



The City of Liberty
Liberty Community Development
Corporation

1829 Sam Houston
Liberty, TX 77575
www.cityofliberty.org

Meeting

April Gilliland
City Secretary
936-336-3684

~ Agenda ~

Tuesday, May 16, 2023

6:00 PM

City Council Chambers

The Liberty Community Development Corporation of Liberty, Texas reserves the right to meet in closed session on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551 of the Texas Government Code.

I. CALL TO ORDER

A.	ATTENDEE NAME	PRESENT	ABSENT	LATE	ARRIVED
	President Barbara Norwood				
	Vice-President Michael Dorsett Jr.				
	Secretary Kathrine McCarty				
	Board Member Mark Campbell				
	Board Member Dan VanDeventer				
	Board Member Marsha LaFour				
	Board Member Betty Runkle				

II. ACKNOWLEDGEMENT OF GUESTS AND VISITORS / CITIZENS FORUM

Citizen Forum is reserved for members of the public who would like to address the LCDC Board regarding agenda and non-agenda items. Please be aware that, under Texas Law, the Board may not deliberate or take any action during citizens' comments for items not on the agenda. In some situations, City Staff may be able to respond to the public comment with a factual statement or clarification. The LCDC Board of Directors may have the item placed on a future agenda for action or refer the item to Management and Staff for study or conclusion.

III. PRESENTATIONS / REPORTS

- A. General Manager's Report - General Manager - Tom Warner, Topics include Business Facade Grant Program, Economic Development Agreements, Projects, Permits, Golf Course and Airport**
- B. Finance Report**

IV. CONSENT AGENDA

All consent items listed are considered to be routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member so requests, and if such a request is made, the item will be removed from the Consent Agenda and considered in a normal sequence on the agenda.

A. Minutes Approval

1. April 18, 2023

V. REGULAR AGENDA**A. Regular Session**

1. Consider transferring \$110,560 to the Airport Fund for the city's local match for the Wildlife Fencing Project.

B. Work Session

1. LCDC Strategic Plan Proposals

VI. ADJOURNMENT**A. Motion To: Adjourn**

I certify that the attached Notice of Meeting was posted on the bulletin board and in the Message Centers located on the east and west sides of the City Hall Administration Building, located at 1829 Sam Houston on the 12th day of May, 2023 at 5:00 p.m. This notice will remain so posted continuously for at least 72 hours preceding the scheduled time of said meeting in accordance with Chapter 551 of the Texas Government Code.

April Gilliland

April Gilliland, City Secretary

NOTICE

In compliance with the Americans with Disabilities Act, the City of Liberty will provide reasonable accommodation for persons attending and/or participating in this Council Meeting. To better serve you, requests must be made at least 24 hours prior to the meeting. Contact the City at (936) 336-3684 or by Fax at (936) 336-9846. The building is wheelchair accessible, with parking available, on the west side of the building.

I certify that the attached Notice and Agenda of items to be considered by the City Council was removed by me from the bulletin board at the City Hall on the _____ day of _____, ____.

CITY OF LIBERTY

Liberty Community Development Corporation Agenda Item Form

Meeting Date: May 16, 2023

Agenda Wording: General Manager's Report - General Manager - Tom Warner, Topics include Business Facade Grant Program, Economic Development Agreements, Projects, Permits, Golf Course and Airport

Department: Community Development

Subject:

Background: This agenda item affords the General Manager the opportunity to update the Board members and public on current and future projects, activities and other items related to the Corporation's business.

- In the FY23 budget, the LCDC Board of Directors approved \$90,000 for the business facade grant program and \$75,840 remains available. Two grants have been approved since the start of the fiscal year:
 - Resident Suites (2626 Highway 90) - \$8,500
 - Betty Runkle (1808 Sam Houston) - \$5,660
- LCDC has two outstanding economic development agreements:
 - SwampSmoke, LLC (\$25,000) – Approved on 12/21/21
 - RKR Restaurants, LLC (\$65,000) – Approved on 2/15/22
- Completed Projects
 - Office Building – New Build (1811 Grand)
 - Pueblos – Interior Remodel (906 Main)
- Projects Under Construction – New Construction and Additions
 - Sleep Inn Hotel – New Build (1023 N. Main)
 - Food Truck Park – New Build (1019 N Main)
 - KJ Chemical – Installation of detention pond, concrete pavement and industrial equipment (4003 Beaumont)
 - By Faith Deliverance – New Build / Fellowship Hall (105 Virginia)
- Projects Under Construction – Renovations and Remodels
 - Liberty Municipal Library – Roof and Skylight Repair (1710 Sam Houston)
 - Lakeland Apartments – Convert commercial building into apartments (2704 N Main)
 - T-Mobile Store - Interior Buildout (2139 Highway 146 N, Suite 700)

- Fire Station #1 - Interior Remodel (1912 Lakeland)
- Wal-Mart - Interior Remodel (2121 Highway 146 N)
- Upcoming Projects
 - Lakeland Self-Storage (1609 Lakeland) – *Plans are currently under review.*
 - RV Park (700 Port Road) – *Plans are currently under review*
 - PLC Office Expansion (4997 Hwy 146 N) – *Plans are currently under review*
 - New 7,650 sf Shopping Center (2214 N Main) – *Plans approved, permit not issued*
 - Tidal Wave (3109 N Main) - Plans are currently under review.
- The City has issued the following sign permits: T-Mobile (2139 Highway 146 N) and Vickery Propane (2710 N Main).
- The City has issued a residential building permit for an addition at 718 San Jacinto and a new home at 510 Missouri.
- The golf course officially closed on April 5, 2021 for renovations. All sprigging was completed as of June 24, 2022. Re-sprigging of fairways 4,5,6,7 and 8 was completed on September 15, 2022. The driving range and practice areas re-opened on Tuesday, October 4. The grand opening of the course was held on Friday, May 5 at 11am.
- TxDOT has issued a notice to proceed (NTP) to the contractor (Gulf Coast) for the airport runway/taxiway pavement rehabilitation project. The project is allocated a total of 150 calendar days. The contract started on Monday, February 20 and is approximately 53.3% complete as of May 9. The runway closure began on Saturday, April 23 at 8pm and is scheduled to last for 45 days. Due to weather delays and the availability of materials, there is a potential that the runway closure will need to be extended beyond 45 days.

Funding Source: n/a

Staff Recommendation: n/a

CITY OF LIBERTY

Liberty Community Development Corporation Agenda Item Form

Meeting Date: May 16, 2023

Agenda Wording: Finance Report

Department: Finance

Subject: Finance Report

Background: This agenda item affords the Assistant City Manager / CFO an opportunity to report on the financial activities and position of the Liberty Community Development Corporation, to include revenues, liabilities, assets, and other financial information.

Funding Source: n/a

Staff Recommendation: n/a

CITY OF LIBERTY
FINANCIAL STATEMENT
AS OF: MARCH 31ST, 2023

21 -LIBERTY COMM. DEV. CORP.
FINANCIAL SUMMARY

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
<u>REVENUE SUMMARY</u>						
ALL REVENUE		1,521,140.00	94,932.34	637,977.04	41.94	883,162.96
*** FUND TOTAL REVENUE ***		1,521,140.00	94,932.34	637,977.04	41.94	883,162.96
		=====	=====	=====	=====	=====
<u>EXPENDITURE SUMMARY</u>						
LIBERTY COMMUNITY DEV		1,521,140.00	30,450.00	914,783.27	60.14	606,356.73
*** FUND TOTAL EXPENDITURES ***		1,521,140.00	30,450.00	914,783.27	60.14	606,356.73
		=====	=====	=====	=====	=====
EXCESS REVENUES/EXPENDITURES		0.00	64,482.34	(276,806.23)	0.00	276,806.23
		=====	=====	=====	=====	=====

FINANCIAL STATEMENT

AS OF: MARCH 31ST, 2023

21 -LIBERTY COMM. DEV. CORP.
REVENUE

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
<u>ALL REVENUE</u>						
321-0101	SALES TAX REVENUE	1,114,000.00	89,058.58	606,320.89	54.43	507,679.11
321-0110	INTEREST INCOME	16,500.00	5,873.76	31,656.15	191.86	(15,156.15)
321-2120	TRANSFER IN FROM FUND BALANCE	390,640.00	0.00	0.00	0.00	390,640.00
		-----	-----	-----	-----	-----
***	FUND TOTAL REVENUE ***	1,521,140.00	94,932.34	637,977.04	41.94	883,162.96
		=====	=====	=====	=====	=====

FINANCIAL STATEMENT

AS OF: MARCH 31ST, 2023

21 -LIBERTY COMM. DEV. CORP.
LIBERTY COMMUNITY DEV

ACCT#	ACCOUNT NAME	ANNUAL BUDGET	CURRENT PERIOD	Y-T-D ACTUAL	% OF BUDGET	BUDGET BALANCE
<u>3-CHARGES & SERVICES</u>						
421-307	MAINTENANCE WEBSITE	7,500.00	0.00	0.00	0.00	7,500.00
421-309	MARKETING & ADVERTISING	32,000.00	0.00	8,650.20	27.03	23,349.80
421-313	MISCELLANEOUS	7,215.00	0.00	0.00	0.00	7,215.00
421-314	TRAVEL & TRAINING	5,000.00	0.00	776.38	15.53	4,223.62
421-315	DUES & MEMBERSHIPS	1,500.00	0.00	600.00	40.00	900.00
421-319	LEGAL FEES	5,000.00	450.00	990.00	19.80	4,010.00
		-----	-----	-----	-----	-----
** CATEGORY TOTAL **		58,215.00	450.00	11,016.58	18.92	47,198.42
<u>4-OTHER</u>						
421-416	FIRE DEPARTMENT TANKER	335,640.00	0.00	335,758.85	100.04	{ 118.85}
421-423	BUSINESS INCENTIVES FACADE	90,000.00	0.00	14,651.59	16.28	75,348.41
421-424	ECONOMIC DEVELOPMENT PRIOR YR	90,000.00	30,000.00	60,000.00	66.67	30,000.00
		-----	-----	-----	-----	-----
** CATEGORY TOTAL **		515,640.00	30,000.00	410,410.44	79.59	105,229.56
<u>6-DEBT SERVICE</u>						
421-619	INTEREST SERIES 2014	83,275.00	0.00	0.00	0.00	83,275.00
421-620	PRINCIPAL SERIES 2014	150,000.00	0.00	0.00	0.00	150,000.00
421-621	ADMIN FEES SERIES 2014	750.00	0.00	500.00	66.67	250.00
		-----	-----	-----	-----	-----
** CATEGORY TOTAL **		234,025.00	0.00	500.00	0.21	233,525.00
<u>7-TRANSFERS</u>						
421-710	TRANSFER TO DEBT SERVICE	0.00	0.00	192,856.25	0.00	{ 192,856.25}
421-728	TRANSFER TO AIRPORT FUND	13,800.00	0.00	0.00	0.00	13,800.00
421-730	TRANSFER TO GENERAL FUND	200,000.00	0.00	0.00	0.00	200,000.00
421-732	TRANSFER TO GOLF COURSE	388,560.00	0.00	300,000.00	77.21	88,560.00
421-733	TRANSFER TO FLEET FUND	110,900.00	0.00	0.00	0.00	110,900.00
		-----	-----	-----	-----	-----
** CATEGORY TOTAL **		713,260.00	0.00	492,856.25	69.10	220,403.75
		-----	-----	-----	-----	-----
** DEPARTMENT TOTAL **		1,521,140.00	30,450.00	914,783.27	60.14	606,356.73
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*** FUND TOTAL EXPENDITURES ***		1,521,140.00	30,450.00	914,783.27	60.14	606,356.73

C I T Y O F L I B E R T Y
FINANCIAL STATEMENT
AS OF: MARCH 31ST, 2023

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*** END OF REPORT ***

CITY OF LIBERTY
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AS OF: MARCH 31ST, 2023

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C I T Y O F L I B E R T Y
FINANCIAL STATEMENT
AS OF: MARCH 31ST, 2023

21 -LIBERTY COMM. DEV. CORP.
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*** END OF REPORT ***



The City of Liberty
Liberty Community Development
Corporation

1829 Sam Houston
Liberty, TX 77575
www.cityofliberty.org

April Gilliland
City Secretary
936-336-3684

Meeting

~ Minutes ~

Tuesday, April 18, 2023

6:00 PM

City Council Chambers

I. CALL TO ORDER

This meeting was called to order on April 18, 2023 in the City Council Chambers, 1829 Sam Houston Street, Liberty, Texas at 6:00 p.m. by President Barbara Norwood.

A.

ATTENDEE NAME	PRESENT	ABSENT	LATE	ARRIVED
President Barbara Norwood	X			
Vice-President Michael Dorsett Jr.	X			
Secretary Kathrine McCarty	X			
Board Member Mark Campbell		X		
Board Member Dan VanDeventer	X			
Board Member Marsha LaFour	X			
Board Member Betty Runkle	X			

II. ACKNOWLEDGEMENT OF GUESTS AND VISITORS / CITIZENS FORUM

Citizen Forum is reserved for members of the public who would like to address the LCDC Board regarding agenda and non-agenda items. Please be aware that, under Texas Law, the Board may not deliberate or take any action during citizens' comments for items not on the agenda. In some situations, City Staff may be able to respond to the public comment with a factual statement or clarification. The LCDC Board of Directors may have the item placed on a future agenda for action or refer the item to Management and Staff for study or conclusion.

President Norwood welcomed guests and visitors in attendance, opening the floor for public comment to those individuals wishing to address the board. There were no comments.

III. PRESENTATIONS / REPORTS

A. General Manager's Report

City Manager Tom Warner started going over the enclosed report to discover that it was the same as last month. The new report did not generate with the agenda. City Secretary April Gilliland went to generate a new report. The new report was printed and passed out to board members to review at their convenience.

B. Finance Report

Assistant City Manager / CFO Naomi Herrington reported on the LCDC financials as of February 28, 2023.

IV. CONSENT AGENDA

All consent items listed are considered to be routine by the Liberty Community Development Corporation and will be enacted by one motion. There will be no separate discussion of these items unless a Board Member so requests, and if such a request is made, the item will be removed from the Consent Agenda and considered in a normal sequence on the agenda.

A motion was made by Board Member McCarty to approve all items on the consent agenda. The motion was seconded by Board Member LaFour. The motion passed 6 to 0.

A. Minutes Approval

1. March 21, 2023

V. REGULAR AGENDA

A. Regular Session

1. Hold a public hearing regarding the possible expenditure of funds.

At 6:06 p.m., President Norwood opened the Public Hearing regarding the possible expenditure of funds per Section 505.159 of the Local Government Code requires Type B Corporations to hold at least one public hearing prior to the expenditure of funds for projects. The administration recommended holding a public hearing regarding the possible expenditure of funds for the following projects:

1. Engineering and Construction of a Wildlife Fence at the Liberty Municipal Airport
2. Affordable Housing & Down Payment Assistance
3. Property Acquisition
4. Parks Master Plan

The Public Hearing was closed at 6:30 p.m.

2. Consider awarding a grant to Betty Runkle in the amount of \$5,660 related to the Business Façade Improvement Grant Program.

Betty Runkle owns The Health Fix and Pack, Ship, Copy located at 1808 Sam Houston. Ms. Runkle is proposing painting the building, replacing doors, adding landscaping, adding signage and making other improvements to the exterior. Ms. Runkle has received the approval of her land lord to do these repairs. Ms. Runkle is requesting reimbursement for façade improvements pursuant to the Business Façade Grant Program, which reimburses 50% of the cost of façade projects. Applicants are not reimbursed until after completion of the project. Ms. Runkle has received two bids for her proposed project:

Brock Construction = \$11,320
Boudreaux's Roofing & Construction = \$16,325

LCDC's proposed reimbursement is based on the lowest bid for each project. A motion was made by Board Member Dorsett to award a Business Facade Improvement Grant in the amount of \$5,660 to Ms. Runkle for 1808 Sam Houston renovations. The motion was seconded by Board Member VanDeventer. The motion passed 5 to 0 to 1, with an abstention from Board Member Runkle.

VI. ADJOURNMENT

A. Motion To: Adjourn

With no further business to discuss, President Norwood adjourned the meeting at 6:37 p.m.

Barbara Norwood, President

ATTEST:

Kathrine McCarty, Board Secretary

CITY OF LIBERTY

Liberty Community Development Corporation Agenda Item Form

Meeting Date: May 16, 2023

Agenda Wording: Consider transferring \$110,560 to the Airport Fund for the city's local match for the Wildlife Fencing Project.

Department: Community Development

Subject: Liberty Municipal Airport – Wildlife Fencing

Background: The Federal Aviation Administration (FAA) and Texas Department of Transportation (TxDOT) require a wildlife study prior to funding the installation of any wildlife fencing at the Liberty Municipal Airport. In November 2021, the Liberty Community Development Corporation (LCDC) approved an expenditure of \$40,000 for a Wildlife Study at the airport. The expenditure was ratified by the City Council in December 2021. In January 2022, the city retained the firm of Mead & Hunt to conduct the wildlife study at a cost of \$22,000. The study was completed and forwarded to TxDOT for their review and approval.

TxDOT recently notified the city that they will provide funding for the design and installation of wildlife fencing at the Liberty Municipal Airport. The total project is estimated to cost \$1,105,593, with a 10% local match provided by the city, currently estimated to be \$110,560 (\$7,500 for engineering and design and \$103,060 for construction).

On April 18, LCDC held a public hearing to review and discuss this expenditure and on April 25, City Council approved a resolution in support of the project.

Funding Source: LCDC Fund Balance.

