

The MAYO Memo

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Welcome to Issue 2 of the **Mayo Memo**, Abilene's economic development digest for elected officials and members of the DCOA Board of Directors, from Misty Mayo, President and CEO of the Development Corporation of Abilene.

[Read Previous Digests Here >](#)

The insights from the [Site Selection Group](#) analysis combined with the economic development expertise of the DCOA will translate these key findings into actionable steps to promote economic growth and prosperity in Abilene.

KEY TAKEAWAYS AND STRATEGIES

MID-SIZED PROJECTS ARE OUR SWEET SPOT

PROJECT QUALITY AND QUANTITY

CONTINUED PROJECT EXECUTION

In economic development, we categorize projects in terms of size based on:



HOW MUCH LAND A COMPANY WILL NEED



HOW LARGE OF A FACILITY WILL BE BUILT



HOW MUCH CAPITAL A COMPANY WILL INVEST



HOW MANY EMPLOYEES A COMPANY WILL HIRE

A Large Project is one that needs 100 or more acres and over 300 employees. We consider a project to be smaller if it requires fewer than 50 acres and under 100 employees. Both large and small projects are valuable, but our competitive analysis indicates that our competitive sweet spot is with mid-size projects (50–100 acres and 100–300 employees).

As a community, we are strategically positioned to compete for mid-sized projects.

As an organization, the DCOA has a demonstrated history of success in working projects that fit into this 'sweet spot.' The strategic analysis emphasizes the advantages of pivoting attention towards smaller projects, recognizing the potential for frequent wins and increased local impact.

A combination of small to mid-sized projects will help our community further develop our workforce and make us even more well-positioned for future projects.

The DCOA has been acknowledged for its excellence in making our strategic visions become reality. The insights from this study will help us enhance our approach as we continue to build a prosperous future for the citizens of Abilene.

The DCOA was featured in [Trade and Industry Development](#), showcasing the impactful expansion of Bridgestone Bandag in Abilene, Texas. This remarkable \$60 million project underscores a substantial step forward in job creation and retention, economic growth, and strategic business partnerships. Delve into the comprehensive coverage of this transformative expansion, illuminating Abilene's position as a premier manufacturing hub.

CASE STUDY | Abilene, Texas

ABILENE, TEXAS: A Manufacturing Powerhouse Backed by Robust Education Resources



Manufacturing success hinges on two key factors: a well-thought-out business plan and a strategic location. Located in a well-thought-out business plan and a strategic location, Abilene, Texas, emerges as a standout choice when considering the ideal site for manufacturing endeavors.

Expansion Fuels Economic Growth
Last year, the Development Corporation of Abilene (DCOA) announced a \$60 million expansion of Bridgestone Bandag, a Bridgestone Americas Tire Operations (BATO) division. Bridgestone Bandag, a

global leader of modern and heavy-duty truck tires for North America's original equipment and replacement markets, has been an integral part of the Abilene community for more than half a century. This expansion, which adds 30,000 square feet of new manufacturing space, is a testament to the region's growth in pivotal sectors, signifying growth in jobs, revenue and community prosperity. It is expected to create 27 new jobs, retain 179 full-time employees and contribute approximately \$21 million in taxes to the City of Abilene, Taylor County and Abilene Independent School District.

"To have a company that has invested such a long history of manufacturing in Abilene and make this additional commitment, is a true highlight of the exciting things happening in Abilene," said Misty Mayo, President and Chief Executive Officer of the Development Corporation of Abilene. "Bridgestone Bandag's expansion project is representative of the types of work the DCOA prioritizes – building long-term partnerships with local existing companies."

Bridgestone Bandag Has a Committed Partner in the DCOA
The DCOA is the economic development driver of Abilene, and the organization's mission is building the future of Abilene by attracting and sustaining industries that support job creation, foster strong business and ensure a prosperous community. The DCOA works extensively with Bridgestone Bandag to facilitate this expansion and create an unrivaled customer experience. The results are paying off for Abilene.

Over the next 10 years, the total estimated economic impact, direct and indirect, of the expansion is \$1.51 billion. This \$60 million expansion marks the fifth largest project in the DCOA's history and continues to prove Abilene has a successful pipeline for business growth.

"Bridgestone Bandag is a well-established and respected company in our community," said Sam Vissers, DCOA Board Chair. "This expansion project brings immense value to our community because Bridgestone Bandag has chosen to grow here in Abilene, Texas."

For its part, Bridgestone Bandag stated that its decision to grow in Abilene was driven by the success it has experienced

in the community in the past, according to Chris Daniel, Executive Director of Bandag Manufacturing, Bridgestone Americas at the groundbreaking ceremony. "Today, we celebrate the growth and commitment of this plant and this community, with new investment and a physical expansion driven by growing demand for our products and, just as fundamentally, by this team's commitment to delivering innovation and superior quality for our customers here and around the world," said Daniel. "Our company and our Abilene team have a vital role to play in the transformation of mobility brought forth by a choice of building greater resiliency while helping maximize fuel efficiency for the fleet."

