



Proposal to Develop a Bioscience Economic
Development Strategy for the Great Falls, MT Region.

Qualifications and Proposal for Consulting Services

October 4, 2021



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Tripp Umbach History and Qualifications

Founded in 1990 Tripp Umbach is among the most established and respected private consulting firms in the United States. Tripp Umbach is a force in economic, community development, and planning. With more than 1,000 clients throughout the U.S. and internationally, Tripp Umbach is a leading provider of consulting services with the philosophy of turning ideas into action and impact to make the world a better place.

Tripp Umbach has a rich history rooted in planning, community assessment, economic impact assessment, and economic development. Prior to founding Tripp Umbach, Simon Tripp led economic development efforts in the US for the Welsh Development Agency in the UK. Paul Umbach, current owner of Tripp Umbach, began his career in the 1980s as the economic development director in Elmira, New York and was a founding member of the New York Urban Council an economic development advisory board to Governor Mario Cuomo. From 1992 through 2002, Tripp Umbach led economic development and inward investment activities for the British Government's West Midlands Development Agency (WMDA). Their work paved the way for the overseas operations of more than 300 US and UK companies.

Tripp Umbach is credited with pioneering Community Needs Assessments, bringing together leaders from healthcare, higher education, and economic development. In 1991, the firm completed the nation's first Community Health Needs Assessment (CHNA) for Butler Memorial Hospital. This project, a pilot program for the Veterans Health Administration (VHA), led to Tripp Umbach's involvement in more than 400 community assessments in nearly every state in the nation.

Since 2005, Tripp Umbach has developed and implemented business plans for more than 50 medical education programs throughout the United States as well as individual studies for more than 75 leading academic medical centers and their hospitals. Tripp Umbach conducted feasibility studies and implementation plans for a new generation of US medical schools. To date, Tripp Umbach has completed projects for the majority of newly established or expanded medical schools and health science centers.

Tripp Umbach continues to expand its consulting services at the intersection of community and economic development, population health research, higher education, economic development, and real estate development. Tripp Umbach applies advanced Economic Design Thinking tools to solve the most complex problems facing organizations, communities, and society at large. Tripp Umbach's projects over the past 30 years have resulted in more than \$30 billion in economic impact to communities throughout the world.

Specific Qualifications for Great Falls Development Authority

For 30 years, Tripp Umbach has completed strategic roadmaps for transforming economic development in communities throughout the United States. For instance, Tripp Umbach's work in Phoenix, AZ, Miami, FL, Pittsburgh, PA and Spokane, WA has resulted in billions of dollars in healthcare-related economic development. Tripp Umbach is uniquely qualified to work with Great Falls, MT due to our vast national experience, our previous work for healthcare and university clients throughout Montana, and our recent work to bring an osteopathic medical school to Great Falls.

Having conducted hundreds of economic development assignments, Tripp Umbach has the experience and skill set to foster collaboration and creative interaction among diverse community stakeholders as we set the stage for a successful transformational roadmap. Tripp Umbach is flexible, adaptive, and has the capacity to meet changing circumstances among communities both large and small in all regions of the United States and globally.

Tripp Umbach's experience has prepared our firm to become the lead consultant on this project. Consider:

- Our work over the past five years to evaluate the feasibility for an osteopathic medical school in Great Falls, Montana.
- Our familiarity with rural projects in Montana, Nebraska, Kansas, the Dakotas, and Idaho will prepare us for the importance of the project.
- Our community planning experience in multiple industry sectors include agriculture, energy, healthcare, higher education, and bio science.
- Our team brings a comprehensive economic and strategy skillset necessary for the project's success.
- Our experience with economic impact and advanced market analytics will bring a familiarity for the complex features of local and regional economies.
- Our work in community assessments has positioned our team to be prepared to provide a menu of channels for community feedback.

Project Objectives

Tripp Umbach proposes to facilitate the development of a high-level Bioscience Roadmap for Great Falls, Montana. The final deliverable will provide an overview of current and future economic development needs, community assets and aspirations, and a list of highest priority initiatives and potential actions.