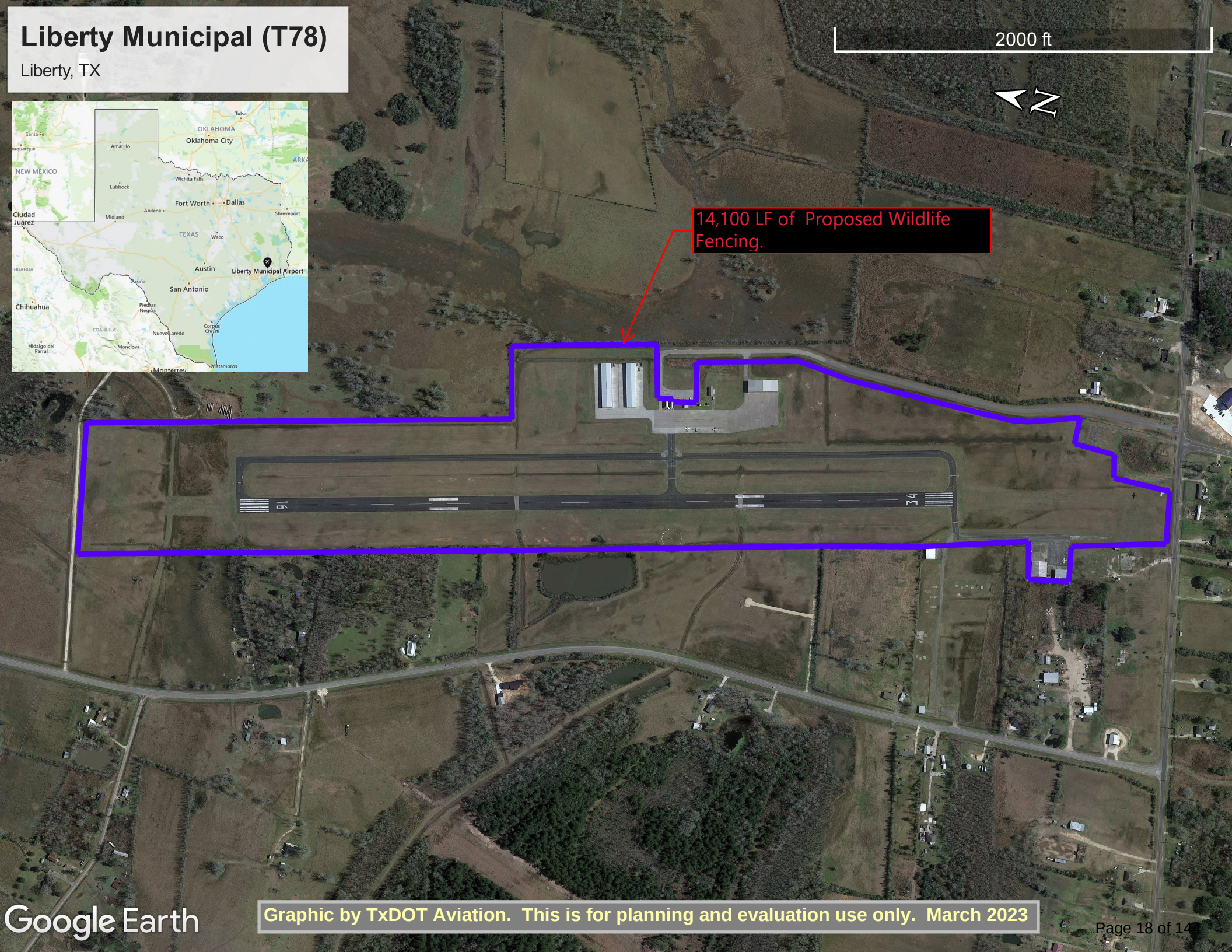
Staff Recommendation:

Liberty Municipal (T78)

Liberty, TX



14,100 LF of Proposed Wildlife Fencing.



CITY OF LIBERTY

Liberty Community Development Corporation Agenda Item Form

Meeting Date: May 16, 2023

Agenda Wording: LCDC Strategic Plan Proposals

Department: Council and Board

Subject: LCDC Strategic Plan Proposals

Background: There were four proposals received to prepare LCDC's Strategic Plan. The submittals meeting the requirements of the request for proposals will be discussed during the work session.

Funding Source:

Staff Recommendation:

CONTACT

Wendy Brewer
Senior Manager, Proposal Development
wbrewer@tpma-inc.com
(740) 350-5880



THOMAS P. MILLER & ASSOCIATES

PROPOSAL FOR

Economic Development Strategic Plan

SUBMITTED TO

Chris Jarmon, Assistant City Manager
City of Liberty
cjarmon@cityofliberty.org
936-334-7118

January 13, 2023

A. GENERAL BACKGROUND AND EXPERIENCE



Established in 1989, Thomas P. Miller & Associates, LLC (TPMA), provides comprehensive consulting services throughout the United States and internationally, working with nonprofit organizations, educational institutions, communities, local and state governments, and industry associations. TPMA is headquartered in downtown Indianapolis with a staff of 44 professionals, across 12 states, who possess diverse professional experience and educational backgrounds but work collaboratively to provide our clients with holistic solutions. The firm is led by founder Thomas P. Miller, President and CEO, and supported by a 5-member National Advisory Board. TPMA provides expertise in assessing markets, identifying business sector opportunities, building innovation and entrepreneurial eco-systems, and organizing social and economic resources to implement community and economic development strategies.

Our firm empowers organizations and communities through strategic partnerships and data-informed solutions that create positive, sustainable change. TPMA envisions a world that thinks strategically, works collaboratively, and acts sustainably. Working toward that vision, we have provided clients with a range of services to design, develop, evaluate, and implement effective programs.

TPMA understands that the City of Liberty (The City) is well-located between Houston and Beaumont, Texas. Having immediate access to the major highways in the region, the City is an exciting location to establish and grow business operations. The City is home to a variety of industries from healthcare, construction, and manifold professional services, and seeks to conduct research on which industries and sectors should be the focus of expansion and attraction efforts. TPMA has worked with multiple cities of similar sizes and knows that trust-building and supporting local entrepreneurialism is vital to a small city's success. TPMA is prepared to use its internal knowledge pool and local Texas insights, to enhance economic growth and workforce development efforts. Both factors will be key for economic prosperity and resiliency into the future. The team is aware of the current Comprehensive Plan and will identify other relevant documents to consider when developing this plan. The result of this project will be an Economic Development Strategic Plan that aligns with prior and ongoing efforts in the City of Liberty.

WORK IN TEXAS // TPMA has developed a thorough understanding of the region, and the state of Texas through the completion of multiple projects across the state. TPMA has developed Economic Recovery and Resiliency plans, entrepreneurial business startup research, and developed several Workforce Strategies in Texas. This intimate knowledge of the Texas economy, workforce, and culture will support successful strategy design and effective implementation planning. Furthermore, TPMA is proficient in creating and implementing new strategies using design sprints, most recently for the El Paso Chamber of Commerce.

RESEARCH & ANALYSIS CAPABILITIES // Our design methodologies focus on skill assets and liabilities linked to state and regional strengths. Our skilled team of researchers utilizes comprehensive data sets and provides findings in easy-to comprehend formats to inform policy and strategy. This includes workforce and labor market analyses, program feasibility studies, economic impact studies, and community needs assessment.

RURAL ECONOMIC DEVELOPMENT // TPMA understands rural communities. We design strategies that focus on the right industries for business attraction, effective approaches to business retention and expansion, and the promotion of entrepreneurship and small business development.

COLLABORATIVE STRATEGIES // TPMA's emphasis is not just on strategic ideas, but strategic leadership and action-oriented goals – that is, helping leaders to identify data-driven opportunities and mobilize resources for implementation. We take a collaborative approach to planning, recognizing that the greatest impact is through the aligned goals of multiple stakeholders.

ACTIONABLE RECOMMENDATIONS // We customize recommendations for our economic development partners based on relevant local data and personal interactions with stakeholders and residents. We accompany our community-specific recommendations with implementation schedules detailing timelines, partners, responsible parties, and funding options to allow a seamless transition from planning to implementation.

PARTNERS IN PLANNING // TPMA approaches all projects as a partner and values increasing the organization's internal capacity and relationships through partnership, research and evaluation, stakeholder engagement, and actionable strategy. We prioritize creating and facilitating a collaborative relationship and engage the client in the design, expectations, commitment, and results of the project.

DIVERSITY, EQUITY, AND INCLUSION // TPMA understands the importance of embedding diversity, equity, and inclusion (DEI) practices into all areas of the company and our work. We value participatory approaches, engaging community members and those affected most by programs to ensure their voices are being heard and measuring the impact of provided services. This is especially important for project design and planning activities as it promotes buy-in, generates understanding, ensures inclusion, and leads to more comprehensive plans wherein all challenges, processes, and viewpoints can be addressed.

B. RELEVANT PROJECTS

City of Orem, UT, Economic Development Strategic Plan, July 2021 –

September 2022 - TPMA partnered with leadership and community stakeholders from the City of Orem, Utah. Orem is the fifth-largest municipality in the state with a population of 100,275 residents. Orem is in Utah County, 45 miles south of Salt Lake City and 6 miles north of Provo. Utah County is projected to have the largest numeric increase in population in the state, adding over one million new residents to reach 1.6 million by 2065.

This dramatic increase requires careful long-term planning to manage and guide the growth of the area and to ensure their lucrative strategic areas of retail, technology-based industry jobs and small business entrepreneurship are firmly established. As the goals and objectives of the City of Orem have evolved and changed due to time and the impact of the COVID-19 pandemic, City leadership realized the importance and necessity of reviewing and revising the Economic Development Strategic Plan. TPMA has partnered with City leadership and revised the existing plan, incorporated new strategic economic areas, and initiated plans for continued resiliency. The final deliverable can be viewed [here](#).



Cost: \$ 118,000.00

Association of Central Oklahoma Governments, OK,

Comprehensive Economic Development Strategy Update, May 2020

– **January 2021** - Association of Central Oklahoma Governments (ACOG) partnered with TPMA to update the Capital Area Economic Development District (CAPEDD) of Oklahoma's 2019 Comprehensive Economic Development Strategy (CEDS) with new priorities based on the pandemic's impact to date and disruptions including work-from-home.

Research findings were used to develop a short-term recovery strategy including recommended next steps to be implemented immediately, using existing partnerships and assets. A longer-term resiliency strategy was also developed and incorporated into the CEDS, adjusting goals and priorities where necessary. Significant focus was placed on transportation and broadband infrastructure, creative placemaking, and business adaption. Key resources, partners, and funding sources were identified and outlined in an implementation matrix. An interactive dashboard was also created, to track progress and link users to resources. The final plan can be accessed [here](#).



Cost: \$40,000.00

Top of Alabama Regional Council (TARCOG), AL, Comprehensive Economic Development Strategy (CEDS), February 2022 – January 2023 – TPMA

developed a CEDS for five counties in Alabama including Huntsville, DeKalb, Jackson, Limestone, Madison and Marshall counties. The region has a large urban center and more remote rural communities in the surrounding area. The team facilitated multiple in-person sessions to develop a SWOT analysis, and determined five focus areas for the framework:



- tourism & recreation
- education & workforce
- business development
- Wellness
- and sustainable growth

The team then provided TARCOG with a draft to the client and facilitated several meetings with key stakeholders in all focus areas to review and verify the developed strategies.

Cost: \$62,000.00

EXPERIENCE IN TEXAS

In addition to planning and strategy to support resilient communities, TPMA has vast experience working with communities across the Lonestar state. Some examples of our work in Texas are highlighted below:

Pearland Economic Development Corporation, TX, Workforce Strategy Action Plan, June 2021 - March 2022 - The Pearland Economic



Development Corporation (PEDC) contracted with TPMA to develop a Workforce Strategy Action Plan. Pearland, a thriving suburb of Houston, Texas, experienced industry growth as well as talent retention challenges. To overcome these challenges and prepare for future workforce needs, TPMA first performed a labor market assessment. This assessment focused on Pearland-specific ZIP codes and identified existing and projected workforce trends, including emerging/declining industries, in-demand occupations, skills needs, educational and training requirements, and more. TPMA surveyed stakeholders from local businesses, business associations, economic development, and workforce and education partners to determine how efforts can be better aligned, challenges and opportunities for collaboration, and shared interests. Upon compiling the results of the survey, TPMA traveled to Pearland to facilitate a two-day planning session with the project steering committee to (1) present the findings, (2) identify the local workforce problem, and (3) craft strategies to help overcome workforce challenges. The final plan was crafted, supported with actionable recommendations. One of those recommendations, as envisioned by the PEDC, was the creation of a Workforce Director position within the PEDC. TPMA helped create the job description based on the ideal roles and responsibilities of the director and how that individual should execute the actions in the plan. The final product can be found [here](#).

Cost: \$61,000.00

Lower Rio Grande Valley, Economic Resiliency Strategy and IT Workforce Assessment (March 2021 – August 2021) - TPMA partnered with the Lower

Rio Grande Valley Workforce Development Board to conduct an Information Technology Workforce Assessment in the region (including the counties of Starr, Hidalgo, Willacy, and Cameron) to understand the IT industry and the skilled workforce required to support and sustain it. To complete the assessment, TPMA designed methodologies to address four core areas: Workforce Availability; Educational Programs; Infrastructure Capacity; and Economic Growth Potential. The final deliverable is available [here](#). TPMA is currently in the process of creating an Economic Recovery and Resiliency Plan for the Lower Rio Grande Valley, due to the satisfaction of the Development Council and Workforce Council with the team's prior work in workforce assessment. There is no final deliverable for this project yet, as it is in the final phase of closing out.



Cost (IT Workforce Assessment): \$30,000.00

Cost (Economic Resiliency Assessment): \$125,000.00

Office of the Texas Governor, Economic Development & Tourism: Study of Entrepreneurial Ecosystems in Texas, October 2017 – December 2017 -

TPMA led a detailed cataloging and impact measurement of entrepreneurial and startup resources in the state of Texas. Our team updated the statewide directory and database of resource providers; identified investments tied to these resources and the businesses served; measured economic impact on the state; conducted a survey of investors, startups, and resource providers earning over 3,000 responses; held direct interviews with experts and investors; completed a national benchmarking and best practices analysis; and completed an analysis of the data findings. Based on this analysis, TPMA developed recommendations to better leverage and support investment in the Texas entrepreneurial ecosystems. The final deliverables include a Texas StartUp Resources Directory and a Texas Entrepreneurial Ecosystem Study. TPMA was commissioned to complete a follow-up study titled the Study and Challenges and Opportunities of Developing Small Businesses in Rural Texas.

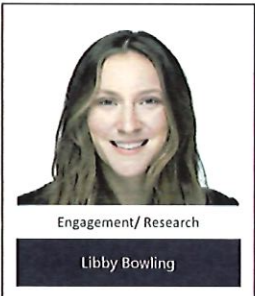
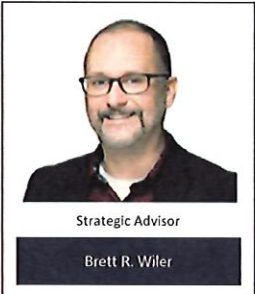


Cost: \$55,000.00

C. RESUMES OF KEY PRINCIPALS

For this project, TPMA has identified a team of consultants with a depth of knowledge and experience in labor market research, sustainability, regional partnerships, strategic growth planning, and diversity and inclusion. In addition to qualified Project Team members, all TPMA projects leverage the expertise of the firm's full professional staff including experts in economic diversification, talent development, evaluation, and competitive funding. This approach ensures high-quality plans that incorporate the extensive experience of the entire firm. The team is aware of the differences in **Type A**, and **Type B** EDCs regarding funding, tax implications, and other factors that differ between the two. TPMA has already worked with

the Pearland EDC, which is a Type B EDC and will leverage this knowledge to best support this project. The team will adapt its approach to all the implications a Type B organization has. Team member roles are as follows with full bios on the following pages.



Brett R. Wiler

**Director of Economic Development & Community Resiliency
Strategic Advisor**

Public Administration, M.P.A. – Gannon University
Business Administration, B.Sc. – John Carroll University

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Brett is the Director of Economic Development and Community Resiliency at TPMA and will serve as Strategic Advisor for the project. He specializes in economic development, business retention and expansion, strategic planning, business attraction, Opportunity Zone strategy, financing strategy, entrepreneurial ecosystem building, governance, and workforce development. He is currently serving as the Strategic Advisor for the South Central Pennsylvania Comprehensive Economic Development Strategy project. Brett has created several Economic Strategic Plans and Economic Development Strategy Plans. One of them being the Economic Recovery Plan for the South Plains Association of Governments in Texas.

Prior to joining TPMA, Brett worked as the Director of Outreach and Investment for the Erie, PA Regional Chamber, where he managed an industry-recognized best-practice business outreach program. In addition, Brett was the primary architect of the nation's first municipal-based Opportunity Zone

Prospectus and Intermediary and went on to lead the Flagship Opportunity Zone Development Company under the umbrella of the Erie Regional Chamber. Here he was instrumental in the creation of the White House Roadmap for Investment, which cataloged public projects so that community leaders could work with state and federal agencies to secure funding outlined by the White House Opportunity and Revitalization Council. His work around Opportunity Zones was the cornerstone of Erie's signature economic development conference, Erie Homecoming, that has led to over \$100 million in investment in Erie since 2019. Brett was the lead grant writer for a Build to Scale program that was awarded funding from the EDA to design and implement an active angel investment network for Northwest PA.



Lindsay Bloos

Senior Consultant
Project Lead

Sociology, B.A. – Franklin College

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Lindsay is a Senior Consultant on the Economic Development & Community Resiliency Team at TPMA and will serve as the Project Lead. Her primary focus is engaging communities and developing actionable strategies for improving economic conditions and quality of life. Prior to joining TPMA, Lindsay served as Executive Director of the Madison Area Chamber of Commerce in Madison, Indiana where she worked directly with businesses to provide support and resources, organized community-wide engagement, and led the county's COVID-19 business response efforts. Lindsay gained strong expertise in cooperating with downtown associations and small businesses throughout her engagement. She also served as an Executive Team member for the City of Madison's Stellar Communities designation, the Visit Madison Board of Directors, Madison Main Street Program's Economic Vitality committee, and Madison's America's Best Communities committee. These planning efforts leveraged funding for community and economic development throughout the community, including but not limited to new multimodal pathways, adaptive reuse projects, and programming to stimulate economic activity through arts, culture, and natural resources.

Lindsay has developed strategies and implementation frameworks for Economic Development Strategic Plans, Housing Studies, and community engagement at local and regional levels throughout the country. Lindsay often provides graphic design for projects, including interactive features for user-friendly navigation and readability. She recently led the engagement, strategic framework, and interactive dashboard design for both the Capital Area Economic Development District (CAPEDD) Comprehensive Economic Development Strategy (CEDS) Update & Recovery Strategy and the Central Oklahoma Economic Development District (COEDD) CEDS. Additionally, she was part of the City of Orem – Economic Development Strategy Plan team, which delivered an outstanding final plan to the city.



Libby Bowling

**Consultant
Research Specialist**

M.A. Public Affairs - Indiana University Purdue University Indianapolis
B.A. Policy Studies - Indiana University Purdue University Indianapolis

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Libby will serve as the Research Specialist for this Project. She has five years of experience with non-profit and public agencies and specializes in research, writing, and partnerships centered on community development. Libby is currently working on the Lower Rio Economic Resiliency Plan and has gained valuable knowledge about the Lonestar State that will be invaluable for this project.

