AGENDA

• Introduction
• The Fort Worth Project
• Our Approach
THEORY INTO PRACTICE
we design strategies that will support your community’s vision for the future
We have over 20 years of experience in over 200 unique communities, across 38 states & 4 countries.
SERVICES

STRATEGIC PLANNING

WORKFORCE ASSESSMENT

ECONOMIC ANALYSIS
NEARLY 400 PROJECTS
OVERVIEW

2015 gross revenue
$5.5B

S.F. under management
4B

Employees
65,000

Corporate offices
230+

LEED APs
1,600

Six Sigma Green or Black Belts
450

Supporting the Global Real Estate Life Cycle

- **890 Strategic Consultants**: balancing long-term strategy with practical execution
- **4,560 Transaction Specialists**: best portfolio results through local market expertise and action
- **485 Lease Administrators**: portfolio transparency eliminates business risk
- **4,406 Project Managers**: fast, flexible and on-time delivery
- **25,100 Facility Management staff**: safe, reliable, expert and productive work environments

Diverse services and locations deliver investment grade ratings:
- Moody’s: Baa2 (positive outlook)
- S&P: BBB+ (stable outlook)

Committed to environmental sustainability for clients:
- $39,000,000 year-end energy savings
- 4000 metric tons reduced greenhouse gas emissions

Americas
9 countries
137 owned offices

EMEA
30 countries
71 owned offices

Asia Pacific
16 countries
79 owned offices
Isaac Barchas

- Has headed the Austin Technology Incubator since 2006
- Built team that has grown ATI 3x and enhanced ATI value proposition
- 8 years with McKinsey & Company, focused on business building (start-up and spin-out support) in industries such as biotechnology, software, wireless telecoms, internet retail
- On leadership teams of McKinsey’s North American Healthcare Practice and Global Organization Practice
- Regularly published and interviewed in media including Wall Street Journal, CBS Evening News, Austin American Statesman, Austin Business Journal and others
- Active board member in Central Texas tech support organizations, including Pecan Street Project, Austin Technology Council, and Central Texas Emerging Technology Fund
- Stanford undergrad, University of Chicago master’s and law degrees

Isaac Barchas
ATI Director
512-305-0048
lbarchas@ati.utexas.edu
Location: WeWork
THE FORT WORTH PROJECT
PROJECT GOALS

• Emerge as one of America’s most livable cities
• Compete regionally, nationally & internationally
• Build on the city's economic base
• Establish new business opportunities & clusters
• Workforce development
• Attract talent (quality of place)

• Major infrastructure projects (Trinity River Vision, TEX Rail, High Speed Rail)
• Attract new investment
• Entrepreneurial ecosystem
• Support women & minority owned businesses
• Formal strategy, with metrics & tools
## WHAT WE PROPOSED

### DISCOVERY
1.1 Kick-off meeting  
1.2 Community & regional assessment  
1.3 Labor market analysis  
1.4 Perception survey  
1.5 Reverse site selection  
1.6 Marketing review  
1.7 Stakeholder engagement  
1.8 SWOT analysis

### OPPORTUNITY
2.1 Guiding principles  
2.2 Targeted investment areas & scenario modeling  
2.3 Cluster & target industry analysis  
2.4 Organizational review  
2.5 Opportunities analysis & workshop

### IMPLEMENTATION
3.1 Strategic plan  
3.2 Organizational structure & alignment  
3.3 Implementation matrix  
3.4 Final report & presentation (1-year follow-up)
## PROPOSED SCHEDULE

<table>
<thead>
<tr>
<th>PHASE/TASK</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-off Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Discovery</td>
<td>●</td>
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<td>●</td>
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<tr>
<td>Opportunity</td>
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<td></td>
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<td>●</td>
<td>●</td>
<td></td>
<td></td>
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<tr>
<td>Implementation</td>
<td></td>
<td></td>
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<td>●</td>
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<tr>
<td>Final Presentation</td>
<td></td>
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<td>●</td>
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</table>
OUR APPROACH
OUR FRAMEWORK

Talent

Innovation

Place
Our process establishes a clear vision for economic growth
STAKEHOLDER ENGAGEMENT

EDUCATION & OUTREACH
Raise awareness of the project, generate “buzz”

INPUT
Identify strengths, weaknesses, opportunities, and threats (SWOT)

REFINEMENT
Refine issues, explore opportunities, increase stakeholder buy-in

ACTION
Dedicate resources, engage other leaders
WHAT INFORMS THE PLAN

What the community tells us
- Meetings with City leadership & staff
- Roundtable discussions
- Employer & stakeholder interviews

What the data tell us
- Economic assessment (city, county, MSA)
- Benchmarking vs. competitors & peer cities
- Industry & occupational analysis