Tripp Umbach Work Plan

Further refinement of project objectives listed above as well as the work plan outlined below will be accomplished at the project planning virtual Zoom meeting and updated throughout the project as appropriate. The following will be completed over the course of six-months, beginning in October 2021, and concluding in April 2021.

A. Project Planning and Coordination

Tripp Umbach recommends that a smaller, project management committee (i.e., the Project Planning Committee) be formed to guide day-to-day elements as well as a steering group (i.e., the Regional Study Commission) be formed to provide essential input and access to data to complete the study. Tripp Umbach will facilitate an initial project planning webinar with the Project Planning Committee to discuss all elements of the proposed project to:

- Finalize the geographic scope of the study (i.e. Great Falls region).
- Align project goals and deliverables between the client and Tripp Umbach, providing an in-depth understanding of the proposed study,
- Determine the roles and responsibilities of the Regional Study Commission and Tripp Umbach, and
- Identification of key points of contact at Grow Great Falls and Tripp Umbach.
- Finalize the project timetable and expected project deliverables.

Regular conference calls and email communication throughout the project with the client and Tripp Umbach will ensure that all involved in the project are in agreement with the project process and anticipated outcomes. While Tripp Umbach has attempted to be specific within this proposal as to the steps; studies of this nature require a high degree of customization and strong levels of communication and flexibility between our client and Tripp Umbach.

Therefore, Tripp Umbach recommends a monthly written summary email to the Project Planning Committee as part of the planning process.

B. Development of Regional Study Commission

Tripp Umbach will provide guidance to the client, related to the formation, invitation process, and expectations of the Commission as it provides high-level oversight throughout the study. Tripp Umbach recommends that the Regional Study Commission be formed with representatives from the new medical school, hospitals, community health clinics, colleges, research institutes, and bioscience companies to provide input and access to data to complete the study. Tripp Umbach will provide the client examples of participants from other study commissions, invitation letters, and key discussion points for meetings.

Tripp Umbach recommends that the Regional Study Commission meet once in-person to begin the project and twice via Zoom virtually during the study. Additionally, monthly Zoom calls with the client will be facilitated by Tripp Umbach throughout the process to coordinate day-to-day project management. The work sessions with the Commission will focus on data review and invaluable input toward the bioscience transformation plan for Great Falls, MT.

C. Key Stakeholder Interviews

The Tripp Umbach project team will conduct interviews with key stakeholders from the Regional Study Commission as well as with stakeholders based on Tripp Umbach's experience in peer markets in similar projects. Tripp Umbach will provide guidance as to the types of individuals who will be most suitable to complete a stakeholder interview. The final list of stakeholders will be approved by the client. The client will introduce Tripp Umbach via email to key stakeholders to secure the interviews (i.e., Tripp Umbach will provide a stakeholder introduction overview to the client to finalize and send). Additionally, Tripp Umbach will develop a discussion guide, to be reviewed by the client.

Data Profile

Using a wide variety of data from multiple sources from the work outlined above as well as inventories of services, community health assessments, supply, demand, gap and trend analysis, Tripp Umbach will prepare a regional healthcare and bioscience industry profile, that analyzes the strengths, weaknesses, opportunities, and threats within the Region. Tripp Umbach will receive access to publicly available reports through engagement with members of the Regional Study Commission. Tripp Umbach will develop a summary that synthesizes the findings from multiple sources and strategic plans that provides key findings, alignment opportunities and conclusions for the presentation to the Regional Study Commission. Strong collaborative relationships and unity of purpose will be key factors in fulfilling the ultimate vision of the transformation study. Additionally, this process allows Tripp Umbach to identify ways to integrate the efforts of regional entities and communicate the goals of improvement throughout the Region. The results from the data collection process will be presented by Tripp Umbach during the first Commission meetings to provide an overview of where the Region is today and where it may be going in the future.

D. Planning Session

Tripp Umbach will develop and facilitate a full-day in-person planning session with the Regional Study Commission. Tripp Umbach will work with the client on logistics to help recruit and identify participants beyond the steering committee to also participate in the planning session. The specific format and focus for the meetings will be discussed during the initial project kick-off call and finalized prior to facilitation. Information collected from the planning session will be presented in the final report.