Prior to joining TPMA, Libby worked at the Public Policy Institute where she led projects focused on inequity and social policy including evaluation of grant-funded programs and research on socioeconomic drivers of crime, co-occurring mental health and substance use disorders, and re-entering citizens. She also served as a development professional at the Englewood Community Development Corporation in Indianapolis. In this role, Libby supported housing development, economic development, and coordinated the collaborative work of more than 20 community program partners, and led strategy and development for competitive funding proposals.

In addition to this Libby's work in evaluation and community development, she has been engaged in broadband consulting at TPMA. This includes broadband provider Request for Proposals (RFP) development, partner engagement, and funding strategy design using qualitative feedback from service area residents and service area speed tests. Libby has a Master of Public Affairs and a bachelor's in Policy Studies from Indiana University – Purdue University – Indianapolis.



Ashley Sharpley

**Associate
Project Support**

Business, B.Sc. – Kelley School of Business

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Ashley will support all areas of the project and be responsible for research and data aggregation. While pursuing her Bachelor of Science in Business at the Kelley School of Business, Ashley focused on business

economics and public policy analysis. Her coursework focused strongly on economic development, research, and data analysis.

She has served as a Chief of Staff and later as a president for the Indiana Model United Nations. Her responsibilities were manifold and included fiscal year budgeting, recruiting, and streamlining conference logistics by expanding interlinking data storage and processing systems. Furthermore, she supported the Genetics Biobank as an intern and processed current trial data, utilizing various research and medical databases. Ashley will support all areas of the project and assist with stakeholder engagement activities.

Currently, Ashley is supporting a Housing Needs Assessment and Policy Development for the City of Northglenn, a Housing Assessment and Strategy Report for the City of Fairfax, and a Comprehensive Economic Development Strategy for the Blue Ridge Parkway Region.

D. SCHEDULE

Task 1: Project Launch

The Project Team will facilitate a launch meeting with leadership of LCDC to make introductions, review the scope of work and deliverables, design a communication plan, and discuss any information that may help develop context for the assessment and Economic Development Strategic Plan. Discussion topics include:

- Scope of work, project plans, timeline, and deliverables;
- Roles and responsibilities;
- Communication preferences and monthly schedule for regular meetings;
- Desired outcomes and measures of success;
- Existing plans and programs; and
- Logistics for identifying and conducting stakeholder engagement

TPMA values regular open communication with our clients. For this project, we propose monthly update calls throughout the process. This will ensure that the LCDC, Liberty City Council, and any other important stakeholders are being consistently updated about the progress of the project. We will use this time to provide updates and the next steps for the project as well as an opportunity for feedback on the work being done and any adjustments that need to be made.

We design communication schedules to build excitement and momentum for the final deliverables without creating excess burden on LCDC leadership or Liberty City staff. Regular communication will also ensure messaging is consistent throughout the process and provide the LCDC with tools to communicate and advocate within the greater community.

Timeline & Deliverables

February 2023

Final Scope of Work & Communication Plan; Project Launch Meeting

Task 2: Discovery

TPMA will carefully connect Liberty City's needs to real-time data—driving more effective decision-making and uncovering opportunities for economic development and growth. Findings as outlined below will be used to guide stakeholder engagement.

DOCUMENT REVIEW

TPMA will collect and review regional plans and reports to provide further context around current planning efforts in the region, areas of concurrence, and localized priorities. This review will help to establish an understanding of any ongoing or planned initiatives and inform participation and focus for stakeholder engagement. These documents will include, but not be limited to:

- City of Liberty Comprehensive Plan (2014-2035)
- Retail Market Profile, RTA Demand Outlook, Demographic Profile etc.
- Current local or county/state incentive programs/grants (Façade Improvement Grant, Chapter 380 Grants, etc.)
- Transportation plans (Highways, Brazos Transit District, etc.)
- Land Use plans (This may include any impactful ordinances)
- Liberty County Strategic Plan
- Any further City or Stakeholder master plans

DEMOGRAPHICS / SOCIOECONOMICS

TPMA will examine socioeconomic and demographic details (population by age, race/ethnicity, median household income, poverty, educational attainment, etc.), for the City. The analysis will also include workforce patterns and recent employment trends in the City including details related to largest occupations, wage and salary trends, pandemic-related dislocation and ancillary effects, and employment projections.

ECONOMIC CONDITIONS

TPMA will investigate pre- and post-pandemic economic indicators to understand changing economic conditions across the City. Review of data will identify industry sector trends, priorities for investment; gaps in critical systems or supports including education and workforce services, opportunities for collaboration; and priorities for retention, attraction, and expansion of economic drivers. Focus will include land use, real estate development activity and trends, as well as unique economic drivers and related workforce demand.

TPMA has proprietary access to economic and labor market data through Lightcast (Emsi). This resource includes detailed information from 90+ data sources and uses the most industry-comprehensive economic impact model available. If needed, TPMA will pull and analyze any additional information to ensure a complete view of the City's economic conditions.

Using the document review and data analysis TPMA will summarize findings and initial assumptions. The following information will be included and will be used to guide stakeholder engagement:

- Existing and growing demand for products or services and related gaps;
- The City's current economic climate and local/regional visitor markets;
- Commercial real estate and retail development activity;

- Non-retail commercial development;
- Local transportation infrastructure (i.e. road, rail, freight, and air);
- Readiness of commercial sites;
- Quality and value of green space, parks, and agricultural land to support place making and quality of life;
- Available workforce characteristics and gaps;
- Disruption and access to industry inputs (i.e. supply chain);
- Access to end-user markets, including both commercial and consumer;
- Ease of doing business within the state and local government, including related permitting, policies, and incentives;
- Emerging trends based on data projections in the local and regional markets,
- Pandemic recovery and resiliency priorities
- Identification of industry segments with the largest growth potential and employment potential for local residents.

TPMA will present initial findings, and assumptions gleaned from research, historical information, and current planning efforts. This virtual presentation will allow for discussion and feedback that will inform the upcoming stakeholder engagement.

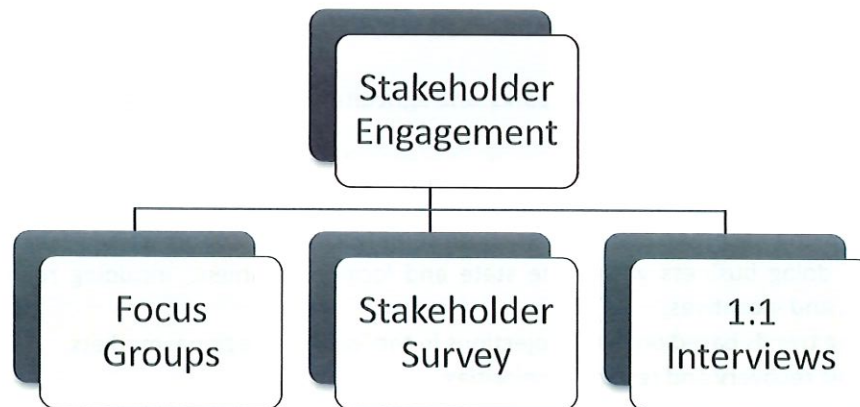
Timeline & Deliverables

March 2023

Document Review; Demographics & Socioeconomics; Economic Conditions; Monthly Update Call & Virtual Feedback Session

Task 3: Stakeholder Engagement

With guidance from the LCDC and the City, TPMA will identify participants to include a broad representation of regional interests and diverse perspectives. These stakeholders may include City commission/department representatives, tourism organizations/partners, social service organizations, downtown associations, industry/business associations, faith-based and community organizations, education partners, and major regional employers. TPMA will use a variety of outreach methods to gather feedback. TPMA may also support social media engagement to involve and engage a broad audience. We propose the following methods, but will discuss the preferred actions with LCDC and the City to refine the final forms of stakeholder engagement:



FIELD VISIT

The Project Team will visit and explore the City to understand the condition of existing assets, identify barriers, and identify physical opportunities and constraints pertaining to economic development. Activities to support Vision Development will culminate in a meeting with LCDC and City leadership to craft a vision statement that will guide development of the final strategic plan.

FOCUS GROUPS

TPMA will design and lead multiple stakeholder focus groups ensuring that among topics that include industry, housing, economic climate, and infrastructure there is an emphasis on placemaking and quality of life. These focus groups are vital to examine the City's goals, priorities, and ownership. This exercise will build a foundation for planning that is supported by community buy-in and supports long-term implementation efforts. Discussions around the topics that follow will provide insights on the focus for long-term strategy with special attention to resiliency and economic growth:

- Shared Purpose and Values among stakeholders.
- History of growth and development in the region,
- Unique characteristics of the region including people, place, and experiences,
- Changing societal demographics and needs of diverse populations,
- Ability and willingness to adapt and embrace emerging opportunities,
- Opportunities for quality jobs and education,
- Expansion and support for new trends in tourism,
- Long-term and short-term goals for the City (Based on existing assets/opportunities),
- Quality of place to maintain workforce and attract future workers;
- Local challenges and opportunities affected by regional activity,

STAKEHOLDER SURVEY

The project team will design and administer a survey to Economic Development partners, including business owners & associations, city partners, educational institutions, social service organizations, industry sector partnerships, realtor associations, and others as identified with the LCDC. Online surveys will be designed to develop a broader understanding of community needs, partner capacity, and gaps in support for business and economic growth. The team will develop easy-to-understand infographics that highlight key findings.

1:1 INTERVIEWS

TPMA will concurrently conduct multiple one-on-one interviews if necessary. One-on-one interviews will be conducted with regional leadership who may have specific knowledge of economic impacts and can provide insights not easily identified in a survey or group setting.

Information gathered from stakeholder engagement, combined with quantitative data analysis, will be analyzed, and build the foundation for the following analyses.

Timeline & Deliverables

April 2023

Field Visit; Focus Groups; Stakeholder Survey; 1:1 Interviews; Monthly Update Call

Task 4: Analysis**SWOT ANALYSIS**

The Project Team will evaluate the needs of The City with an assessment of the unique strengths, weaknesses, opportunities, and threats (SWOT) based on findings from Tasks 1, 2, and 3 (Project Launch, Discovery & Stakeholder Engagement). A draft analysis will be provided to The City and refined based on feedback received from leadership and staff. TPMA will then make the suggested changes.

To complete the SWOT Analysis, TPMA will use the information collected for the Summary of Economic Conditions and from Stakeholder Engagement to identify what is or could be identified as the City's competitive advantages, including such examples as regional clusters and unique community assets. A community that has a strong understanding of its assets can identify emerging economic sectors that may lead to a strong economic base.

Next, TPMA will use the information gathered to identify real and perceived competitive disadvantages within The City, including such examples as housing availability, incentive barriers, lack of funding, or other challenges to economic development. TPMA will work together with The City to identify resources needed (e.g., the cost, staff, policy) to neutralize or convert these into competitive advantages. These factors will help prioritize action for The City and inform the design of a reasonable timeframe (i.e. short-, medium-, or long-term).

TPMA will also identify external opportunities for regional progress, which could include targeted industry and talent recruitment and increased funding through collaborative programming. Opportunities can often be found through the integration of existing state, regional, or local plans that have already been completed or are underway.

External challenges or threats, such as changes to regulations or shift in regional value chain, will also be identified. TPMA will carefully analyze these challenges to inform what preventative and proactive measures can contribute to long-term economic resiliency. Potential elements to be examined in the SWOT Analysis can include (but are not limited to):

- Regional Economy (emerging and declining sectors)
- Regional Clusters
- Workforce
- Cultural assets

- Intellectual assets
- Infrastructure (assets and constraints)
- Natural Resources
- Economic Development Resources
- Equitable Development
- Regional Partnerships and Engagement
- Emerging Industry and Workforce Trends
- Industry Competitiveness

The Project Team will incorporate any feedback and edits gathered from the SWOT Planning into a Final SWOT Analysis to be included as a component of the draft plan provided.

TARGET INDUSTRY ANALYSIS

TPMA will complete a target industry analysis to determine what industries and subindustries, and clusters have the highest growth potential for the City. It will be critical to understand the current strongest sectors while also identifying emerging sectors that have the potential to complement the existing ones. The analysis will be based on existing assets/clusters/location and infrastructure to support existing business in the City.

Previous tasks that examine recent local and regional business and economic studies and reports will be leveraged for the target industry analysis. Past historical workforce patterns and recent employment trends using Lightcast, Bureau of Labor Statistics, and Bureau of Economic Analysis data sets will be of significant impact for this Task. The analysis will highlight which industries and workforce occupations may be best targeted for growth clusters. This may be complemented through attraction and retention strategies, and support for locally grown entrepreneurs and other businesses who may seek opportunities in these targeted growth industries and subsectors. Particular emphasis will be placed on new and emerging industries and the identification of overlapping areas between these industries.

The Targeted Industries Analysis will delve deeper into the analysis to determine industry development opportunities for the City. Many models tend to be backward-looking by using historical data. Therefore, these models have a built-in disadvantage of not considering future local industry dynamics that may knit industries together in unique and innovative ways. The top opportunities will include industry groupings that are regionally meaningful and represent real economic connections and opportunities within the City and across the region. Each of the targeted industries will have their specific site selection requirements for example workforce, location, infrastructural needs, etc. TPMA will evaluate the City's ability to support the targeted industries and provide guidance on tackling possible challenges and taking advantage of local competitive assets. The everchanging site selection criteria will play an important role in this regard. As already discussed, it will also be necessary to develop a skilled workforce that is able to supply the targeted industries and businesses. TPMA may advise the City in this regard to support the local business climate.

BUSINESS EXPANSION/ RETENTION STRATEGY

Based on the Target Industry Analysis, TPMA will prepare a business expansion and retention strategy. It will be vital for the LCDC to follow a streamlined process to effectively attract and retain business in the area. Through the vast internal knowledge pool at TPMA and the recognition of several best-practice models, the team will provide the City with essential data and schemes to create a solid and long-term strategy. This strategy will also be based on the City's resources and expectations. Therefore, the team

will tailor a strategy to the needs of the City and not use a one-fits-all model. TPMA will also include a recommendation for vendors and software to support economic development projects and initiatives.

CITY-WIDE ECONOMIC DEVELOPMENT PROGRAM & INCENTIVE REVIEW

The LCDC and Liberty City Council have developed a variety of business incentives and programs to foster economic growth locally. TPMA will review the current programs, such as the Chapter 380 Grants, Façade Improvement Grant, and other incentives, and provide the LCDC with recommendations on reworking, redesigning, or enhancing these programs. TPMA may also provide the city with recommendations for a new programming that offers different incentives or combines the efforts of multiple programs. This will be decided after the team has gained a deeper knowledge of programs, current success, city burden, and application rates. These reviews will have the overarching goal of increasing the City's competitiveness on local and large scales.

Timeline & Deliverables

May – June 2023

SWOT Analysis; Monthly Update Call (May); Target Industry Analysis; Business Expansion/ Retention Strategy; City-Wide Economic Development Program & Incentive Review: Monthly Update Call (June)

Task 5: Final Deliverable

Using information collected through data analysis and stakeholder engagement, TPMA will design an Economic Development Strategic Plan draft that builds on current planning efforts and initiatives. The comprehensive plan will be designed in an easy-to-understand format that is appropriate for a variety of audiences and will include:

- An Executive Summary including details of the planning process
- Values and Priorities of the City;
- Comprehensive assessment of findings presented in narrative and visual format;
- Liberty profiles at the community level including demographics, socioeconomics, workforce characteristics, and community assets that support culture and quality of life;
- Trends and projections related to the local and regional economy, including major industry sectors, workforce and emerging opportunities;
- Target industry sectors that are market-ready and can provide significant ROI; Identify catalysts to attract and grow these industry segments – Implement potential marketing strategies, incentive programs, and partnerships;
- Analyze and remove barriers to business growth – Focus on opportunities to develop expedited review/approval process for targeted commercial (retail and non-retail) developments;
- Critical gaps in resources, structures, and support for economic prosperity and progress;
- Business attraction and retention and development resources, including permitting processes, incentive programs, policy, financing, and partnerships that support the local economy;
- Key Catalyst projects and implementation plan to foster economic growth and development;
- A well-defined set of short-term and long-term goals with associated goals and objectives and an implementation agenda. These goals will be based on the City's assets and opportunities;
- Clearly defined implementation that considers the role of the City's partners and identifies responsible parties, goals, objectives, and measurable actions.

Each section of the plan will address effects and related disruption, needs, or opportunities related to economic development. This analysis and report will culminate in an actionable strategic plan with recommendations and implementation strategies informed by best practices and competitive analysis of similar towns and cities across the country.

The implementation strategy will include clearly defined roles for all City partners with detailed actions and measurable performance indicators. Implementation will focus on key strategies with recommendations for immediate action to support growth and retainment and longer-term implementation for growth and resilience while identifying needed or available resources.

The draft plan, in digital and hard copy formats with supporting materials, will be presented to the LCDC for review, discussion, and recommendations for revision. As the LCDC and any other significant stakeholder will have been involved in all aspects of the planning process, we do not anticipate unexpected findings as part of the review. However, TPMA will allow a period of 1-week for a thorough review and will make any adjustments before drafting the final plan.

Timeline & Deliverables

July – August 2023

Draft Deliverable; Final Deliverable; Final Presentation

DETAILED SCHEDULE

ACTIVITY	TASK	DATES
Project Launch & Meeting	Task 1	February 2023
Document Review	Task 2	March 2023
Demographics/ Socioeconomics	Task 2	March 2023
Economic Conditions	Task 2	March 2023
Monthly Update Call/ Virtual Feedback Session	Task 2	March 2023
Field Visit	Task 3	April 2023
Focus Groups	Task 3	April 2023
Stakeholder Survey	Task 3	April 2023
1:1 Interviews	Task 3	April 2023
Monthly Update Call	Task 3	April 2023
SWOT Analysis	Task 4	May 2023
Target Industry Analysis	Task 4	May 2023
Monthly Update Call	Task 4	May 2023
Business Attraction/ Retention Strategy	Task 4	June 2023
City-Wide Economic Development Program & Incentive Review	Task 4	June 2023
Monthly Update Call	Task 4	June 2023
Draft Plan	Task 5	July 2023
Monthly Update Call & Virtual Feedback Session	Task 5	July 2023

Final Plan	Task 5	August 2023
Final Plan Presentation	Task 5	August 2023

E. FEES

TPMA has a successful record of performing project work on schedule and within budget. All of our project activities are coordinated by an internal Project Manager (PM). This professionally trained PM ensures that deadlines, budgets, and schedules are adhered to by the whole team. Furthermore, TPMA maintains an internal time-tracking system that indicates the availability of staff members. This system is constantly being monitored when assigning work and submitting proposals. It considers both current and projected time commitments, ensuring adequate availability for the duration of a project. If a team member cannot fulfill the obligations associated with this project, TPMA will assign a professional staff member whose qualifications match or exceed the expertise of that team member. Any such changes will be communicated and approved by the client. These systems and the PM ensure a high-quality and efficient project, that is being produced within budget and on time.

