative and qualitative data to assess the workforce of Mansfield, TX.
- ▶ **Our past experience** includes a winning track record with similar projects. Before joining EY, our team completed economic development strategic plans major US regions, such as Atlanta, Charlotte, Cincinnati, Columbus, Houston, Jacksonville, and Miami, as well as thriving midsize communities, like Charleston, Chattanooga, Frisco, Jonesboro, Northwest Arkansas, Pflugerville, Provo, Roanoke, Spartanburg, West Palm Beach and many others. We have also led talent alignment strategies for the Charleston SC region, Hampton Roads VA region, Piedmont Triad NC region and labor shed analyses for the Southern Carolina Regional Development Alliance, the Stillwater Chamber of Commerce and Columbus, Georgia to name a few

EY Differential

*External perspective
and collaborative
approach*



*Pragmatic and
implementable
solutions*



*Insights from over 20
years and 200+
clients*



*Extensive tools to
assess performance
of community and
programs*



*Trusted advisors
committed to your
success*



Our team to serve you: core team



John Rees
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Economic Development Advisory Services

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- ▶ John is a senior manager at Ernst & Young LLP and serves as director of research for the Economic Development Advisory Services practice. He provides comprehensive research services for public and private clients.
- ▶ He has extensive experience educating economic development organizations and governments about the policy implications of current and emerging economic, demographic and technological trends.
- ▶ John has contributed to the economic development research agendas for communities throughout the US and helped craft comprehensive economic development strategies that enhance regional competitiveness.



Jennifer Crews
Senior
Economic Development Advisory Services

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- ▶ Jennifer is a senior at Ernst & Young LLP and serves as a consultant in the Economic Development Advisory Services practice. She provides comprehensive research services and economic development strategies for community clients. Jennifer is a strategic thinker who uses data-driven insights, paired with her knowledge of economic development trends, in order to help client communities better engage with stakeholders.
- ▶ Prior to joining Ernst & Young LLP, Jennifer has previously served in the office of Texas Governor, Greg Abbott, and for the City of Hutto, where she oversaw financial incentive programs and research initiatives for the State of Texas and has contributed to the economic development research and marketing efforts, and enhanced regional competitiveness.

Our team to serve you: project advisors



Amy Holloway
National Director,
Economic Development Advisory Services

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- ▶ Amy is a principal and national director of Economic Development Advisory Services at Ernst & Young LLP. She assists clients with economic development strategies, leadership engagement, competitive assessments and benchmarking analyses, visioning, goal setting and organizational planning. She is a national thought leader and speaker on the topic of economic development.
- ▶ Over the course of her 25-year career, Amy has served as an advisor to more than 200 communities across the Americas and Europe. Her work has established strategic plans that coalesce community leaders around a shared course of action to grow jobs, business investment and improve opportunities for all of their residents.
- ▶ Prior to joining EY, Amy was a successful entrepreneur. After a decade as a consultant at other companies, she established Avalanche Consulting in 2005, which became a prominent national economic development consultancy. In the 15 years before joining EY, Avalanche consultants worked for more than 150 communities. Its experience includes serving as the economic development strategist in regions such as Atlanta, Charleston, Charlotte, Cincinnati, Columbus, Houston, Jacksonville and Miami, as well as thriving small and mid-sized communities across the US



Tim Parish
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- ▶ Tim is a senior manager at Ernst & Young LLP in the Global Location Investment, Credits & Incentives practice, a unit of EY's State & Local Tax practice. He leverages more than 7 years of experience in Federal, state, and local tax credits, economic development incentives, and site selection.
- ▶ Over the course of his career at EY, Tim has served US and global companies in the TMT, manufacturing, healthcare, financial services, professional services, and retail/consumer products industries. He works closely with professionals in our Global Incentives, Washington Council EY, and State & Local Tax practices to develop timely and relevant tax, economic development, and legislative analysis and insights for his clients.
- ▶ In the last two years, he has focused heavily on inbound investment into the US, including leading US investment seminars in Japan with the US Consulate, and advising companies from Asia and Europe on various US investment considerations such as tax, trade, labor, and incentives.