E. Interim Report

After completing the data profile, stakeholder interviews, and a full-day retreat session with the Regional Study Commission, Tripp Umbach will develop an interim report of all study findings, including a detailed description of the study methodology and research procedures used. Tripp Umbach's interim report will include an executive summary section containing key findings that can be used to communicate the region's overall direction, goals, mission, and vision, for bioscience economic development. The interim report will be presented to the Regional Study Commission for final review and input.

F. Final Report

Tripp Umbach will incorporate input provided by both the client and the Regional Study Commission into a final report. A professionally formatted executive summary document will be created to highlight key findings from the planning process.

Project Schedule

Month	Work to be Completed
October 2021	<ul style="list-style-type: none">Project kick-off meeting with clientIdentify and establish the Regional Study CommissionProvide examples of interview guide and list of regional leaders to interviewDevelopment of stakeholder interview guide and list of stakeholders to interview
November 2021	Meeting #1 with Regional Study Commission: <ul style="list-style-type: none">Engage members of the Regional Study Commission (i.e., introduction of project objectives, timeline and roles and responsibilities will be sent via email prior to the meeting)Facilitate a focused discussion and receive input on regional bioscience status.Begin initial data collection process through interviews with the Project Planning Committee and the Regional Study Commission (ongoing)Begin scheduling and facilitating follow-up interviews with members of the Regional Study Commission and additional stakeholdersDevelop focus areas for data collection process
December 2021 / January 2022	<ul style="list-style-type: none">Complete stakeholder interviewsReview data and reportsDevelop a summary of all interviews and reports
February 2022	Meeting #2 with Regional Study Commission (Virtual Session) <ul style="list-style-type: none">Develop and share stakeholder feedback with the Regional Study CommissionPlan Full-Day Planning Session with the Project Steering Committee and the Regional Study Commission<ul style="list-style-type: none">Schedule community engagement eventsRecruit participants for community engagement events and finalize logistics (i.e., location, incentives, etc.)

March 2022	Meeting #3 with Regional Study Commission: <ul style="list-style-type: none"> • Full-Day Planning Session with the Regional Study Commission to review completed data profile, interview results and community input session findings to identify and finalize transformational bioscience industry priorities and actions to ensure economic growth, quality of life, and prosperity. • Develop interim report.
April 2022	<ul style="list-style-type: none"> • Incorporate feedback • Development of Final Report

Note: The timeline is subject to change based on the availability of interviewees. Project elements may flow into the preceding month; nonetheless, the Project Planning Committee will be kept abreast of the overlap. The completion of the project will end within six months. The Great Falls region will have a final, professionally crafted report submitted at the end of the project.

Project Team

Paul Umbach, Founder and President

Paul Umbach founded Tripp Umbach in 1990 and serves as President overseeing a skilled team of respected and trusted consultants. Paul has a long history of demonstrated leadership and influence in the consulting field, completing thousands of projects for prestigious organizations across the nation and globally. His distinguished career is rooted in community assessment, market analysis, strategy, and economic design.

Paul is a pioneer in the national “healthy community” movement completing community assessments and health improvement plans in more than 500 communities across the nation. As the leading figure nationally for academic medicine consulting, Paul advised the planning and development of more than 30 of the nation’s new medical schools and has also provided consulting for more than half of all US medical schools and graduate medical education expansion programs throughout the United States. Paul has led hundreds of economic impact assessments for highly regarded clients such as the Association of American Medical Colleges, the Mayo Clinic, the Council of Boston Teaching Hospitals, the Ohio State University, and the National Park Service.

His depth of knowledge and breadth of experience, makes Paul a sought-after speaker and expert in the field of healthcare, higher education, and economic development. A published author and active contributor of thought leadership, Paul has presented and facilitated dialog at hundreds of state and national conferences on topics of community health, healthcare reform, economic impact, and regional planning. An architect for positive change, Paul has built a company grounded in foundational values and an enduring commitment to community health and collective success. Powered by purpose and inspired by possibility, Paul has centered his life’s work on transforming ideas into action to create impact. This commitment to community health and betterment drives his passion to empower clients and find tangible solutions for the greater good. Through his postgraduate research at Harvard University Graduate School of Design, Paul developed the field of Economic Design Thinking, using societal impact analysis as a planning tool to bring value to communities throughout the world.