TPMA can deliver the scope of work as outlined above for a total cost of **\$68,344.00**. This cost has been broken out by task below and is inclusive of all staff time, materials, resources, and travel. TPMA understands the fiduciary responsibility of our clients and makes every effort to design efficient projects that leverage the expertise of individual team members

TASK	COST
Task 1: Project Launch & Stakeholder Engagement	\$14,255.00
Task 2: Discovery	\$8,840.00
Task 3: Stakeholder Engagement	\$13,985.00
Task 4: Analysis	\$16,684.00
Task 5: Final Deliverable	\$14,580.00
Total	\$68,344.00

F. REFERENCES

Brian Malone, Vice President
 Pearland Economic Development Corporation
 3519 Liberty Drive, Suite 350, Pearland, TX, 77581
bmalone@pearlandedc.com, 281-997-3000

Michael Armbrister, Executive Director
 West Piedmont Planning District Commission
 1100 Madison St, Martinsville, VA 24112

marmbrister@wppdc.org, 276-638-3987

Matthew S. Weaver, Former Manager
Association of Central Oklahoma Governments
4205 N Lincoln Boulevard, 73105 OK
wkanook@icloud.com, 405-623-5335

Kathi M. Lewis, Economic Development Division Manager
City of Orem
56 N State Street, Orem, 84057 UT
kmlewis@orem.org, 801-229-7079

SUBMISSION GUIDELINES

The proposal due date is **Tuesday, January 17, 2023 at 2:00 p.m.** at City Hall located at 1829 Sam Houston St., Liberty, Texas. Proposal submittals should be directed to: April Gilliland, City Secretary. The successful Respondent should be prepared to begin services on a time and date agreed upon by all parties.

SPECIAL PROVISIONS

LCDC reserves the right to reject any and all proposals and to waive any informality. The Respondent shall be responsible and responsive to LCDC in its requirements within the scope of this proposal and shall confer with and be guided by the directive of LCDC through the office of the LCDC General Manager or his designated representative. The Respondent shall attend any special meetings with the LCDC General Manager or City Staff relating to questions, performance, or negotiations concerning this proposal.

In the event that it becomes necessary to revise any of this Request for Proposal (RFP), an addendum to this RFP will be provided to each Respondent showing an interest in the project. LCDC reserves the right to change submission date(s) for any reason, including an addendum or supplement to the RFP. Late proposals will not be accepted. It is the responsibility of the Respondent to ensure that the proposal arrives at City Hall prior to **2:00 p.m. on Tuesday, January 17, 2023.**

I have read, understand, and will comply with all of the conditions of this RFP, as it applies to my company's responsibilities, as stated and quoted in the above proposal information.

Authorized Individual Signature: Wendy Brewer Date: January 11, 2023

Print Above Name: Wendy Brewer

Individual/Company Name:

Thomas P. Miller & Associates, LLC

Name

1630 N. Meridian St, Suite 330

Address

Indianapolis

IN

46202

740-250-5880

City

State

ZIP

Telephone

Delivered on: January 17, 2023 | Submitted by: Opportunity Strategies LLC

Economic Development Strategic Planning Services Proposal

Response to RFP #2022-16 Economic Development Strategic Plan
Document prepared for Liberty Community Development Corporation (LCDC)
Mr. Chris Jarmon, Assistant City Manager, City of Liberty
1829 Sam Houston
Liberty, TX 77575



Alysia A. Cook, PCED, IOM
PO Box 50101
Austin, TX 78763
512-963-2263
alysia@opportunitystrategies.com

Thank you.

Chris,

I am pleased to submit this proposal for Economic Development Strategic Planning Services for the Liberty Community Development Corporation (LCDC) marked as RFP #2022-16 Economic Development Strategic Plan.

Opportunity Strategies LLC is well-versed in community and economic development and will develop a process and deliverable that will provide the LCDC with powerful tools for creating its desired future. We have three decades of experience working with organizations like yours across the United States. This enables us to deliver meaningful recommendations that reflect the unique challenges and opportunities facing your community.

Our process offers tools that fit your needs best using our extensive experience. For this project, we are proud to partner with Insyteful, the preferred firm for all things economic development research, data analysis, and marketing innovation. LCDC will have a clear direction, and this will ensure the results have a meaningful impact on Liberty, your citizens, your employers, your stakeholders, and serves the community well.

Our proposal below details the process we will follow to develop a meaningful and effective Strategic Planning Process. Opportunity Strategies LLC and Insyteful have the experience, the talent, and the knowledge to ensure the LCDC Economic Development Strategic Plan is successful and provides a distinct framework for decision-making to protect and improve the business community, the quality of life, and the economic development experience in Liberty, helping ensure continued economic vitality into the future.

This is a project that we would love the opportunity to deliver, and we are excited at all the possibilities ahead.

Thank you,



Alysia Cook

Observations and Findings

At Opportunity Strategies LLC, we are committed to providing the Liberty Community Development Corporation with the process and deliverables that will be the solution to a successful Strategic Planning process.

We understand that each project begins from its own unique place. We want to meet you where you are and help you get to where you want to be. For this project, we understand that:

You are Interested in Continuous Improvement

Being a successful community and wanting to retain relevance and impact in a changing economic and business development world, you understand the need for self-reflection and focus on continuous improvement.

You Have a Focus on Team Unity with the Future in Mind

Being an established team and continuing to serve your community, you have an opportunity to shape the future in different ways than ever before. We understand your drive to serve, and we want to help you establish a meaningful experience to unify your team while proactively preparing for the future together.

You are Poised for Success

Building on past successful endeavors, your community is poised for success by embarking on a process with robust community stakeholder input and meaningful discussions with the help of your leadership, staff, partners, and experienced professional facilitators and consultants.

Elements of Our Process

Opportunity Strategies LLC and Insyteful will partner together to prepare an original plan that includes goals, objectives, implementation plans, and metrics. We will provide meeting facilitation services, support materials and research, and social media services during the public outreach process as necessary. We agree to provide professional consulting and facilitation services supporting the following:

THE PROJECT STEPS

Conduct meetings and community events with various officials and citizens, to include any necessary presentations; this may include joint meetings between LCDC and the Liberty City Council:

- **Partner Meetings:** We will conduct a variety of community meetings including individual and collective outreach to local utility providers and commercial real estate brokers to gather information regarding properties and infrastructure needed to attract new investment.
- **Workforce/Education Meetings:** We will ascertain workforce characteristics and capacities from local school and community college officials as well as employers and Community Development Corporation and council members.
- **Stakeholder Interviews:** We will privately and confidentially interview stakeholders in person or via Zoom or phone (their preference) who have an interest in the Liberty area, anonymously aggregate their responses, and present our findings to the client. Interviewees may include elected officials, city employees, business owners/managers, building/property owners, Chamber of Commerce representatives, downtown stakeholders, influential citizens, current or past developers, etc.
 - Optionally, interviews can also be conducted as Focus Groups, if a group dynamic would be preferable. This will include meetings with the LCDC board. It can also include a group of elderly citizens, young professionals, religious groups, community committees, community foundations, middle and/or high school students, school board, nonprofit boards, or civic clubs/organizations such as Rotary, Lions Club, Kiwanis, etc.
 - You will help the consultant decide who will be interviewed, how many individuals and/or Focus Groups will be interviewed and will help arrange/book the interviews. Our experience has proven that stakeholders will anonymously share their true thoughts and opinions with our facilitator that they will not share with board members or paid staff of the client. The facilitator protects the privacy of the interview and aggregates results with the responses of others.

- We will work with you to determine how many and which stakeholders to interview. 6-7 interviews (on-on-one or focus groups) or can occur in one day. Exact dates will be decided by you, but it must be completed at least 4 weeks prior to the Community Visioning Sessions. The results are a helpful tool to properly plan for the future during the Community Visioning process.
- **Community Input Visioning Sessions:** Opportunity Strategies will plan and facilitate two Community Input Visioning Sessions. We recommend two sessions to accommodate residents who work 9-5 jobs as well as those who work other shifts or have childcare responsibilities. Having varied times also accommodates a diverse group of residents.
 - We have found that one weeknight (not Wednesday) evening and one Saturday morning work best. Each session will be scheduled for 1.5 hours and held in a public location such as public library, public school, or conference/civic center. We avoid private businesses, country clubs, and other private facilities so that all participants can feel welcome, included, and comfortable; turnout is typically better in public facilities.
 - Each session will be an exact duplicate of the other, so residents will be asked to only attend one. Residents will be encouraged to bring their appropriately aged children and elderly family members because their vision for the future of Liberty is equally as important. We will compile a list of questions but are happy to add any additional questions to customize the inquiries to your needs.
- **Community Surveys:** We will work with you to develop and administer a Community Survey. The survey will contain questions that we have used in other communities to successfully gather community input and additional questions you request for this or any future process.
 - We will host a digital version of the survey where respondents can complete the online survey anonymously from their home, work, or any electronic device. We will also provide a link that you can distribute anywhere you choose.
 - We will make printed copies available to pick up at the local Library for residents who may not have digital access or do not want to submit online. These residents can turn in their paper survey at either of the public meetings.
 - We will compile, analyze and share the survey findings, and use the results in the strategic planning process.
 - There is no limit to the number of surveys that can be submitted/analyzed.

Evaluate strengths, weaknesses, opportunities, and threats (SWOT) regarding economic development:

- The SWOT analysis will include an online private evaluation of stakeholders and historical analysis of previous community performance, any existing strategic plans, and a full due diligence of available industrial-commercial land and buildings, along with commensurate infrastructure. Much of this effort will be conducted in person over several days. We will also provide a flow analysis of how various local stakeholders currently interface and offer observations for improvements.
- A full study of road, rail, airport, and waterway assets will be developed. The SWOT analysis will look deeply at demographic data as it relates to available workforce, housing, educational, healthcare and supporting retail.

Evaluate and identify target industries and potential development areas Target Industry Analysis/Labor Shed (TIA) : See attached TIA Sample.

- Understanding and marketing your community's target industry sectors is one of the core elements of any sound economic development strategy and brand marketing. Yet, accurate, timely, data-rich target industry information is often overlooked, incomplete, outdated, or the product of "wishful thinking." This initial study also serves as the foundation and "bible" for the data-driven content of the website, with attention to the needs of your core audience.
- Your core audience – site selectors and corporate decision makers – is charged with identifying communities and regions most likely to match their industry client's needs, including raw assets, labor, existing industry, and more. Their list is specific to the client's industry, their decision window (or more likely their elimination window) is brief, and their field of play is global. And from your standpoint – your time and resources are limited. Your community outreach must focus on "winnable" projects. Having a data-driven understanding about where your community should be positioned, and a data-rich delivery to your core audience is key to setting policies and strategies to compete for projects that play to your community's unique strengths.
- Our TIA is a multi-step comprehensive study and data analysis of your area's existing industry, existing labor, supply chain, infrastructure, and comparisons to other communities throughout the US. This custom study is developed in coordination with the Trent Lott Economic Development Center (University of Southern Mississippi), and provides in-depth insight to the industry sectors your community and area are ideally suited to pursue. The study also includes lead generation information, suggestions, and points of contact for identified industry prospects.

- **TIA Process Method**

- Each project begins with a site visit. Having a personal experience with your community and interacting with your teams gives us valuable insights as we gather and interpret our collected data.
- Our second step, in partnership with the University of Southern Mississippi's renowned Economic Development Center, is data collection from a variety of regional, state, and national resources, both public and proprietary.
- Third is data interpretation, again in close partnership with the University of Southern Mississippi's research experts, revealing and documenting your community's labor shed industry, skilled labor, education pipelines, workforce development, area assets, and more.
- Our final step is a marketing-oriented presentation of each sector as a multi-page study suitable for print or digital distribution. You will find each sector study an invaluable resource for building your strategy, presenting your community in web and print from a marketing-forward point of view, delivering the rich data your core audience seeks, and your community's guide for future planning.
- Our Target Industry Analysis will also include what properties exist, could be acquired, and fully tailored to commensurate industry. Our analysis will be measured as to what type of economic development 'product', lands and buildings with all infrastructure, is achievable in a three-year period. Special emphasis will be placed on how the two rail carriers can be engaged to be part of a plan.
- We will evaluate existing regional industries and supply chain strengths present to determine what synergies could exist with Liberty. We will determine unique properties that can be acquired on your road systems or rail with sufficient acreage and infrastructure, test these properties against corridor competition, and move towards targets.
- This task will be done with full knowledge of needed wage rates and labor market. Part of this effort will be embedded in both items one and two by determining what you want and do not want and how your community can be competitive with other communities.
- The growth of Ports in Alabama, Louisiana and Texas moving product and materials along I-10 will be a major point of study to see if Liberty could attract warehouse, logistics, fulfillment and light manufacturing with high wage jobs and larger capital investment.
- These targets can also be evaluated based on how they can build a local tax base.
- We will look also at the Liberty Airport with its existing and potential runway expansion as to how this can benefit the community.

- The amount of green and open space available around the Liberty area, along with the Trinity River asset can be an attractive draw for potential housing and retail development. Our effort will be an informal survey of regional developers to see what features could attract new residents.

We have consistently found that once the TIA/Labor shed is provided, the question becomes "What do we do now?" We will also provide a Targeted Sectors data display for use on your website. These interactive sector displays will allow you to provide the data and information that site selectors and decision makers seek, including existing industry, labor, comparisons to the US for each, and growth trends over time.

- **Targeted Sectors**

- We will build a comprehensive data display of your top targeted sectors, example - Automotive, Manufacturing, etc. We use International Economic Development Council (IEDC) data standards to build all of your targeted sector pages. We take the boring mountains of spreadsheet data and build beautiful, sales-oriented targeted industrial sector pages, which the website viewer can easily download as site-selector preferred .CSV format files.
- We also take extra care that your data doesn't sell against you. These pages detail every reason a company in that industrial sector should choose your property. This interactive display will include graphs and content supporting industry, labor, and favorable data comparison to the US averages.

Examples of the Targeted Sectors:

<https://lewisburgtn.gov/economic-development/targeted-sectors/plastics-chemicalcompanies>

<https://lewisburgtn.gov/economic-development/targeted-sectors/automotive-suppliers>

<https://www.winstoncountymys.com/targeted-sectors/transportation>

<https://madeinmacon.com/labor-data/aerospace>

<https://www.tomballtxedc.org/site-selectors/target-industries/advanced-manufacturing>

<https://tomballtxedc.org/site-selectors/target-industries/energy>

Conduct necessary review of existing research, City and stakeholder master plans, regional strategic plans, and existing relevant programs:

- Inherent to each of the items above will be early study of all the materials in item four to evaluate what did and did not work or what areas of planning influence our recommendations going forward. We will retrieve these electronically and with onsite visits.

Conduct additional research as required to establish a basis for SWOT analysis and targeted industry recommendations.

- The SWOT analysis will be fully conducted and woven throughout all results and we will periodically review this as a fluent process with you.

Prepare and present a final report to the LCDC Board of Directors including new recommendations and implementation plans to attract target industries.

- The final deliverable will be in your unique branding style and standards including goals, strategies, metrics, and customized implementation guides.
- We make sure our deliverables include specifics on guiding economic development organizations on the right steps in the right order, specifically
 - Product development;
 - Target Industry Identification;
 - Marketing to those specific targets

Identify the best method for organizing, funding, and operating a superior City-wide economic development program.

- After identifying the stakeholders and the various relationships, governance, funding streams and needed products, we will provide a recommended organizational framework including staff qualities and skill sets that are needed to execute the plan. We will make recommendations that include proper allocation of resources to help Liberty attract prospects that are the right fit and can make a lasting impact.

Identify key catalyst projects to impact economic development and present an implementation plan to the LCDC Board of Directors regarding same.

- Retail, housing, quality of life, workforce, infrastructure, properties and supporting data will provide us the opportunity to recommend catalyst projects such as an industrial park, mixed-use housing, and retail areas of opportunity along with targeted industries as examples.
- The Target Industry Analysis includes lead generation of the specific names of companies that are potential targets for expansion and/or relocation and how to contact the individual decision makers.

Review current incentives and recommend future or additional incentives to increase competitiveness.

- Liberty has both a Qualified Opportunity Zone tract and a New Market Tax Credit eligible tract. We will look at all statutory federal and state eligibilities that can be taken by Liberty for development. We will also look at utility and infrastructure funds that can be deployed based on the new federal legislation passed in the last Congress and make specific recommendations.

Provide recommendations related to business retention and expansion programs and policies

- We will fully evaluate any existing Business Retention & Expansion Program and/or initiatives and identify missing areas and/or areas for improvement. We will make recommendations to create or develop a more robust program. This may include performing industry visits differently, collecting different data, modifying BRE events, changing the follow-up procedures, etc.

Recommend vendors or software that can provide and produce data necessary to support various economic development initiatives.

- We will draw upon our professional industry relationships and expertise to provide a broad spectrum of vendor and software recommendations that uniquely fit the needs of Liberty. These recommendations will be based upon the information gathered to this point.

PRE-PLANNING DELIVERABLE

Our consultant staff will meet via Zoom 4-6 weeks in advance with you to gain a complete understanding of the program expectations. During this initial planning call, a draft framework will be developed and submitted to you by our consultants. The consulting team will pursue necessary research and preparations.

We specialize in creating realistic goals and implementation guides for communities and organizations. Many clients turn to us after making the mistake of hiring a consultant who only provided "pie-in-the-sky" goals that bear no relevance to what the organization can realistically accomplish. Our Strategic Plans are well known for being achievable practical road maps that help organizations get from where you are to where you want to be. This is where we earn our repeat clients when they see goals consistently coming to fruition.

Required for Success

Our Methodology

At Opportunity Strategies, we use a Strategic Planning Methodology called The Drivers Method for visioning/strategic planning processes. The Drivers Model is a strategic approach to addressing an organization's situation, created by Leadership Strategies.