What our experience tells us
- Strategies & initiatives
- Best practices
- Trends in economic development
WHAT THE DATA TELL US...
Top 10 Metro Areas Ranked by Population Growth, 2015-2016

1. Dallas-Fort Worth, TX: 143,435
2. Houston, TX: 125,005
3. Phoenix, AZ: 93,680
4. Atlanta, GA: 90,650
5. Seattle, WA: 71,805
6. Miami, FL: 64,670
7. Tampa, FL: 61,085
8. Orlando, FL: 59,125
9. Austin, TX: 58,301

Source: US Census Bureau, Population Estimates Program
Net population change in 20 largest US cities, 2000-2015

- Fort Worth, TX: 56%
- Charlotte, NC: 53%
- Austin, TX: 42%
- Jacksonville, FL: 37%
- San Antonio, TX: 28%
- Denver, CO: 23%
- Seattle, WA: 21%
- El Paso, TX: 21%
- Columbus, OH: 19%
- Phoenix, AZ: 18%
- Houston, TX: 18%
- San Jose, CA: 15%
- San Diego, CA: 14%
- San Francisco, CA: 11%
- Dallas, TX: 9%
- Indianapolis, IN: 9%
- Los Angeles, CA: 7%
- New York, NY: 7%
- Philadelphia, PA: 3%
- Chicago, IL: -6%

Source: US Census Bureau, Population Estimates Program
### Acrrs of vacant land suitable for development, 2016

<table>
<thead>
<tr>
<th>City</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Worth</td>
<td>70,661</td>
</tr>
<tr>
<td>Dallas</td>
<td>29,393</td>
</tr>
<tr>
<td>Denton</td>
<td>26,122</td>
</tr>
<tr>
<td>Frisco</td>
<td>17,736</td>
</tr>
<tr>
<td>McKinney</td>
<td>16,004</td>
</tr>
<tr>
<td>Grand Prairie</td>
<td>9,012</td>
</tr>
<tr>
<td>Mesquite</td>
<td>8,800</td>
</tr>
<tr>
<td>Arlington</td>
<td>6,270</td>
</tr>
<tr>
<td>Irving</td>
<td>5,271</td>
</tr>
<tr>
<td>Plano</td>
<td>5,082</td>
</tr>
<tr>
<td>Garland</td>
<td>4,738</td>
</tr>
<tr>
<td>Allen</td>
<td>4,311</td>
</tr>
<tr>
<td>Lewisville</td>
<td>2,907</td>
</tr>
<tr>
<td>Carrollton</td>
<td>1,524</td>
</tr>
<tr>
<td>Richardson</td>
<td>1,294</td>
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Source: North Central Texas Council of Governments
COMMUTING BY SECTOR, 2014

<table>
<thead>
<tr>
<th>Sector</th>
<th>Net Inbound</th>
<th>Net Outbound</th>
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<tbody>
<tr>
<td>Healthcare</td>
<td>9,956</td>
<td></td>
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<tr>
<td>Government</td>
<td>6,353</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5,625</td>
<td></td>
</tr>
<tr>
<td>Transportation &amp; warehousing</td>
<td>5,265</td>
<td></td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>3,178</td>
<td></td>
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<tr>
<td>Finance &amp; insurance</td>
<td>2,819</td>
<td></td>
</tr>
<tr>
<td>Oil, gas, &amp; mining</td>
<td>2,200</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>970</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>785</td>
<td></td>
</tr>
<tr>
<td>Personal &amp; other services</td>
<td>658</td>
<td></td>
</tr>
<tr>
<td>Information &amp; media</td>
<td>340</td>
<td></td>
</tr>
<tr>
<td>Professional services</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>Arts &amp; entertainment</td>
<td>116</td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>-150</td>
<td></td>
</tr>
<tr>
<td>Corporate &amp; regional HQs</td>
<td>-399</td>
<td></td>
</tr>
<tr>
<td>Restaurants, bars, &amp; hotels</td>
<td>-423</td>
<td></td>
</tr>
<tr>
<td>Property sales &amp; leasing</td>
<td>-473</td>
<td></td>
</tr>
<tr>
<td>Administrative services</td>
<td>-1,919</td>
<td></td>
</tr>
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</table>

Source: U.S. Census Bureau, Local Employment Dynamics (LED) database
## MIGRATION FLOWS