Paul is a graduate of Harvard University Graduate School of Design, where he completed the Executive Advanced Management Development Program and where he holds Alumni Status. Paul is currently completing the Doctor of Education in Leadership in Learning Organizations at Vanderbilt University. He also holds a Master of Arts from the University of Akron in Geography and Regional Planning and a Bachelor of Arts from Concordia University in Geography and English Literature while completing the pre-seminary program. Paul holds numerous certificates and academic honors, including most recently in Leadership Design Thinking from the Graduate School of Design at Harvard. He received the Fisher Award of Distinction from Penn State University, where he served for 8 years on Penn State’s Outreach Board.



Project Examples

Greater Spokane Incorporated Transformation Initiative

Tripp Umbach completed a comprehensive economic development roadmap in nearby Spokane Washington focusing on developing an Academic Health Science Center at Riverpoint over a 20-year period. The study measured both the current and future community and economic impacts of programs regionally and statewide. The report also highlighted potential healthcare cost savings to the Eastern Washington region related to the presence of an expanded Academic Health Science Center at Riverpoint. Since the completion of the study, approximately \$100 million has been invested in the Riverpoint campus and adjacent University District by both public and private entities.

The City of Richmond, Economic Transformation Plan

Tripp Umbach was hired by the City of Richmond to conduct a preliminary economic analysis for future redevelopment of the City's Boulevard site in 2015. In this role, Tripp Umbach evaluated various land uses in order to measure the development scenario that has the highest and best sustainable economic, employment, and city revenue impact of the 60-acre site in the City of Richmond. The approach for this review involved collecting research from primary and secondary sources, and developing projections based on current market dynamics and trends. After developing the initial preliminary report, Tripp Umbach was retained to conduct facilitation and execution of public engagement procedures for the proposed Boulevard site redevelopment. To do this, Tripp Umbach developed a comprehensive communications plan and public engagement strategy designed to solicit feedback and incorporate comments into the final "Preliminary Market Analysis" report.

Tyler Texas Industry Growth Initiative

Tyler, Texas, committed to securing its place in the emerging Innovation Economy, retained collaboratively Boyette Levy and Tripp Umbach to create an Industry Growth Initiative. Together, we assessed Tyler's unique environment – its strengths, weaknesses, opportunities, and threats – analyzed existing data and conducted an industry trends analysis to understand the current market climate and project potential demand for economic and community development projects and initiatives. Our objective was to pinpoint the industries that make the most sense to focus resources given Tyler's unique characteristics – and then to develop a series of recommended strategies and tactics to enable Tyler to grow into the emerging Innovation Economy. We were driven to help Tyler diversify its economic base, cushioning the community against economic shocks, and preparing the community for the evolving global economy. This Industry Growth Initiative should be used to ensure that Tyler continues to provide creative, innovative, and effective solutions to the economic challenges and opportunities of tomorrow.

Arrowhead Park, Health Industry Growth Initiative

In 2016, Tripp Umbach was retained by Arrowhead Center at New Mexico State University to develop a health-tech cluster growth plan for the Arrowhead Park at New Mexico State University. The goal of the assignment was to identify and develop strategies for regional cluster expansion in areas of education, research, technology and development, entrepreneurship and innovation, and healthcare delivery. Arrowhead Park was considered a catalyst for addressing multiple community needs in Las Cruces and the Mesilla Valley/Border plex Region of New

Mexico¹. These needs included: In order to combat these and other issues, Arrowhead Center aimed to further develop a health care technology cluster at Arrowhead Park and throughout the region, to better support companies focused on improving health care in the region, generate economic impact in the focus region, and diversify the state's economy.

References

Eric Anthony Johnson | Chief Economic Development Officer

City of Dallas, Texas

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Email: eric.anthony.johnson@dallascityhall.com

Nelson Peacock | President and CEO

The Northwest Arkansas Council

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¹ The New Mexico Borderplex is situated between Arizona and Texas and bordered on the south by the Mexican state of Chihuahua. The New Mexico Borderplex is part of a three-state, two-nation region that is home to more than 2.5 million residents. The region, comprised of the Las Cruces NM MSA, the El Paso TX MSA and Ciudad Juarez, Chihuahua, Mexico, is the largest metropolitan area along the U.S.-Mexico border.