This scalable model is a clear and concise 4-step tool that can be used by organizations of any size for any sized planning process. The four steps include:

1. Where are we now? (Current Assessment)
2. Where do we want to go? (Strategic Direction)
3. How do we plan to get there? (Implementation Guide)
4. How will we monitor progress? (Metric & Monitoring)

We know the importance of the 5 P's (purpose, products, participants, probable issues, and process) and take each into consideration throughout the project.

- We see you, our client, as a partner throughout the entire project and we remain your partner post-project when you need advice or have questions during implementation. Yes, the entire implementation period.
- We want the Liberty Community Development Corporation to have practical and workable operations that your citizens, businesses, visitors, and community consider efficient, effective, and serves them well.
- We want to help you anticipate future needs while maintaining an ability to respond to current needs...all while maximizing your resources.
- We will bring our own innovative spirit and couple it with sound best practices to help your leadership drive the process to fruition.
- You will receive customized recommendations based on your unique situation and your specific needs. This is not a cut & paste cookie-cutter document. Every goal, every objective, and every action step are a mix of your institutional knowledge and our more than 130 combined years of experience developing solutions for communities.

Why Choose Our Team?

Experienced. Reliable.

Opportunity Strategies LLC specializes in organizational management, professional facilitation, and strategic planning services. And we are proud to partner with Insyteful, industry experts, for this project. Their expertise and reputation for getting clients meaningful results is second to none. Insyteful specializes in data driven research, analysis, implementation and marketing outreach for communities and organizations around the US.

- Many of our clients are repeat customers. They turn to us to assist in their organizational needs regularly as new board members are selected, new officials are elected, and new goals are established.
- And they trust us because they have seen goals accomplished, leaders developed, staff improved, productivity increased, and revenues grown because of our services.
- Our low-overhead firm delivers increased efficiencies – meaning you get better results at a lower cost.
- We offer superior client service with on-time, on-budget, on-point communications and deliverables.
- We have served multiple economic development organizations and municipalities.
- We are committed to value.
- We have the availability and bandwidth to effectively manage this project within 8-10 months. We commit to only taking on a limited number of projects at a time to ensure we fully dedicate all the time and resources necessary for a meaningful process and product.

We would be proud to partner with and serve the Liberty Community Development Corporation.

Key Professional Leadership



Alysia A. Cook, PCED, IOM

This project will be led by Alysia A. Cook, PCED, IOM, Principal of Austin, TX-based Opportunity Strategies LLC. Alysia Cook is a noted organizational strategic planner and professional facilitator. She is an international public speaker.

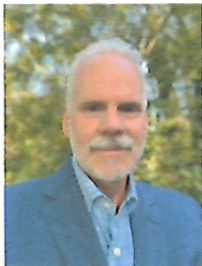
Her skills include the design and delivery of economic development, government, and nonprofit strategic plans, as well as community and leadership development. Cook has designed and presented hundreds of training programs for economic developers, elected officials, and other community leaders. She has much experience developing and streamlining processes. Her programs improve operations and prepare organizations/agencies for the future.

Relevant experience includes:

- Professional facilitator for 30 years, serving thousands of elected officials and economic development professionals.
- Serves on the faculty of the U.S. Chamber of Commerce Institute for Organization Management (IOM.)
- Serves as a curriculum developer and instructor of the TEEX/TEDC Texas Basic Economic Development Course (19 years) and is familiar with Types A & B economic development corporations in Texas and Texas law regarding economic development corporations.
- Serves on the faculty of the Community Development Institute.

Alysia Cook is a member of the Association of Chamber of Commerce Executives (ACCE,) Southern Economic Development Council (SEDC,) Texas Chamber of Commerce Executives (TCCE,) Texas Economic Development Council (TEDC,) and recently served on the board of directors of the Texas Downtown Association (TDA.) She has completed the Program on Negotiation at Harvard Law School.

Cook holds a Bachelor of Science degree in Marketing from Louisiana State University in Shreveport, is a 1995 graduate at the Basic Economic Development Course at Texas A&M, a 1997 graduate of the Economic Development Institute (EDI) at the University of Oklahoma, a 2002 graduate of the U.S. Chamber of Commerce's Institute for Organization Management (IOM/Chamber Institute,) and a 2009 graduate of the Community Development Institute (CDI.) She earned her Professional Community & Economic Developer (PCED) certification in 2009 from the Community Development Council.



Ray Methvin, Founder and CEO, Insyteful

Ray Methvin is Founder and CEO of Insyteful, a full-service economic development and community marketing agency. He has over 20 years' experience as a principal marketing partner for entities in forty states around the U.S., serving clients in the private and public sector. The agency has won numerous awards for its creative work and development and maintains offices in the Tennessee Valley and Dallas, TX. Insyteful is also a member of national, regional, and state economic development organizations, including Texas Economic Development Council (TEDC) and Southern Economic Development Council (SEDC).

Ray and Insyteful have led advertising and marketing efforts for public entities including federal and state-level agencies, municipalities, tourism, arts and museums, chambers, and economic development organizations. The agency is also very active in rural telecom, hospitality, B2B, manufacturing, financial and healthcare.

Ray has a bachelor's degree in Economics from Rhodes College. In addition to his advertising experience, Ray is a platinum and gold record-awarded songwriter with a professional writing catalog of over 650 songs. He is also an active traveler, having visited much of the U.S., the Caribbean, and throughout Asia.



Joe Turnham, Economic Development Specialist, Insyteful

In addition to Joe's 12-year relationship with Insyteful, Joe Turnham serves as Director of the Macon County Economic Development Authority (MCEDA) in Tuskegee, Alabama. Joe's efforts have helped foster phenomenal economic growth in both industrial and retail investment and new job creation over the past decade in Macon County. Macon County now competes at the highest level for major projects, having not been active in economic development just ten years ago.

As a well recognized Economic Development practitioner, Joe provides invaluable experience regarding effective community EDOs, a proven track record of successful industry identification and recruitment and a wealth of national and regional professional relationships.

Joe has gained a national reputation both as a political figure and tier-one consultant to a myriad of clients worldwide. Joe has represented corporate and nonprofit clients across the country and has traveled to four continents on their behalf.



Kristina Walters, Strategic Services, Insyteful

Kristina Walters leads Insyteful's strategic services team. With over 20 years of marketing experience, Kristina is an innovative, analytical, and digitally savvy Marketing and Communications strategist with a proven track record of driving leads, reputation, and measurable results.

Formerly the VP of Brand Strategy and Communications for WSECU, the second largest Credit Union in Washington State for nearly 12 years, Kristina led all aspects of marketing communications including creative vision, strategy, and execution. Her leadership contributed to 69% growth resulting in \$1.4B asset growth over a 10-year period by incorporating demographics and psychographics, strategy and positioning, analytics, and target marketing.

Her breadth of experience includes developing, growing, and repositioning brands across varied industries with an emphasis in community and economic development.

Kristina is a graduate of Seattle Pacific University with a BS in Marketing with an emphasis in Communications and Accounting.

Estimated Timeframe

8-10 Months

We estimate an 8–10-month process for this project. The process can be the lesser of the two when client response to feedback and review of progress is expedited.

We estimate if the consultant is selected in February 2023, preliminary work may begin mid-March and onsite visits and stakeholder meetings could begin in April 2023. That would equate to April 2023 through November 2023 (8 months) or April 2023 through January 2024 (10 months).

- Month 1: Conduct introductory Zoom meeting to review process and timeline. Review existing strategic plan and other documents & begin to plan meetings with the client for on-site visits, interviews, and client meetings; develop a Community Survey
- Month 2: Conduct onsite meetings and interviews; conduct SWOT, conduct two Community Visioning Sessions, administer Community Survey
- Month 3: Initial visit to industrial sites, community tour and evaluation of assets and gaps
- Month 4: Target Industry Analysis prepared alongside findings from first two onsite visits regarding product development status
- Month 5: Conduct additional research including current and potential incentives
- Month 6: Begin shaping plan and recommendations including key catalyst projects, build BRE Program
- Month 7: Finalize plan and streamline recommendations including software and/or other vendors for implementation
- Month 8: Submit draft to client for review and feedback/edits
- Months 9-10: Present plan to client and client adopts plan for immediate implementation.

Investment

Providing Value and ROI

All-inclusive total "not to exceed"

\$173,950

Deliverables include:

- Research including Public/Private Meetings/Surveys/SWOT
- Target Industry Analysis (TIA)/Targeted Sectors
- Infrastructure Workshop/Leakage Analysis*/Potential Development Areas
- Reviews/Opportunities/Executive Workshop/Evaluation
 - Includes recommendations Near/Mid/Long-term
- Business Retention Workshops/Roundtable
- Business and Marketing Recommendations
- Business Retention and Expansion Program
- Final Economic Development Strategic Plan Document
- Travel**

*While not included in your RFP, Leakage and Retail Analysis has a cascading effect and is crucial to a robust Strategic Plan.

**Travel includes 6 in-person sessions and all related expenses. If more than 6 sessions are necessary and agreed upon with you, we can discuss appropriate expenses.

Terms

Payment Schedule

- 50% retainer upon contract execution to begin work and secure the dates of the sessions. The deposit is nonrefundable and is applied to the total fee.
- 25% upon the completion of the Target Industry Analysis.
- 25% upon electronic delivery of the draft Strategic Plan(s) to the client.
- Payment are due within 15 calendar days of the receipt of the invoice.
- At least 30 days' notice from the original scheduled date is required for any change in on site dates and payment date. If event date is changed in under 30 days of original contracted date, you may incur additional fees.
- We are happy to adjust fees and scope of work (increase or decrease) to meet specific needs, within our standards and commitment to provide the level of service and consultation that our client communities expect from us and we expect from ourselves.
- All preparation, facilitation, delivery, and documentation time are included in this proposal, as are all reasonable expenses unless otherwise specified in this contract.
- The scope of work and pricing in this proposal are valid 60 days from date of this proposal.
- You will also be responsible to issue applicable tax documentation: IRS Form 1099 to Opportunity Strategies LLC for income earned in each tax year that exceeds \$600. Opportunity Strategies LLC will provide appropriate tax documentation including Employer Identification Number (EIN) upon execution of the contract.

Take Their Word For It

What our clients say...

"We needed someone who could guide us through a months-long planning process that involved several different stakeholders located all over Texas. Opportunity Strategies to the rescue! Alysia was able to balance priorities, differing opinions, and strong personalities all while maintaining an eagle-eyed focus on the mission - a unified heritage tourism strategic plan for our state program and its 10 heritage trail regions. The result? State agency and regional staff are in lockstep and motivated to achieve our joint goals. Everyone understands the important role they play in our mission, and we are working together as a team. Things like this just don't happen. Alysia may be a magician or a professional cat-herder, OR she's just exceptionally good at what she does. We would not be on this path if it weren't for her work."

Sarah Page, Heritage Tourism Program Coordinator
Texas Historical Commission
P.O. Box 12276, Austin, Texas 78711-2276
512-463-2630
sarah.page@thc.texas.gov

"Our work with Alysia Cook was aimed to prioritize our economic development partner goals and outline organizational objectives. Within nine months, our economic development team has become much more unified, our roles are clear, and the organization is on course to realize many of our objectives. The pace of what we have achieved was beyond our expectation. She is a seasoned professional with a skilled insight and versatility marks her ability to manage multiple stakeholders effectively. Especially when the importance of the outcome matters. I have witnessed her facilitation capabilities throughout several projects of public involvement, goal setting, and economic development plans."

Roland A. Peña, City of San Angelo (Former) Director of Economic Development
Now Austin Chamber of Commerce Senior Vice President
555 E 5th St., Austin, TX 78701
512-322-5684
rpena@austinchamber.com

"I have worked with Alysia for several years through economic development and strategic planning and facilitation. On each occasion, Alysia has offered customized expertise to maximize the results for each project. Prior to beginning work on each project, she asks what the final product goal is, what key factors to implement and what areas may need special care. Taking all these factors into consideration, Alysia leads in devising a customized strategic plan while working with the client. She is the utmost professional and is extremely diligent creating a plan for the final goal to attainment. I cannot express the respect I have for her in her profession as well as a person."

Seneca McAdams, Executive Director
Texas Independence Trail Region
2305 S. Day St. # 208, Brenham, TX 77833
979-353-1800
info@texasindependencetrail.com

"As an economic development entity, the Winston Partnership is always looking for various ways to differentiate ourselves, whether that's telling our story in a different way, from initial research and enhancing our web presence, to delivering data-driven content to our key audiences or improving our creative footprint. Insyteful has been our primary partner through our entire scope of projects, including sector analysis, community/stakeholder surveys and opinions, digital strategy and communications outreach, imagery, and content. They constantly capture a unique perspective on how to approach our story, and we couldn't be happier with the results Insyteful provides for our specific needs..."

Glen Haab, Executive Director
Winston County Economic Development Partnership
P.O. Box 551, Louisville, Mississippi 39339
662-773-8719
glen@winstoncounty.com

"Insyteful has been a true partner for our economic development organization and chamber for more than ten years. They understand our vision, and have worked with us creating and refreshing our presence, keeping us on the front edge of economic development data and messaging. We find ourselves on first name terms with their staff, and trust that they have our best interests at heart, no matter the project we present them with."

Ryan Egly, President & CEO
Lawrence County Chamber of Commerce 25
B Public Square, Lawrenceburg, TN 38464
931-762-4911
ryan@lawcotn.com

Relevant Projects

Recent Projects with Similar Experience

Accompanying this proposal are two relevant work products from recent projects, one from Opportunity Strategies LLC and one from Insyteful. Please see attached.

Opportunity Strategies LLC

- Project Name: Texas Heritage Tourism Program & Texas Heritage Trails Program 2020-2025 Strategic Plan
- Location: Entire State of Texas
- Start & Completion Dates: September 2019 – July 2020
- Scope: 5-Year Strategic Plan for a State Agency
- Project Cost: \$60,000
- Role of Firm: Sole provider
- Final Work Product attached. It is also online.

Insyteful

- Project Name: Target Industry Analysis
- Location: Winston, MS
- Start & Completion Dates: November 2019 - March 2020
- Scope: Full industry, supply chain, and US community comparisons to analyze best sectors for local client.
- Project Cost: \$55,000
- Role of Firm: On site interviews/property/asset reviews, data research, analysis, final report presentation
- Final Work Product attached.

Additional Considerations

Our team highlights...

- High energy level to keep the participants enthusiastic, on-track, and results-focused
- Helps the group excel as a team
- Effectively manages individual and group dysfunctions
- Uses a proven approach for success
- Has many repeat clients and regular referrals
- Extensive experience working with strong personalities including elected/appointed officials, vocal citizens, executives, at-risk youth, and protestors
- Nimble...able to shift gears quickly to adapt to changing situations



This proposal and related materials are proprietary and confidential. No part of these documents may be disclosed in any manner to a third party without the prior written consent of Opportunity Strategies LLC with the exception for the internal use by LCDC for the purposes of contractual decisions. See attached limited copyright release form attached for acknowledgements/signatures.

SUBMISSION GUIDELINES

The proposal due date is **Tuesday, January 17, 2023 at 2:00 p.m.** at City Hall located at 1829 Sam Houston St., Liberty, Texas. Proposal submittals should be directed to: April Gilliland, City Secretary. The successful Respondent should be prepared to begin services on a time and date agreed upon by all parties.

SPECIAL PROVISIONS

LCDC reserves the right to reject any and all proposals and to waive any informality. The Respondent shall be responsible and responsive to LCDC in its requirements within the scope of this proposal and shall confer with and be guided by the directive of LCDC through the office of the LCDC General Manager or his designated representative. The Respondent shall attend any special meetings with the LCDC General Manager or City Staff relating to questions, performance, or negotiations concerning this proposal.

In the event that it becomes necessary to revise any of this Request for Proposal (RFP), an addendum to this RFP will be provided to each Respondent showing an interest in the project. LCDC reserves the right to change submission date(s) for any reason, including an addendum or supplement to the RFP. Late proposals will not be accepted. It is the responsibility of the Respondent to ensure that the proposal arrives at City Hall prior to **2:00 p.m. on Tuesday, January 17, 2023.**

I have read, understand, and will comply with all of the conditions of this RFP, as it applies to my company's responsibilities, as stated and quoted in the above proposal information.

Authorized Individual Signature: Alysia A Cook Date: January 13, 2023

Print Above Name: Alysia A. Cook

Individual/Company Name:

Opportunity Strategies LLC
Name

P.O. Box 50101
Address

Austin TX 78763 512-963-2263
City State ZIP Telephone

Limited Copyright Release

State of Texas

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Acknowledged this date:

Alycia A. Cook
Name

January 13, 2023
Date

Ray Methvin
Name

01/13/2023
Date

Limited Copyright Release

State of Texas

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Acknowledged this date:

Alysin A. Cook
Name

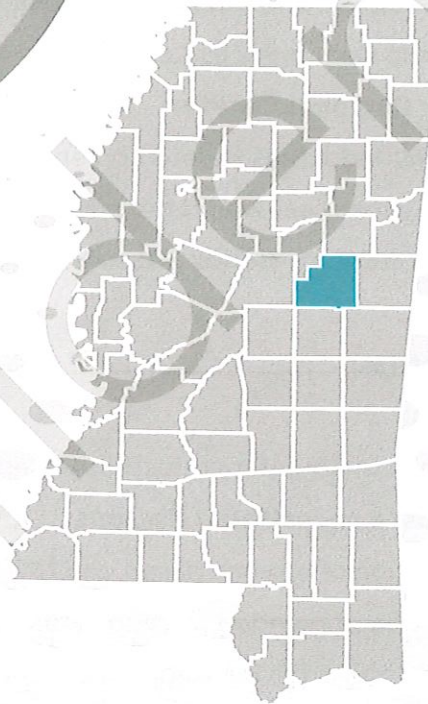
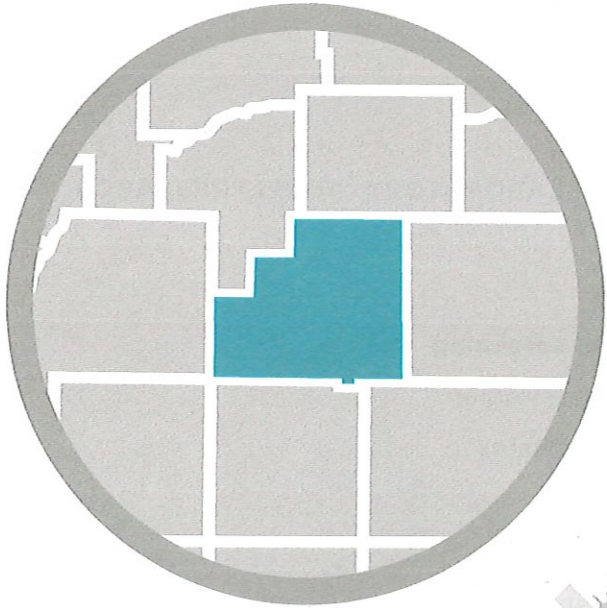
January 13, 2023
Date

Ray Methwin
Name

01/13/2023
Date

Target Industry Analysis

Winston County, MS



Insyteful™

SIMPLY INTELLIGENT.