The expansion's significance goes beyond mere numbers. It's about fostering an innovative manufacturing, leveraging automation to meet the burgeoning demand in the tire industry. As a leading tire recycler manufacturer, Bridgestone Bandag's expansion involves developing an automated rubber mixing and production operation. This aligns perfectly with Bridgestone's broader commitment to sustainability.

A Sustainable Approach
This expansion provides forward momentum – one that includes building a sustainable future. Bridgestone Bandag's investment aligns with its ES Commitment, a visionary program to achieve carbon neutrality in mobility by 2050. This program encompasses eight core values, each beginning with the letter "E," including Energy, Ecology and Efficiency. It underscores Bridgestone's dedication to sustainability and determination to contribute to a greener, more fuel-efficient future, especially for commercial fleets.

Retained time isn't merely cost-effective; they also represent an environmentally responsible way to extend the lifespan of tires. Since its inception in 1997, Bandag has been instrumental in diverting approximately 300 million tires away from landfills, significantly reducing material emissions, water consumption and energy use associated with producing new tires. The Bandag retained process has also conserved approximately four billion gallons of oil.



An Ideal Central Location
In the United States, Abilene, Texas, is located in Taylor County, Texas, directly on I-20 just two and half hours from the Dallas-Fort Worth metro area, making it strategically located in the south-central United States.

Abilene's nonstop flight network, a three-county region, has a population of 179,308.

Global leaders in the manufacturing industry recognize Abilene as a premier location for their companies due to the region's reliable infrastructure, pro-business environment conducive to economic growth and progressive business incentives, all of which enable a highly motivated business environment.

Strong Support from Abilene Education Resources
The project taps into Abilene's skilled labor force in the manufacturing industry, a situation bolstered by the region's education initiatives, which provide the necessary education to support future workforce needs.

Four universities, a technical college, a community college and unique training opportunities for high school students help ensure that Abilene-based

companies have enough talent in the pipeline to hire the workforce they need.

The Development Corporation of Abilene has a state-of-the-art program called NEXTU, which prepares and trains students for degree programs through local independent school districts in the area. NEXTU is a career development program that assists young professionals in pursuing careers that welding, industrial systems, aircraft maintenance, nursing and more. Through high school and beyond, NEXTU students are supported with scholarship dollars that pay for their technical classes, books, supplies and more.

With guidance from a career coach, NEXTU students obtain industry-based certifications and connections in their careers. Today, more than 11,000 students are actively being educated in Abilene. Primary manufacturing is a focal point at institutions like Texas State Technical College (TSTC) and Cross College.

In addition to providing professionals, the community has a robust infrastructure and a strategic location in the south-central United States that secures Abilene as the premier location for manufacturing. The future is bright in Abilene, Texas.

[Read the Case Study Here >](#)

The recommendations in the analysis seamlessly integrate into the [DCOA's Strategic Plan](#), aligning with our mission to drive economic growth and prosperity in Abilene while effectively competing for corporate investment.

This is more than an analysis — we're putting all recommendations into tangible action:

SITE AND INFRASTRUCTURE IMPROVEMENTS

ORGANIZING ABILENE'S VALUE PROPOSITION

TARGETING KEY AND EMERGING INDUSTRIES

IMPROVING PROJECT EXECUTION & SERVICE DELIVERY



PETROSMITH ANNOUNCES

\$25 MILLION

INVESTMENT TO EXPAND OPERATIONS IN ABILENE, TEXAS

250
JOBS CREATED

\$1.00

=

\$626.11

415
JOBS RETAINED

For every \$1.00 the DCOA invests in the Petrosmith Expansion, a \$626.11 direct & indirect economic impact for Taylor County is projected.

The Development Corporation of Abilene announces Petrosmith's \$25 million investment to expand operations in Abilene.

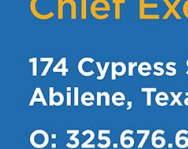
Petrosmith's expansion project is expected to maintain 415 existing jobs, as well as create an additional 250 skilled jobs with market-leading competitive wages. This project highlights Abilene's thriving business environment and position as a premier location for global manufacturers.

[Read the Press Release Here >](#)

About the Development Corporation of Abilene (DCOA)

The DCOA is the economic development driver of Abilene with the goal to build the future Abilene by attracting and sustaining industries that support job creation, foster strong business, and ensure a prosperous community. The DCOA is focused on the future success of the community and leverages the DevelopAbilene partnership to market Abilene as the premier location for business expansion.

[Learn More About DevelopAbilene >](#)



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