Fees and Payment Terms

Tripp Umbach's Fee to complete the assignment as specified above equals **\$50,000**. Tripp Umbach will invoice the client 50% of the total project fee upon authorization to proceed, and the remaining 50% upon completion of deliverables. Tripp Umbach's fees do not include travel expenses. If travel is appropriate within the COVID-19 national guidelines, travel expenses will be billed at actual to the client throughout the engagement, pending client approval, and are not to exceed \$5,000.

It is the understanding of both parties:

- If payment is not received within thirty (30) days of contract execution, Tripp Umbach has the right to suspend services until payment is received.
- Meeting cancellations and adjustments to scheduled visits made by the client less than two weeks before the scheduled visit may result in Tripp Umbach seeking financial compensation for flight change fees, hotel cancellation fees, and any other expenses related to booked travel.
- Tripp Umbach's fees are based on completing analysis on the data requested in the agreement as specified above. Additional fees will be charged if the client requests additional analysis beyond the scope of the initial assignment.
- The client and Tripp Umbach may agree to additional services throughout the course of the assignment proposed above or may agree to additional phases of work after this assignment is complete. Additional services beyond those outlined in this agreement will be provided by Tripp Umbach for additional fees and travel expenses. These could come in the form of another agreement or a change order depending on client preference.

Terms of Engagement

Tripp Umbach (The Consultant) and Great Falls Development Authority (The Client) both agree to undertake this project subject to the following terms and conditions:

Independent Contractor Relationship. Each party acknowledges that it is acting as an independent contractor as to the other party pursuant to this Agreement. This Agreement shall not be deemed or interpreted to have a third party, partner, agent, joint venture, employee, or legal representative of another party to this Agreement under any circumstances. As independent contractors, each party shall maintain all insurance coverages, including workers' compensation, and comprehensive general liability coverages, as may be required or appropriate to insure against liability or comply with applicable laws. Each party shall also be responsible for paying for all required taxes, wages, benefits, and fees in connection with the performance of services pursuant to this Agreement.

Performance of Services. The Consultant represents that the execution and performance of services pursuant to this Agreement: (a) will not violate or infringe upon the rights of any third party; (b) will not

conflict with or violate any commitment, agreement, or understanding that Tripp Umbach has or will have with any other person or entity; and (c) will comply with all laws, regulations, and other requirements applicable to this Agreement.

Disclosure of Information. The Consultant acknowledges that it shall have access to confidential or proprietary information (“Confidential Information”) in connection with the performance of Consulting Services pursuant to this Agreement. Confidential Information includes, but is not limited to: (a) information or materials related to The Client operations, objectives, and plans which are marked, otherwise identified, or should reasonably be expected to be maintained as Confidential Information; (b) information that is legally entitled to protection as trade secret, privileged, or proprietary information; (c) information that The Client is required to keep confidential pursuant to applicable laws, regulations, or requirements; and (d) information disclosed to The Client by third parties on a confidential basis, provided The Consultant is advised of that fact. The Consultant agrees to use such Confidential Information only as is reasonably necessary to perform services pursuant to this Agreement and not for its own benefit or the benefit of third parties. The Consultant shall not disclose such Information to third parties without The Client prior written consent. The Consultant shall promptly return or destroy all Confidential Information and any copies, excerpts, or documents containing Confidential Information to The Client upon request or the termination of this Agreement. This section shall survive the termination of this Agreement.

The term “Confidential Information” does not include information that is: generally available to the public other than as a result of a breach of this Agreement; or available from a third party on a non-confidential basis, unless that party is known to be subject to a confidentiality agreement preventing the disclosure of such information; or disclosed to third parties with The Client’s prior written consent. The Consultant shall not request or require that The Client disclose any Protected Health Information (as defined in 45 CFR 164.501) in connection with The Consultant performance under this Agreement. If The Consultant inadvertently receives any such Protected Health Information, The Consultant shall report that disclosure and shall not further use nor disclose such Protected Health Information, unless or until The Consultant enters into a business associate agreement with The Client.