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Executive Summary

This report is a data-driven study of industry, labor and natural resources within Columbus, Mississippi and Winston County. It identifies, catalogs and organizes the unique strengths into specific industry targets and becomes a core element of the economic development strategy and brand marketing, as well as a road map to reveal where the WCP should spend its finite resources for lead generation, recruiting, and improving its assets.

Based on an evaluation of a twelve-county labor shed region around Winston County, the report identifies regions and companies for recruitment that align with the following:

- Industries that are successful in the area and desired by the community
- Regions with concentrations of these industries where Winston County has a competitive labor environment
- Specific companies within these target industries and regions with a high likelihood of expansion

Prime target industries for Winston County include:

- 321213 Engineered Wood Member (except Truss) Manufacturing
- 321991 Manufactured Home (Mobile Home) Manufacturing
- 321999 Miscellaneous Wood Product Manufacturing
- 327991 Cut Stone and Stone Product Manufacturing
- 333912 Air and Gas Compressor Manufacturing

Prime target industries regionally are:

- 333924 Industrial Truck, Tractor, Trailer and Stacker Machinery Manufacturing
- 336350 Motor Vehicle Transmission and Power Train Parts Manufacturing
- 336360 Motor Vehicle Seating and Interior Trim Manufacturing
- 336370 Motor Vehicle Metal Stamping
- 321911 Wood Window and Door Manufacturing
- 333921 Elevator and Moving Stairway Manufacturing

The best regions from which to recruit these companies include:

- Dallas-Fort Worth-Arlington, TX
- Chicago-Naperville-Elgin, IL-IN-WI
- Detroit-Warren-Dearborn, MI
- Los Angeles-Long Beach-Anaheim, CA
- Pittsburgh, PA
- Tulsa, OK
- Charlotte-Concord-Gastonia, NC-SC
- Mount Vernon-Anacortes, WA
- Philadelphia-Camden-Wilmington, PA-NJ-DE-MD
- Miami-Fort Lauderdale-Pompano Beach, FL
- Grand Rapids-Kentwood, MI

The contact information and details of specific top target companies are included in Appendix B and Appendix C.

Introduction

Purpose

The purpose of this report is to identify potential target industries and companies for economic development efforts by the Winston County Partnership. A thorough screening process provided data that establishes targets by regions in the U.S. to facilitate focused attraction efforts. While the outcome provides detailed information, further detailed analysis of the targeted industries and companies for the study twelve county region is recommended to ensure a desirable and authentic match for Winston County.

Background

This study was developed with research performed by the Trent Lott National Center and its affiliated University of Southern Mississippi Business School. Researchers conducted a target industry study of the Winston County Partnership:

- Columbus, Mississippi was included in the study region
- Food Processing (specifically poultry) was screened out
- “Tier” the existing industry in Winston County
- Expand the results to include regional industry

Method of Investigation

This report uses a targeted approach to screen for industries and companies with the most potential for recruitment that includes data and screening within the selected study region from:



Scope

The area of investigation is Winston County, MS and contiguous Mississippi counties including Neshoba, Oktibbeha, Choctaw, Leake, Scott, Kemper, Noxubee, Lowndes, Attala, Lauderdale, and Madison. The region was selected based on commuters currently traveling to Winston County to work. The labor shed in the region consists of 204,863 workers.

Regional Economic Development Research Laboratory (REDRL) Research

Identification of Labor Shed Study Region

Establishment of the study region begins by identifying a labor shed:

- U.S. Census commuting traffic data to establish where workers travel from to get to work in Winston County
- About 30% of the workers in Winston County commute into the county
- Contiguous counties, where at least 50 workers lived, were selected to create a twelve-county study region
- Neighboring counties, where at least 50 workers live, create the twelve-county study region (see Figure 1) and will provide the workforce for a new company attracted to Winston County
- The study-region is approximately a 1.5-hour drivetime from downtown Louisville and includes Columbus in Lowndes County
- Commuters come from Madison County, where Nissan is located, so the automotive is heavily represented in the study region. The edges of the region include interstates (which Winston County lacks)
- The study region labor force compares to the state of Mississippi characteristics but lags the nation in several areas

A few items of note from 2013 to 2018:

- Jobs increased by 2.1% in the twelve Mississippi counties from 200,602 to 204,863
- This change fell short of the national growth rate of 7.8% by 5.7%
- While the number of jobs increased, the labor force participation rate decreased from 54.4% to 54.2%
- The study region's population declined by 0.2% or 994

As of 2018:

- The population is expected to increase slightly by 0.1% between 2018 and 2023, adding 214

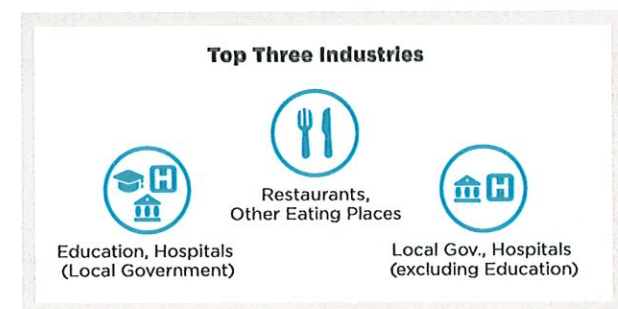
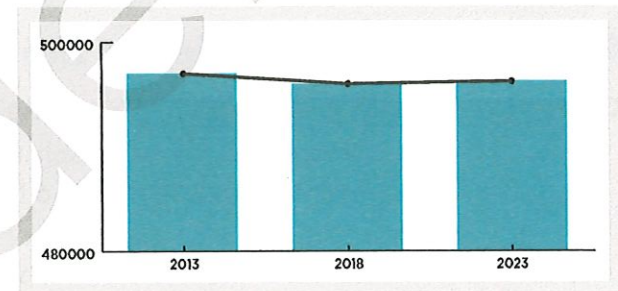
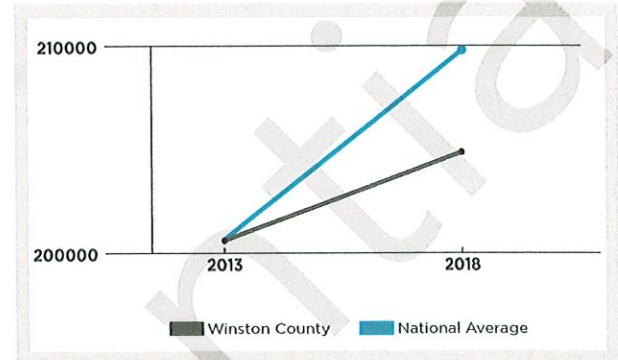
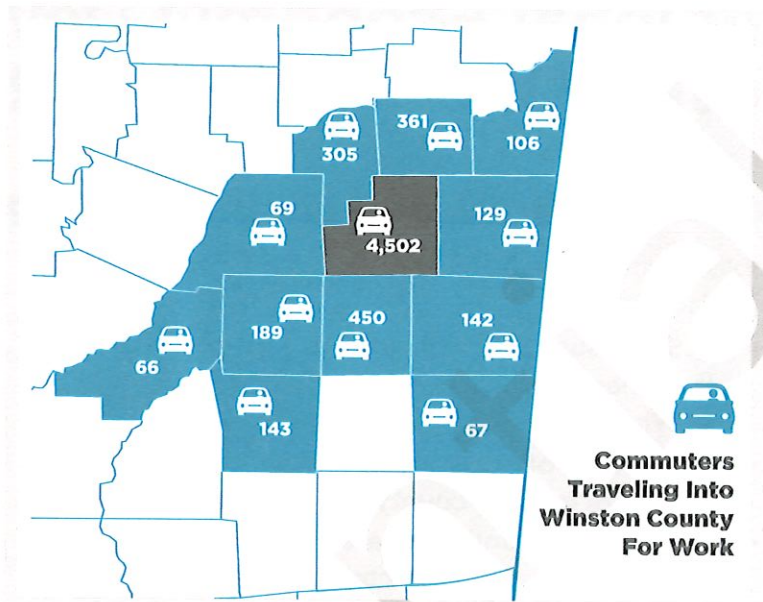


Table 1. Commuters into Winston County, MS

COUNTY	NUMBER OF WORKERS
Winston	4,502
Neshoba	450
Oktibbeha	361
Choctaw	305
Leake	189
Scott	143
Kemper	142
Noxubee	129
Lowndes	106
Attala	69
Lauderdale	67
Madison	66



Source: US Census: 2011-2015 5-Year American Community Survey Commuting Flows

Competitive Industries in the Region for further screening

Competitive Industries are chosen using these parameters:

- The industry has five or more establishments in the region
- The region industry employment is currently greater than 0.5% of region employment (1024 jobs)
- The industry shows increased industry employment in the last five years
- Base sector firms, Location Quotient of more than 1.00
- The industry has a positive competitive effect

The industries that passed the initial screening with at least 2 (or more) out of 5, are selected for further screening (Table 2).

Table 2. 4-digit NAICS Industry to Target in the Region

NAICS	DESCRIPTION	2018 LOCATION QUOTIENT	2018 JOBS	2013-2018 % CHANGE	2018 PAYROLLED BUSINESS LOCATIONS	COMPETITIVE EFFECT
Industries that passed screening test 5 out of 5						
3116	Animal Slaughtering and Processing	13.29	8,706	18	20	797
3363	Motor Vehicle Parts Manufacturing	3.29	2,488	23	14	134
Industries that passed screening test 2/5, 3/5, 4/5						
3361	Motor Vehicle Manufacturing	15.45	4,520	46	2	629
3339	Other General-Purpose Machinery Manufacturing	2.56	864	8	8	38
3315	Foundries	2.45	364	70	3	163
3219	Other Wood Product Manufacturing	1.34	419	-38	23	-364
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	1.17	117	113	3	53
3271	Clay Product and Refractory Manufacturing	1.96	105	24	6	21
3279	Other Nonmetallic Mineral Product Manufacturing	1.82	189	67	7	59
8111	Automotive Repair and Maintenance	1.01	1,488	6	204	-37

Source: EMSI Industry Table

Identifying Industries with Strong Local Supply Chains

This research identifies the industries with strong supply chain support. Analyzing those same number of business locations in a particular industry in other regions provides an idea of how competitive the Winston County study region is in comparison (see Table 3).

The industries below have the greatest potential for Winston County to meet or exceed demand in these industries*:

- Clay Product and Refractory Manufacturing
- Motor Vehicle Manufacturing

*When compared specifically to the competitive regions:

- Dayton-Kettering, OH
- Lexington-Fayette, KY

Appendix A contains detailed information for demand in the study region.

Table 3. Supply Chain Compared to Competitive Regions

NAICS	DESCRIPTION	COMPETITIVE REGION	2018 % DEMAND MET IN COMPETITIVE REGION	2018 % DEMAND MET IN WINSTON REGION
3116	Animal Slaughtering and Processing	Baton Rouge, LA	6	62
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	Kalispell, MT	82	9
3219	Other Wood Product Manufacturing	Appleton, WI	55	25
3271	Clay Product and Refractory Manufacturing	Dayton-Kettering, OH	53	46
3279	Other Nonmetallic Mineral Product Manufacturing	Huntsville, AL	40	17
3315	Foundries	Tulsa, OK	20	13
3339	Other General-Purpose Machinery Manufacturing	Ann Arbor, MI	8	5
3361	Motor Vehicle Manufacturing	Lexington-Fayette, KY	16	41
3363	Motor Vehicle Parts Manufacturing	Cleveland-Elyria, OH	34	10

Source: EMSI Industry Table

Ranking Industries for Regional Benefit

The industries that passed the screening are evaluated at the 6-digit level to see their potential for growth nationally, which has the potential for new plant locations:

- Positive multiplier (>1.0)
- The average earnings per job is more than \$45,900 (which is the average in the study region)
- The industry has both local and national growth

A complete list of possible options before eliminating any industries can be seen on Table 4.

Table 4. Initial 6-digit Industries Before Screening for Regional Benefit

NAICS	DESCRIPTION	INDUSTRY GROWTH %	LOCAL EARNINGS PER JOB \$	NATIONAL EARNINGS \$	2018 EARNINGS MULTIPLIER	2018 TAXES PER JOB \$
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	10	48,311	60,673	N/A	2,280.00
321211	Hardwood Veneer and Plywood Manufacturing	-10	0	56,846	0.00	0

NAICS	DESCRIPTION	INDUSTRY GROWTH %	LOCAL EARNINGS PER JOB \$	NATIONAL EARNINGS \$	2018 EARNINGS MULTIPLIER	2018 TAXES PER JOB \$
321212	Softwood Veneer and Plywood Manufacturing	1	51,401	65,572	1.67	2,445
321213	Engineered Wood Member (except Truss) Manufacturing	15	Insf. Data	61,932	1.72	N/A
321214	Truss Manufacturing	32	36,893	51,994	1.61	1,625
321219	Reconstituted Wood Product Manufacturing	3	0	77,489	1.72	0
3219	Other Wood Product Manufacturing	8	45,939	50,811	N/A	1,967
321911	Wood Window and Door Manufacturing	11	0	60,636	1.53	N/A
321912	Cut Stock, Re-sawing Lumber, and Planning	0	53,651	48,533	1.51	2,339
321918	Other Millwork (including Flooring)	2	43,125	49,352	1.55	3,627
321920	Wood Container and Pallet Manufacturing	3	34,024	44,927	1.42	1,240
321991	Manufactured Home (Mobile Home) Manufacturing	29	0	53,800	0.00	0
321992	Prefabricated Wood Building Manufacturing	7	32,240	53,035	1.47	1,183
321999	All Other Miscellaneous Wood Product Manufacturing	19	61,234	46,378	1.42	2,597
3271	Clay Product and Refractory Manufacturing	-9	71,790	64,279	N/A	3,307
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing	-12	32,208	59,408	1.35	1,718
327120	Clay Building Material and Refractories Manufacturing	-8	79,494	68,121	1.36	3,626
3279	Other Nonmetallic Mineral Product Manufacturing	6	56,252	68,465	N/A	2,833
327910	Abrasive Product Manufacturing	1	0	71,125	0.00	0
327991	Cut Stone and Stone Product Manufacturing	22	42,743	54,404	1.33	1,782
327992	Ground or Treated Mineral and Earth Manufacturing	-22	0	95,303	1.57	0
327993	Mineral Wool Manufacturing	0	71,153	83,964	1.40	3,956
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	0	0	70,806	1.56	0
3315	Foundries	-14	53,839	72,201	N/A	2,194

NAICS	DESCRIPTION	INDUSTRY GROWTH %	LOCAL EARNINGS PER JOB \$	NATIONAL EARNINGS \$	2018 EARNINGS MULTIPLIER	2018 TAXES PER JOB \$
331511	Iron Foundries	-20	0	78,043	1.33	0
331512	Steel Investment Foundries	-3	64,870	71,809	1.30	2,622
331513	Steel Foundries (except Investment)	-36	52,184	76,583	1.33	2,095
331523	Nonferrous Metal Die-Casting Foundries	-6	0	65,376	0.00	0
331524	Aluminum Foundries (except Die-Casting)	-4	0	73,655	0.00	0
331529	Other Nonferrous Metal Foundries (except Die-Casting)	-4	71,726	86,809	N/A	4,520
333912	Air and Gas Compressor Manufacturing	14	0	102,480	0.00	0
333914	Measuring, Dispensing, and Other Pumping Equipment Manufacturing	-16	Insf. Data	92,423	1.31	N/A
333921	Elevator and Moving Stairway Manufacturing	15	0	86,285	0.00	0
333922	Conveyor and Conveying Equipment Manufacturing	3	70,296	83,540	1.32	4,674
333923	Overhead Traveling Crane, Hoist, and Monorail System Manufacturing	-9	0	80,327	0.00	0
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	13	74,846	74,628	1.31	4,811
333991	Power-Driven Hand Tool Manufacturing	9	0	83,424	0.00	0
333992	Welding and Soldering Equipment Manufacturing	-5	0	95,104	0.00	0
333993	Packaging Machinery Manufacturing	9	Insf. Data	89,001	1.33	N/A
333994	Industrial Process Furnace and Oven Manufacturing	-10	0	84,483	0.00	0
333995	Fluid Power Cylinder and Actuator Manufacturing	-11	40,474	78,290	1.24	1,642
333996	Fluid Power Pump and Motor Manufacturing	-8	Insf. Data	102,160	1.21	N/A
333997	Scale and Balance Manufacturing	-5	64,969	80,416	1.29	2,872
333999	All Other Miscellaneous General-Purpose Machinery Manufacturing	-8	Insf. Data	82,060	1.29	N/A
3361	Motor Vehicle Manufacturing	18	85,569	98,103	N/A	19,726

NAICS	DESCRIPTION	INDUSTRY GROWTH %	LOCAL EARNINGS PER JOB \$	NATIONAL EARNINGS \$	2018 EARNINGS MULTIPLIER	2018 TAXES PER JOB \$
336111	Automobile Manufacturing	6	0	103,041	0.00	0
336112	Light Truck and Utility Vehicle Manufacturing	54	85,631	96,015	2.46	19,988
336120	Heavy Duty Truck Manufacturing	12	82,464	82,151	1.64	6,672
3363	Motor Vehicle Parts Manufacturing	9	56,578	74,653	N/A	2,386
336310	Motor Vehicle Gasoline Engine and Engine Parts Manufacturing	1	69,785	80,129	1.44	2,894
336320	Motor Vehicle Electrical and Electronic Equipment Manufacturing	9	27,261	74,811	1.28	950
336330	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing	7	62,702	72,266	1.46	2,697
336340	Motor Vehicle Brake System Manufacturing	2	Insf. Data	76,459	1.45	N/A
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	13	0	87,962	0.00	0
336360	Motor Vehicle Seating and Interior Trim Manufacturing	17	50,793	65,846	1.45	2,092
336370	Motor Vehicle Metal Stamping	13	61,795	76,108	1.33	2,515
336390	Other Motor Vehicle Parts Manufacturing	6	53,262	68,825	1.51	2,409

Source: EMSI Industry Table

The list of industries are screened and selected as beneficial to the region based on:

- An industry growth of 10% or more
- An average annual wage higher than \$45.9K
- Well-established earnings multiplier

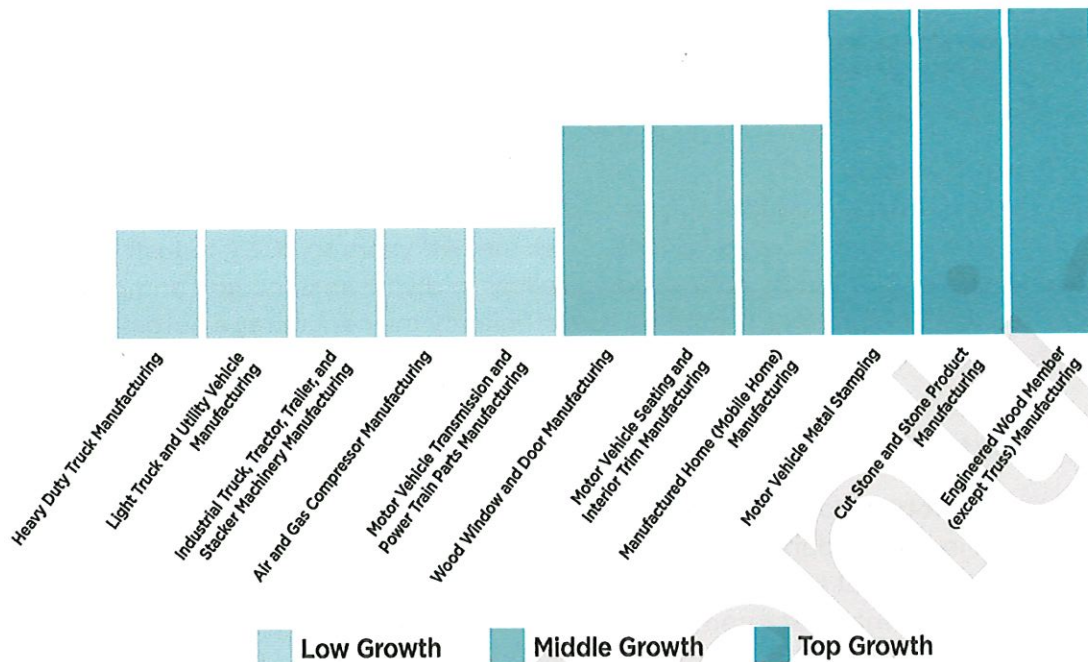
The following industries (Table 5) are selected for further evaluation to see if they are a growing industry with expansion opportunities.