Our services

Economic development strategy

EDAS facilitates comprehensive economic development plans for communities seeking healthier economies and greater opportunities for their residents. Our planning processes include: stakeholder engagement, competitive assessments, benchmarking, target audience identification, tactical action plans and metrics for monitoring progress.

Competitive assessments and benchmarking

We evaluate a community's economic and demographic position across dozens of metrics to identify the strengths and weaknesses that will be integral to the strategic planning process. We also benchmark these metrics against peer communities, state and US averages to help client communities better understand their position in the current market.

Economic development strategy

Leveraging insights from competitive assessments, benchmarking and stakeholder meetings, EDAS works with clients to determine key objectives. We facilitate discussions with stakeholders to develop a collaborative, comprehensive economic development strategy to achieve these goals.

The strategy includes a vision, goals, and tactics to help the community align their efforts to achieve greater prosperity. We also create an action plan to guide implementation, with recommended timing, responsibilities, and metrics. Our team is available to provide annual progress reports and help adapt the strategy as market dynamics change over time.

Workforce studies

EDAS recognizes the close relationship between a region's economic development and the quality of its talent pool. Our labor shed analyses and talent alignment plans provide clients with a deep understanding of their workforce dynamics and action plans for creating a pipeline of talent to fuel economic growth. Through our research, we help employers and educators make decisions together, on a shared platform of data. We provide communities with tactical approaches to addressing workforce needs and the trust to do so collaboratively.

Our services

Target Industry Analysis

Understanding which industries are best aligned with a community's strengths and values is critical in establishing an effective economic development agenda. Our target industry analysis combines quantitative data on local, national, and international industry performance with local insights from economic development partners and other regional stakeholders to identify those industries for which our clients are competitively positioned to nurture and recruit.

Performance metrics and monitoring

After the strategy has been deployed, EDAS helps clients measure its success on newly created programs. This important step helps our clients prepare for future opportunities and modify the strategy as changes occur in the market.

Economic development funding and compliance

Accessing funds to implement an economic development strategy is often necessary for a successful deployment. EDAS helps clients identify and obtain funding to: support the organization's day-to-day activities; offset public costs associated with a new project; or establish a specially designated area to leverage tax increment financing, Community Reinvestment Act funding or one of the many other available funding sources.

Implementation support

Helping clients deploy and execute on the new strategy is a key part of the EY holistic approach. EDAS helps clients establish comprehensive execution plans, identify and work with stakeholders who will take ownership of elements of the deployment, and create metrics to measure the success of the strategy.

Our services

Organizational plans

Having a strong structure for economic development is essential to achieving results. EDAS works with communities to evaluate their models for economic development and offers recommendations for improving efficiencies and effectiveness. Our focus ranges from setting up volunteer platforms for strategy execution to restructuring economic development organizations.

Marketing & branding plans

Communicating with internal and external stakeholders is crucial for today's economic development organizations. EDAS can craft marketing and branding plans that will help your community stand out, appeal to target sector audiences, earn recognition and favor in the community, and create a brand that speaks to your community's authentic personality.

Custom-designed research and other services

EY has a full spectrum of analytics, government, talent, higher education and public-policy-related advisory services that allow us to custom-design approaches tailored to your community's specific needs.

Incentives analysis and planning

Incentives often play a crucial role in the attraction and retention of businesses at the state and local level. Relying on our breadth of experience in the credits and incentives space, EY works with our clients to evaluate their community's current incentives portfolio for multiple sectors and to determine how these incentives compare with those offered by peer communities. We also help clients with analyzing potential changes to their current incentives, identifying opportunities for cost reduction and the estimated value of incentives packages for various projects.