Indemnification. Either party shall indemnify and hold the other party harmless from and against all claims and other costs (including reasonable attorneys' fees) incurred by that other party as a proximate result of indemnifying party's act or omission.

Confidentiality. The Consultant shall treat all information relating to the activities of The Client, its subsidiaries, or affiliates as confidential and shall not disclose such information to any other party unless and until asked to do so, in writing, by The Client. This covenant shall survive the termination of this agreement.

- The Consultant shall maintain the highest standards of integrity in the performance of this contract and shall take no action in violation of state or federal laws or regulations.
- The Consultant shall not disclose to others any confidential information gained by virtue of this contract.
- The Consultant shall not, in connection with this or any other contract or agreement, directly or indirectly, offer, confer, or agree to offer or confer any pecuniary benefit on anyone as consideration for decision, opinion, recommendation, vote, or other exercise of discretion.
- The Consultant shall not, in connection with this or any other contract or agreement, directly or indirectly, offer, give, or agree or promise to offer or give to anyone any gratuity of the benefit of or at the direction or request of any officer or employee of the two sponsoring organizations.
- The Consultant shall not have a financial interest in any other contractor, subcontractor, or supplier providing services, labor, or material on this project.

Liability and Insurance.

- The Consultant shall perform its services under this contract as an independent contractor and shall provide public liability, property damage, workers' compensation insurance, insuring as they may appear, in the interests of all parties to this contract against any and all claims which may arise out of The Consultant's operations under the terms of this contract. The Consultant shall accept full responsibility for the payment of premiums for workers' compensation and social security as well as all income tax deductions and other taxes or payroll deductions required by law for its employees who are performing services specified by this contract.
- The Consultant cannot be held liable for any use by the sponsoring organizations of the information or reports generated by the services outlined herein. The Consultant is supplying market and economic information only: any use of the provided information by The Client is strictly beyond The Consultant's control, and The Consultant accepts no liability for The Client's use of the research, data, findings, information, or reports generated by The Consultant's services.
- By signing this Agreement, The Client and The Consultant hereby covenant and agree to indemnify and hold each party harmless against and from any and all losses, damages, expenses, obligations, claims and costs, arising out of the use of the research, data, findings, information, or reports provided by The Consultant under this Agreement.

Interest of Contractor. The Consultant certifies and agrees that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. The Consultant further certifies and agrees that in the performance of this contract, it shall not knowingly employ any person having such interest. The

Consultant further certifies that no member of the board of the contractor nor any of its officers or directors have such an adverse interest.

Termination for Convenience. The sponsoring organizations or contractor may terminate this contract at any time by giving written notice to the other party of such termination by specifying the effective date thereof, at least thirty (30) days before the effective date of such termination.

Contract Provisions.

- a) This Agreement constitutes the entire agreement between the parties relating to its subject matter. This Agreement may only be amended in writing, signed by the parties.
- b) Each party represents that it is a duly organized corporation, in good standing pursuant to applicable laws and regulations governing its existence. The individual who has executed this Agreement is duly empowered and authorized to enter into it as a binding obligation of that party.
- c) This Agreement shall be construed in accordance with the laws of the State of Alabama and the United States of America.
- d) This Agreement shall be construed without regard to the party that drafted it. Any ambiguity shall not be interpreted against either party but shall, instead, be resolved in accordance with other applicable rules concerning the interpretation of contracts.
- e) The Consultant may not assign or delegate this Agreement to a third party without The Client's express written consent.

To retain Tripp Umbach to perform the program of research outlined above, please sign both copies of this contract in the space provided below (keeping one for your records and returning the other to Tripp Umbach).

Authorization

By signing below, you are agreeing to the terms and conditions listed within this proposal. Please retain one copy for your records while returning one to the email listed below:

Finance@trippumbach.com

For Tripp Umbach:



(Authorized signature & title)

Paul O. Umbach
Founder and President
Tripp Umbach, Inc.
pumbach@trippumbach.com

October 4, 2021

(Date)

For Great Falls Development Authority:

(Authorized signature & title)

Brett Doney
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High Plains Financial
Direct Mobile 1-406-750-2119
Brett Doney <bdoney@growgreatfalls.org>

(Date)

The Client's Accounts Payable Contact Information:

Name and Email Address: _____

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