Table 5. 6-digit Industries that would benefit the Region

NAICS	DESCRIPTION	INDUSTRY GROWTH %	LOCAL EARNINGS PER JOB \$	NATIONAL EARNINGS \$	2018 EARNINGS MULTIPLIER	2018 TAXES PER JOB \$
321213	Engineered Wood Member (except Truss) Manufacturing	15	Insf. Data	61,932	1.72	N/A
321991	Manufactured Home (Mobile Home) Manufacturing	29	0	53,800	0.00	0
321999	All Other Miscellaneous Wood Product Manufacturing	19	61,234	46,378	1.42	2,597
327991	Cut Stone and Stone Product Manufacturing	22	42,743	54,404	1.33	1,782
333912	Air and Gas Compressor Manufacturing	14	0	102,480	0.00	0
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	13	74,846	74,628	1.31	4,811
336112	Light Truck and Utility Vehicle Manufacturing	54	85,631	96,015	2.46	19,988
336120	Heavy Duty Truck Manufacturing	12	82,464	82,151	1.64	6,672
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	13	0	87,962	0.00	0
336360	Motor Vehicle Seating and Interior Trim Manufacturing	17	50,793	65,846	1.45	2,092
336370	Motor Vehicle Metal Stamping	13	61,795	76,108	1.33	2,515
321911	Wood Window and Door Manufacturing	11	0	60,636	1.53	N/A
333921	Elevator and Moving Stairway Manufacturing	15	0	86,285	0.00	0

Source: EMSI Industry Table

Qualitative Analysis of Industry Trends & Geographical Location



The resulting industries are divided according to growth and demand in the U.S.:

- Top growth
 - Engineered Wood Member (except Truss) Manufacturing
 - Cut Stone and Stone Product Manufacturing
 - Motor Vehicle Metal Stamping
- Middle growth
 - Manufactured Home (Mobile Home) Manufacturing
 - Motor Vehicle Seating and Interior Trim Manufacturing
 - Wood Window and Door Manufacturing
- Low growth
 - Motor Vehicle Transmission and Power Train Parts Manufacturing
 - Air and Gas Compressor Manufacturing
 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
 - Light Truck and Utility Vehicle Manufacturing
 - Heavy Duty Truck Manufacturing

Top Growth Industries:

Engineered Wood Member (except Truss) Manufacturing

The largest market for manufacturing wood panel and products from softwood, hardwood, and lumber and adhesives, such as resin, is in the new home construction. The industry's demand heavily depends on the number of housing starts and the value of investment in residential construction. In 2019, the revenue of the industry has increased at an annualized rate of 4.1% for the last 5 years (McGinley, 2019). The market of the industry will continue to grow which indicates a positive sign for attracting a wood company to Winston County (IBISWorld).

Cut Stone and Stone Product Manufacturing

Industry performance is mainly linked to activity in residential and nonresidential construction. As the overall economy grew, the construction sector experienced strong growth, posting increases in housing starts and nonresidential construction, thereby fueling demand for industry products (Sanders IV, 2018). The positive sign of growth for the industry is that robust growth in construction markets will continue to drive demand for the industry's products.

Motor Vehicle Metal Stamping

Demand for these industry products closely follows demand for finished vehicles, which continued to improve over the five years to 2018. Over the five years to 2023, industry revenue is poised to trend higher, backed by continued increases in disposable income and production efficiencies. However, regulations regarding fuel efficiency may encourage automakers to use alternatives to heavy steel, negatively affecting the industry (Savaskan, 2018).

Medium Growth Industries:

Manufactured Home (Mobile Home) Manufacturing

Sustained growth in the residential housing market will continue to boost industry sales. Traditional housing prices are set to increase over the next five years, encouraging price-conscious consumers to purchase manufactured homes (McGinley, 2018). Since the median household income in Winston County is \$33.3K (EMSI, 2019) which is low compared to a bigger city, the consumers may be interested in purchasing manufactured homes because they are less expensive.

Motor Vehicle Seating and Interior Trim Manufacturing

Historically, automakers have been the main drivers of demand for the industry. Over the five years to 2019, demand for total automobiles has increased in line with the improving economy, prompting automakers to increase production (Savaskan, 2018). The industry is increasingly using automated machinery to reduce its reliance on labor. As a result, wages' share of industry revenue is anticipated to remain low moving forward.

Wood Window and Door Manufacturing

The industry has been challenged by rising competition from wood substitute products, which has hindered industry profit growth. Window frames and doorframes made from aluminum, steel, fiberglass and vinyl have become increasingly popular. Competition from substitutes has had the greatest impact on the industry's window and doors segment, which has grown more slowly than general industry revenue over the past five years. Over the five years to 2024, the Millwork industry is expected to resume moderate growth (McGinley, 2019).

Low Growth Industries:

Motor Vehicle Transmission and Power Train Parts Manufacturing

The growth of the Automobile Transmission Manufacturing industry over the five years to 2018 is directly linked to the performance of motor vehicle manufacturers. Over the five years to 2018, domestic vehicle production and new car sales in the United States have accelerated due to improving economic conditions. Electric vehicles may become a threat to traditional transmission manufacturers, as electric vehicles do not require any transmission at all (Savaskan, 2018). Over the five years to 2023, revenue for the Automobile Transmission Manufacturing industry is

anticipated to rise at a decelerated rate. The Nissan plant in Madison County, MS, will not affect the entrance of this industry since they are an hour and a half away from each other.

Air and Gas Compressor Manufacturing

The majority of these industry products are used in either manufacturing, mining and resource extraction operations or infrastructure and utilities construction projects. Industry operators also rely extensively on demand from industrial markets abroad, particularly in Canada, Mexico and China (Sanders IV, 2019). The negative factor for the industry was a decrease in oil prices, which resulted in decreased revenue. The industry will benefit from thriving industrial markets and the anticipated increase in crude oil price.

Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing

The industry has experienced moderately volatile revenue growth over the past five years. Strong construction figures have boosted revenue sporadically during the period, but revenue growth is expected to be sluggish overall (Sanders IV, 2018). Demand for heavy infrastructure construction is expected to surpass previous levels over the next five years, along with demand for manufacturing and freight. If transportation infrastructure will be developed in Winston County, then this industry has a potential to be valuable in this area since the products are used to load freight for sea, air, road and rail transportation.

Light Truck and Utility Vehicle Manufacturing

The SUV and Light Truck Manufacturing industry experienced strong growth over the five years to 2018. Heavy buying activity from key downstream markets and general improvements in the domestic economy have bolstered revenue growth. Moreover, the declining price of oil has helped bolster demand for industry products such as SUVs, vans and light trucks (Savaskan, 2018). Even though there has been a growth in the industry, Gazelle.AI shows that in 2019 the industry is in decline stage. We do not recommend attracting this industry for Winston County, MS.

Heavy Duty Truck Manufacturing

Operators in the Truck and Bus Manufacturing industry experienced volatile swings over the past five years. The industry is highly globalized and concentrated (Savaskan 2018). In order to attract this industry, Winston County will need to find technology-oriented workforce because trucks that make use of fuel-efficient technologies and alternative fuels will become more appealing as diesel fuel prices rise over the next five years.

Supporting information to divide the industries into the three categories (Table 6).

Note: The industries such as 336112 Light Truck and Utility Vehicle Manufacturing and 336120 Heavy Duty Truck Manufacturing are eliminated based further analysis.

Table 6. Performance of Targeted Industries Based on Major Financial Indicators

INDUSTRY	REVENUES	PROFITS	PROFIT MARGIN	ESTABLISHMENTS	EMPLOYEES	IBIS WORLD INDUSTRY OUTLOOK
TOP GROWTH						
321213 Engineered Wood Member (except Truss) Manufacturing	UP	UP	UP	DOWN	UP	Continued growth
327991 Cut Stone and Stone Product Manufacturing	UP	UP	DOWN	UP	UP	Robust growth because of high demand
336370 Motor Vehicle Metal Stamping	UP	UP	UP	UP	UP	Still growing, but at a lower rate
MEDIUM GROWTH						
321991 Manufactured Home (Mobile Home) Manufacturing	DOWN	DOWN	UP	UP	DOWN	Continued growth
336360 Motor Vehicle Seating and Interior Trim Manufacturing	DOWN	DOWN	UP	UP	DOWN	Growth due to reduction on reliance of labor
321911 Wood Window and Door Manufacturing	DOWN	DOWN	UP	UP	DOWN	Moderate growth
LOW GROWTH						
336350 Motor Vehicle Transmission and Power Train Parts Manufacturing	DOWN	DOWN	DOWN	UP	DOWN	Anticipated to rise at a decelerated rate
333912 Air and Gas Compressor Manufacturing	UP	DOWN	DOWN	UP	DOWN	Growth due to market changes
333924 Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	DOWN	DOWN	DOWN	UP	DOWN	Anticipated growth potential
336112 Light Truck and Utility Vehicle Manufacturing	DOWN	DOWN	DOWN	DOWN	DOWN	Currently in decline stage
336120 Heavy Duty Truck Manufacturing	UP	UP	DOWN	DOWN	DOWN	No growth

Source: Gazelle.AI

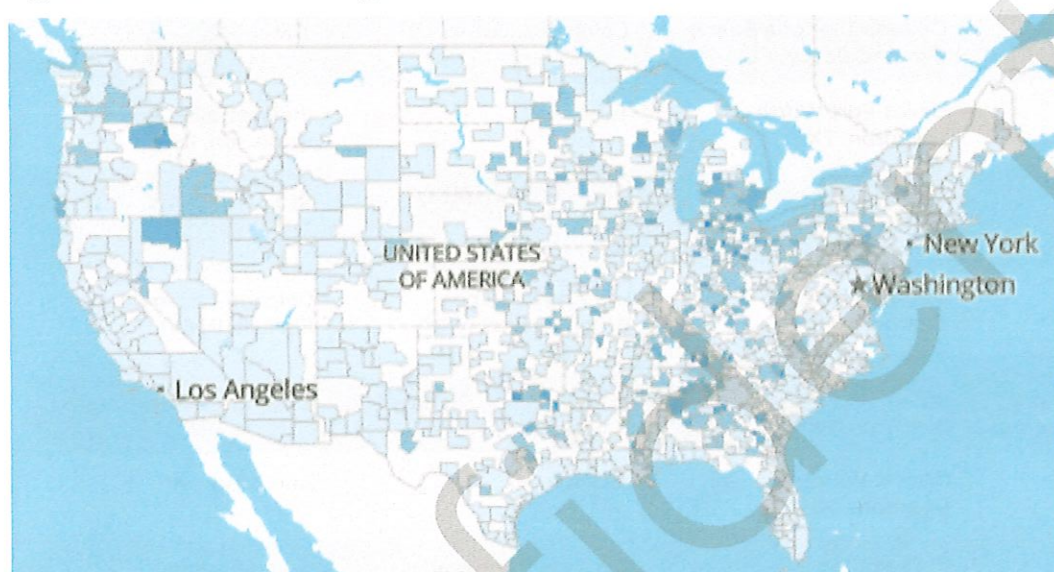
Identifying the Most Concentrated Regions

The most concentrated region of these industries is identified by Location Quotient (LQ) to understand which state/MSA offers the most concentrated area for the industry.

The following MSAs have the highest LQ (see figure 2):

- Kokomo, IN
- Wapakoneta, OH
- Seymour, IN
- Pella, IA
- Lewisburg, TN

Figure 2. Concentration of regions based on LQ



Source: EMSI Industry Map

- The locations are identified for recruitment or attraction based on
 - Higher paying jobs (than Winston County, MS)
 - Businesses that have left the region in the past five years

Table 7, on the next page, shows the top three locations that are recommended for business recruitment for an industry.

Table 7. Top Three Recommended Locations for Business Recruitment

TOP INDUSTRIES' LOCATION			
INDUSTRY	1ST PLACE	2ND PLACE	3RD PLACE
321213 Engineered Wood Member (except Truss) Manufacturing	Los Angeles-Long Beach-Anaheim, CA	Pittsburgh, PA	Kalispell, MT
321991 Manufactured Home (Mobile Home) Manufacturing	Charlotte-Concord-Gastonia, NC-SC	Phoenix-Mesa-Chandler, AZ	Pittsburgh, PA
321999 All Other Miscellaneous Wood Product Manufacturing	Mount Vernon-Anacortes, WA	Gainesville, FL	Lewiston-Auburn, ME
327991 Cut Stone and Stone Product Manufacturing	Deltona-Daytona Beach-Ormond Beach, FL	Columbus, OH	Tulsa, OK
333912 Air and Gas Compressor Manufacturing	Dallas-Fort Worth-Arlington, TX	Tulsa, OK	Indianapolis-Carmel-Anderson, IN
333924 Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	Chicago-Naperville-Elgin, IL-IN-WI	Ogden-Clearfield, UT	Grand Rapids-Kentwood, MI
336350 Motor Vehicle Transmission and Power Train Parts Manufacturing	Detroit-Warren-Dearborn, MI	Los Angeles-Long Beach-Anaheim, CA	Chicago-Naperville-Elgin, IL-IN-WI
336360 Motor Vehicle Seating and Interior Trim Manufacturing	Dallas-Fort Worth-Arlington, TX	Atlanta-Sandy Springs-Alpharetta, GA	Lansing-East Lansing, MI
336370 Motor Vehicle Metal Stamping	Detroit-Warren-Dearborn, MI	Jackson, MI	Ann Arbor, MI
321911 Wood Window and Door Manufacturing	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	San Jose-Sunnyvale-Santa Clara, CA	Grand Rapids-Kentwood, MI
333921 Elevator and Moving Stairway Manufacturing	Miami-Fort Lauderdale-Pompano Beach, FL	Chicago-Naperville-Elgin, IL-IN-WI	Minneapolis-St. Paul-Bloomington, MN-WI

Source: EMSI Business Recruitment

321213 Engineered Wood Member (except Truss) Manufacturing

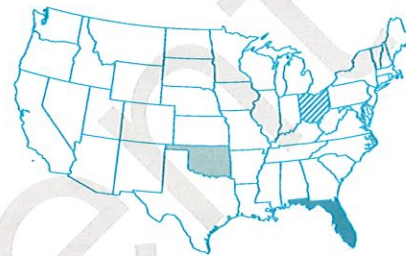

1st Los Angeles-Long Beach-Anaheim, CA
2nd Pittsburgh, PA
3rd Kalispell, MT

321991 Manufactured Home (Mobile Home) Manufacturing

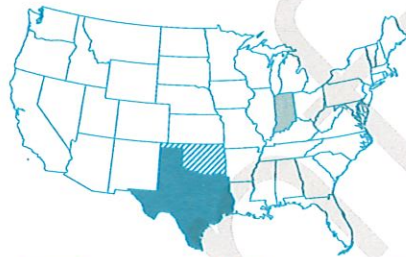

1st Charlotte-Concord-Gastonia, NC-SC
2nd Phoenix-Mesa-Chandler, AZ
3rd Pittsburgh, PA

321999 All Other Miscellaneous Wood Product Manufacturing


1st Mount Vernon-Anacortes, WA
2nd Gainesville, FL
3rd Lewiston-Auburn, ME

327991 Cut Stone and Stone Product Manufacturing


1st Deltona-Daytona Beach-Ormond Beach, FL
2nd Columbus, OH
3rd Tulsa, OK

333912 Air and Gas Compressor Manufacturing


1st Dallas-Fort Worth-Arlington, TX
2nd Tulsa, OK
3rd Indianapolis-Carmel-Anderson, IN

333924 Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing


1st Chicago-Naperville-Elgin, IL-IN-WI
2nd Ogden-Clearfield, UT
3rd Grand Rapids-Kentwood, MI

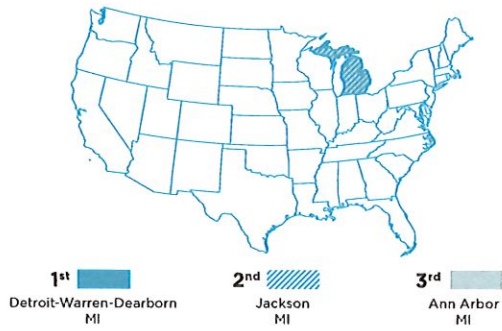
336350 Motor Vehicle Transmission and Power Train Parts Manufacturing


1st Detroit-Warren-Dearborn, MI
2nd Los Angeles-Long Beach-Anaheim, CA
3rd Chicago-Naperville-Elgin, IL-IN-WI

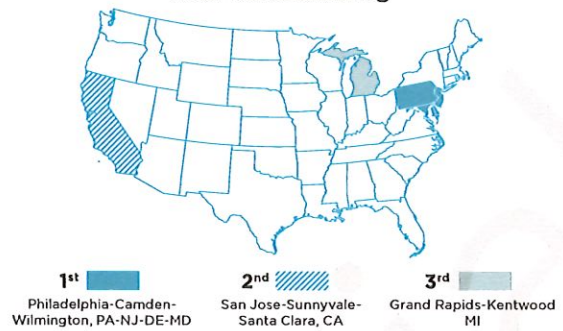
336360 Motor Vehicle Seating and Interior Trim Manufacturing


1st Dallas-Fort Worth-Arlington, TX
2nd Atlanta-Sandy Springs-Alpharetta, GA
3rd Lansing-East Lansing, MI

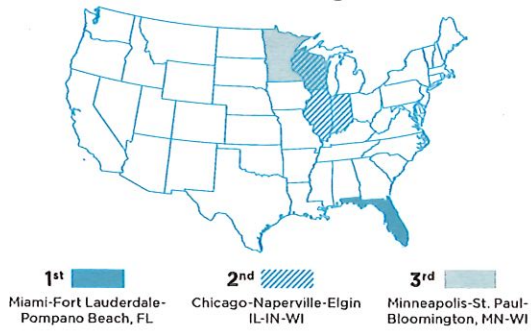
336370 Motor Vehicle Metal Stamping



321911 Wood Window and Door Manufacturing



333921 Elevator and Moving Stairway Manufacturing



By ranking the regions by points (1st place equals 3 points) specific areas are more attractive for recruitment. The ranking is based on total points from Table 7.