### County-to-county migration flows for Tarrant County, 2010-2015

<table>
<thead>
<tr>
<th>Geography</th>
<th>Inflow</th>
<th>Outflow</th>
<th>Net</th>
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<tbody>
<tr>
<td>Dallas County, TX</td>
<td>100,850</td>
<td>91,752</td>
<td>9,098</td>
</tr>
<tr>
<td>Los Angeles County, CA</td>
<td>5,367</td>
<td>3,341</td>
<td>2,026</td>
</tr>
<tr>
<td>Cook County, IL</td>
<td>3,430</td>
<td>1,666</td>
<td>1,764</td>
</tr>
<tr>
<td>Maricopa County, AZ</td>
<td>3,828</td>
<td>2,576</td>
<td>1,252</td>
</tr>
<tr>
<td>El Paso County, TX</td>
<td>3,077</td>
<td>1,897</td>
<td>1,180</td>
</tr>
<tr>
<td>Bell County, TX</td>
<td>3,175</td>
<td>2,110</td>
<td>1,065</td>
</tr>
<tr>
<td>San Diego County, CA</td>
<td>3,453</td>
<td>2,531</td>
<td>922</td>
</tr>
<tr>
<td>McLennan County, TX</td>
<td>2,558</td>
<td>2,069</td>
<td>489</td>
</tr>
<tr>
<td>Williamson County, TX</td>
<td>2,337</td>
<td>2,221</td>
<td>116</td>
</tr>
<tr>
<td>Bexar County, TX</td>
<td>5,270</td>
<td>5,159</td>
<td>111</td>
</tr>
<tr>
<td>Oklahoma County, OK</td>
<td>2,439</td>
<td>2,477</td>
<td>(38)</td>
</tr>
<tr>
<td>Hood County, TX</td>
<td>3,245</td>
<td>4,064</td>
<td>(819)</td>
</tr>
<tr>
<td>Harris County, TX</td>
<td>10,099</td>
<td>10,969</td>
<td>(870)</td>
</tr>
<tr>
<td>Collin County, TX</td>
<td>10,772</td>
<td>12,008</td>
<td>(1,236)</td>
</tr>
<tr>
<td>Travis County, TX</td>
<td>5,487</td>
<td>6,827</td>
<td>(1,340)</td>
</tr>
<tr>
<td>Ellis County, TX</td>
<td>4,711</td>
<td>6,602</td>
<td>(1,891)</td>
</tr>
<tr>
<td>Wise County, TX</td>
<td>4,636</td>
<td>6,589</td>
<td>(1,953)</td>
</tr>
<tr>
<td>Johnson County, TX</td>
<td>19,329</td>
<td>23,423</td>
<td>(4,094)</td>
</tr>
<tr>
<td>Parker County, TX</td>
<td>13,912</td>
<td>18,502</td>
<td>(4,590)</td>
</tr>
<tr>
<td>Denton County, TX</td>
<td>28,116</td>
<td>34,765</td>
<td>(6,649)</td>
</tr>
</tbody>
</table>

Source: US Internal Revenue Service
WHAT THE BENCHMARKS TELL US…
## Benchmarking vs. Fort Worth

### Regional Competitors
- Arlington, Carrollton, Dallas, Denton, Frisco, Garland, Grand Prairie, Irving, Lewisville, McKinney, Mesquite, Plano, Richardson

### National Benchmarks
- Denver, Nashville, Indianapolis, Kansas City, Columbus, Pittsburgh, Phoenix, Oklahoma City

### International Benchmarks
- Montreal, Calgary, Toulouse, Perth, Frankfurt, Leipzig, Liverpool/Manchester, Glasgow
WHAT YOU TELL US...
STAKEHOLDER INPUT

March 2017
• Steering Committee
• Alliance
• Major employers
• Real estate development

April 2017
• Aerospace & aviation
• Young professionals
• Real Estate Council
• Targeted investment areas (Evans & Rosedale, Stop 6, others?)

• Downtown
• Startups & tech
• Higher education
• Health care
<table>
<thead>
<tr>
<th>Issues &amp; Challenges</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Access to talent</td>
<td>• Channeling &amp; focusing growth</td>
</tr>
<tr>
<td>• Competition with Metroplex cities</td>
<td>• Geographic focus areas: downtown, Near South, Alliance, other areas</td>
</tr>
<tr>
<td>• How Fort Worth is viewed from outside the region &amp; state</td>
<td>• Key industries: health care, aerospace, logistics</td>
</tr>
<tr>
<td></td>
<td>• Entrepreneurship &amp; tech (people &amp; real estate)</td>
</tr>
</tbody>
</table>
PROJECT DELIVERABLES

• Community & regional assessment
• Target industry analysis
• Benchmarking analysis
• Organizational analysis (incl. resource inventory & gap analysis)
• Regional labor study
• Implementation plan
What will count as success for the City of Fort Worth?

- International status
- Catalyst Projects
- Winning the Talent War
QUESTIONS
THANK YOU