The top MSAs for recruitment are (Table 8):

- Dallas-Fort Worth-Arlington, TX
- Chicago-Naperville-Elgin, IL-IN-WI
- Detroit-Warren-Dearborn, MI

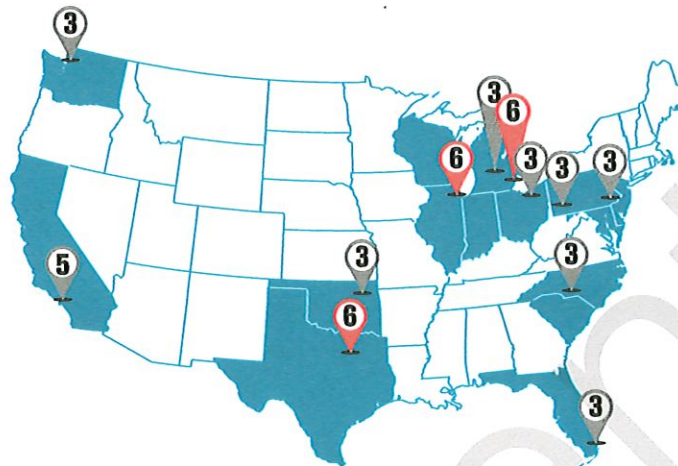


Table 8. Ranking the MSAs for Recruitment Potential

MSA	TOTAL POINTS
Dallas-Fort Worth-Arlington, TX	6
Chicago-Naperville-Elgin, IL-IN-WI	6
Detroit-Warren-Dearborn, MI	6
Los Angeles-Long Beach-Anaheim, CA	5
Pittsburgh, PA	3
Tulsa, OK	3
Charlotte-Concord-Gastonia, NC-SC	3
Mount Vernon-Anacortes, WA	3
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3
Miami-Fort Lauderdale-Pompano Beach, FL	3
Grand Rapids-Kentwood, MI	3

Source: EMSI Business Recruitment

Identifying the Top Companies for the Region

Specific companies must match both the screened target industries, as well as the regions identified, for recruitment.

- The company list is generated by a proprietary analytical tool that ranks companies by their likeliness for growth (a number from 1-6, 6 equals highest likeliness).
- The screened target industries are used to identify the top companies for recruitment across the U.S. (Table 6).
 - The companies were chosen from the top regions based on the MSAs (Table 8). A complete list of companies within the region can be found in Appendix B.
- The selected target companies are based on their suitability for the Winston County, MS study region (Table 9).
 - Contact information for the selected companies can be found in Appendix C.

Table 9. Recommended companies to target for Winston County, MS

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
3	Hyster Lift Trucks	285,856,912	440	Houston, TX	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	Hy-Bon Engineering	447,274,491	897	Midland, TX	333249 - Other Industrial Machinery Manufacturing
5	Omega Industries	17,499,999	150	Elkhart, IN	321999 - All Other Miscellaneous Wood Product Manufacturing
5	Lippert Components	266,572,930	627	Goshen, IN	332312 - Fabricated Structural Metal Manufacturing
5	Dexter Axle	376,029,111	654	Albion, IN	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
4	Stiles Machinery	41,470,198	58	Grand Rapids, MI	321999-All Other Miscellaneous Wood Product Manufacturing
4	Magna Powertrain USA	943,885,643	2808	Troy, MI	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
4	International Window	76,847,336	345	Fullerton, CA	321911 - Wood Window and Door Manufacturing
3	Fleetwood Homes of California	1,187,470,169	1723	Riverside, CA	321991 - Manufactured Home (Mobile Home) Manufacturing
4	Gardner Denver	3,678,890,112	500	Wayne, PA	333132 - Oil and Gas Field Machinery and Equipment Manufacturing
5	Weldship Corporation	269,983,312	737	Bethlehem, PA	325120 - Industrial Gas Manufacturing
5	Chickasaw Nation Industries	40,977,427	220	Norman, OK	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
3	Dexter Axle	16,405,122	165	El Reno, OK	336390 - Other Motor Vehicle Parts Manufacturing
4	Lifetime Doors	68,712,743	110	Denmark, SC	321911 - Wood Window and Door Manufacturing
5	Ply Gem	7,465,866,468	14912	Cary, NC	321911 - Wood Window and Door Manufacturing
5	Mack Trucks	429,530,004	600	Greensboro, NC	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
4	Heavy Duty Transaxle	63,095,423	139	Startup, WA	336390 - Other Motor Vehicle Parts Manufacturing
5	Knorr Brake	118,634,831	78	Westminister, MD	333613 - Mechanical Power Transmission Equipment Manufacturing
5	Fujitec Elevator	40,000,000	165	Wood Ridge, NJ	333921 - Elevator and Moving Stairway Manufacturing
4	Kelly Tractor Industrial Lift	372,736,386	550	Miami, FL	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
5	Axle Doctor & Surgeon's	58,876,439	139	Tampa, FL	336390 - Other Motor Vehicle Parts Manufacturing

Source: Gazelle.AI Company Finder

Conclusion

This analysis is based on a series of screens of a labor-shed region larger than Winston County. Parts of the regions could include site locations factors (e.g., interstates) that would hinder recruitment of a specific company or industry to the Winston County part of the region. Further, a review of the target industries is recommended considering the specific advantages and disadvantages of Winston County.

Additionally, Winston County Partnership is encouraged to do due diligence research of the specific companies identified. Web searches and databases such as Nexus-Uni can be used to collect intelligence on the agencies prior to beginning marketing efforts.

Appendix A: Demand in the Region

NAICS	DESCRIPTION	COMPETITIVE REGION	2018 DEMAND MET IN COMPETITIVE REGION \$	% DEMAND MET IN REGION	2018 DEMAND MET IN WINSTON REGION \$	% DEMAND MET IN WINSTON REGION
3116	Animal Slaughtering and Processing	Baton Rouge, LA	22,800,742	6	281,505,206	62
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	Kalispell, MT	22,013,149	82	2,701,206	9
3219	Other Wood Product Manufacturing	Appleton, WI	29,833,043	55	16,271,792	25
3271	Clay Product and Refractory Manufacturing	Dayton-Kettering, OH	11,050,010	53	4,845,069	46
3279	Other Nonmetallic Mineral Product Manufacturing	Huntsville, AL	13,780,187	40	7,450,550	17
3315	Foundries	Tulsa, OK	24,034,269	20	5,662,620	13
3339	Other General Purpose Machinery Manufacturing	Ann Arbor, MI	8,282,538	8	7,242,797	5
3361	Motor Vehicle Manufacturing	Lexington-Fayette, KY	84,415,050	16	184,668,569	41
3363	Motor Vehicle Parts Manufacturing	Cleveland-Elyria, OH	1,125,013,100	34	515,287,440	10

Appendix B: Companies to Target, chosen by MSAs

DALLAS-FORT WORTH-ARLINGTON, TX					
G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
4	Quality Roller Supply	3,081,150	15	Alvarado, TX	321999 - All Other Miscellaneous Wood Product Manufacturing
3	Krogman Sand and Gravel	682,602	10	Powderly, TX	327991 - Cut Stone and Stone Product Manufacturing
3	Hy-Bon Engineering	447,274,491	897	Midland, TX	333249 - Other Industrial Machinery Manufacturing
4	Big Tex Trailer Manufacturing	3,033,491,695	17,438	Mount Pleasant, TX	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	Hyster Lift Trucks	285,856,912	440	Houston, TX	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
5	Axle Surgeons of Se Texas	59,527,334	139	Houston, TX	336390 - Other Motor Vehicle Parts Manufacturing

DETROIT-WARREN-DEARBORN, MI					
G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
4	Stiles Machinery	41,470,198	58	Grand Rapids, MI	321999 - All Other Miscellaneous Wood Product Manufacturing
4	Creative Custom Cabinets	946,096	7	Montrose, MI	337110 - Wood Kitchen Cabinet and Countertop Manufacturing
4	Nancy Studio Stuff	2,584,082	15	Kalkaska, MI	321999 - All Other Miscellaneous Wood Product Manufacturing
4	Sterling Industrial Sales	2,978,741	15	Trenton, MI	321999 - All Other Miscellaneous Wood Product Manufacturing
4	Heritage Woods	2,840,870	15	Alto, MI	321999 - All Other Miscellaneous Wood Product Manufacturing
4	Tecumseh Products	350,003	2	Ann Arbor, MI	333618 - Other Engine Equipment Manufacturing
4	Progressive Surface	7,972,372	121	Grand Rapids, MI	333249 - Other Industrial Machinery Manufacturing
4	Gast Manufacturing	1,067,362,544	1982	Benton Harbor, MI	333912 - Air and Gas Compressor Manufacturing

DETROIT-WARREN-DEARBORN, MI

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
4	Durr Systems	37,499,999	105	Auburn Hills, MI	333249 - Other Industrial Machinery Manufacturing
5	Eagle Tugs	48,460,030	11	Taylor, MI	333923 - Overhead Traveling Crane, Hoist, and Monorail System Manufacturing
4	Fairborn Equipment	17,480,639	47	Romulus, MI	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	Bos	8,316,400	44	Manistee, MI	332999 - All Other Miscellaneous Fabricated Metal Product Manufacturing
5	D & R Driveline	23,147,376	153	Jenison, MI	336390 - Other Motor Vehicle Parts Manufacturing
5	Borgwarner Transmission Systems	1,150,073,118	3501	Auburn Hills, MI	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
5	Neapco Drivelines		1000	Bellville, MI	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
4	Magna Powertrain USA	943,885,643	2808	Troy, MI	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
3	Ann Arbor Drive Shaft	1,832,705	11	Ypsilanti, MI	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
5	International Automotive Components Group North America	2,999,999,999	500	Southfield, MI	336360 - Motor Vehicle Seating and Interior Trim Manufacturing
5	Irvin Automotive Products	37,499,999	88	Pontiac, MI	336360 - Motor Vehicle Seating and Interior Trim Manufacturing
3	Special-Lite	74,634,832	140	Decatur, MI	321911 - Wood Window and Door Manufacturing
3	Burton Mixer & Manufacturing	9,247,181	29	Saint Johns, MI	333999 - All Other Miscellaneous General Purpose Machinery Manufacturing

LOS ANGELES-LONG BEACH-ANAHEIM, CA

G-SCORE	NAME	REVENUE\$	EMPLOYEES	LOCATION	NAICS
3	Fleetwood Homes Of California	1,187,470,169	1723	Riverside, CA	321991 - Manufactured Home (Mobile Home) Manufacturing
3	Clayton Paris	29,859,516	150	Perris, CA	321991 - Manufactured Home (Mobile Home) Manufacturing
4	Proman Products	4,069,310	13	Orange, CA	321920 - Wood Container and Pallet Manufacturing
4	Block Tops	13,182,434	35	Anaheim, CA	327991 - Cut Stone and Stone Product Manufacturing
3	Classic Marble Designs	3,766,410	10	Anaheim, CA	327991 - Cut Stone and Stone Product Manufacturing
5	Torres Auto Upholstery	5,711,437	10	Fremont, CA	336360 - Motor Vehicle Seating and Interior Trim Manufacturing
4	International Window	76,847,336	345	Fullerton, CA	321911 - Wood Window and Door Manufacturing

PITTSBURGH, PA

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
3	Hanson Aggregates	59,149,779	70	Stroudsburg, PA	324121 - Asphalt Paving Mixture and Block Manufacturing
4	Gardner Denver	3,678,890,112	500	Wayne, PA	333132 - Oil and Gas Field Machinery and Equipment Manufacturing
5	Weldship Corporation	269,983,312	737	Bethlehem, PA	325120 - Industrial Gas Manufacturing
3	Fairborn Equipment Co Mid-Atlantic	19,253,101	47	Levittown, PA	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing

TULSA, OK

G-SCORE	NAME	REVENUE	EMPLOYEES	LOCATION	NAICS
3	Karen's Detail Custom Frame	2,809,077	15	Oklahoma City, OK	321999 - All Other Miscellaneous Wood Product Manufacturing
3	Granite By Design	1,805,087	6	Newcastle, OK	327991 - Cut Stone and Stone Product Manufacturing
5	Chickasaw Nation Industries	40,977,427	220	Norman, OK	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing

G-SCORE	NAME	REVENUE	EMPLOYEES	LOCATION	NAICS
3	W-W Trailer Manufacturers	17,424,095	43	Madill, OK	336999 - All Other Transportation Equipment Manufacturing
3	Dexter Axle	16,405,122	165	El Reno, OK	336390 - Other Motor Vehicle Parts Manufacturing

CHARLOTTE-CONCORD-GASTONIA, NC-SC

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
4	Hidral USA	1,747,041	116	Ridgeway, SC	333921 - Elevator and Moving Stairway Manufacturing
4	Lifetime Doors	68,712,743	111	Denmark, SC	321911 - Wood Window and Door Manufacturing
5	Ply Gem	7,465,866,468	105	Cary, NC	321911 - Wood Window and Door Manufacturing
3	Perfection Clutch	17,499,999		Timmons ville, SC	336320 - Motor Vehicle Electrical and Electronic Equipment Manufacturing
4	Carlisle Specialty Products Group	296,704,621	584	Charlotte, NC	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
4	Tri Lift Nc	16,034,683	47	Greenville, SC	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
5	Mack Trucks	429,530,004	600	Greensboro, NC	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	Scott Technologies	574,999,999	1500	Monroe, NC	333413 - Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing
4	Atlas Copco Compressors	7,899,469	41	Rock Hill, SC	333912 - Air and Gas Compressor Manufacturing
4	Culpepper	1,447,511	5	Otto, NC	327991 - Cut Stone and Stone Product Manufacturing
3	Framingsupplies. Com	1,661,451	10	Hendersonville, NC	321999 - All Other Miscellaneous Wood Product Manufacturing

MOUNT VERNON-ANACORTES, WA

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
5	Ershigs	62,499,999		Bellingham, WA	321999 - All Other Miscellaneous Wood Product Manufacturing
4	Ornamental Glass	3,259,679	15	Everett, WA	321999 - All Other Miscellaneous Wood Product Manufacturing
3	Dwayne Lane's Skagit Mazda	24,925,559	33	Burlington, WA	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	Powerhandling	7,291,233	20	Spokane, WA	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
4	Heavy Duty Transaxle	63,095,423	139	Startup, WA	336390 - Other Motor Vehicle Parts Manufacturing
4	Potter-Webster	756,450	5	Longview, WA	336390 - Other Motor Vehicle Parts Manufacturing
4	Honest Transmissions And Auto Repair	63,095,423	139	Snohomish, WA	336390 - Other Motor Vehicle Parts Manufacturing
3	Tri-Way Industries	5,499,999	90	Auburn, WA	336360 - Motor Vehicle Seating and Interior Trim Manufacturing

PHILADELPHIA-CAMDEN-WILMINGTON, PA-NJ-DE-MD

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
4	Larson-Juhl	10,666,340	13	Waldorf, MD	321999 - All Other Miscellaneous Wood Product Manufacturing
3	Empire Southern Tier Equipment	37,499,999	100	Hillsboro, NJ	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	Taylor Machine	17,939,900	47	Phillipsburg, NJ	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
5	Knorr Brake	118,634,831	78	Westminister, MD	333613 - Mechanical Power Transmission Equipment Manufacturing
3	A-1 Drive Shaft East	935,627	8	Baltimore, MD	336350 - Motor Vehicle Transmission and Power Train Parts Manufacturing
5	Fujitec Elevator	40,000,000	165	Wood Ridge, NJ	333921 - Elevator and Moving Stairway Manufacturing
3	Keystone Iron And Wire Works	13,087,233	29	Bellville, NJ	333921 - Elevator and Moving Stairway Manufacturing

MIAMI-FORT LAUDERDALE-POMPANO BEACH, FL

G-SCORE	NAME	REVENUE \$	EMPLOYEES	LOCATION	NAICS
4	Kelly Tractor Industrial Lift	372,736,386	550	Miami, FL	333924 - Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
3	JBT Aerotech	575,699,995	1551	Orlando, FL	333120 - Construction Machinery Manufacturing
2	Process Solutions	3,756,432	19	West Palm Beach, FL	332439 - Other Metal Container Manufacturing
5	Axle Doctor & Surgeon's	58,876,439	139	Tampa, FL	336390 - Other Motor Vehicle Parts Manufacturing

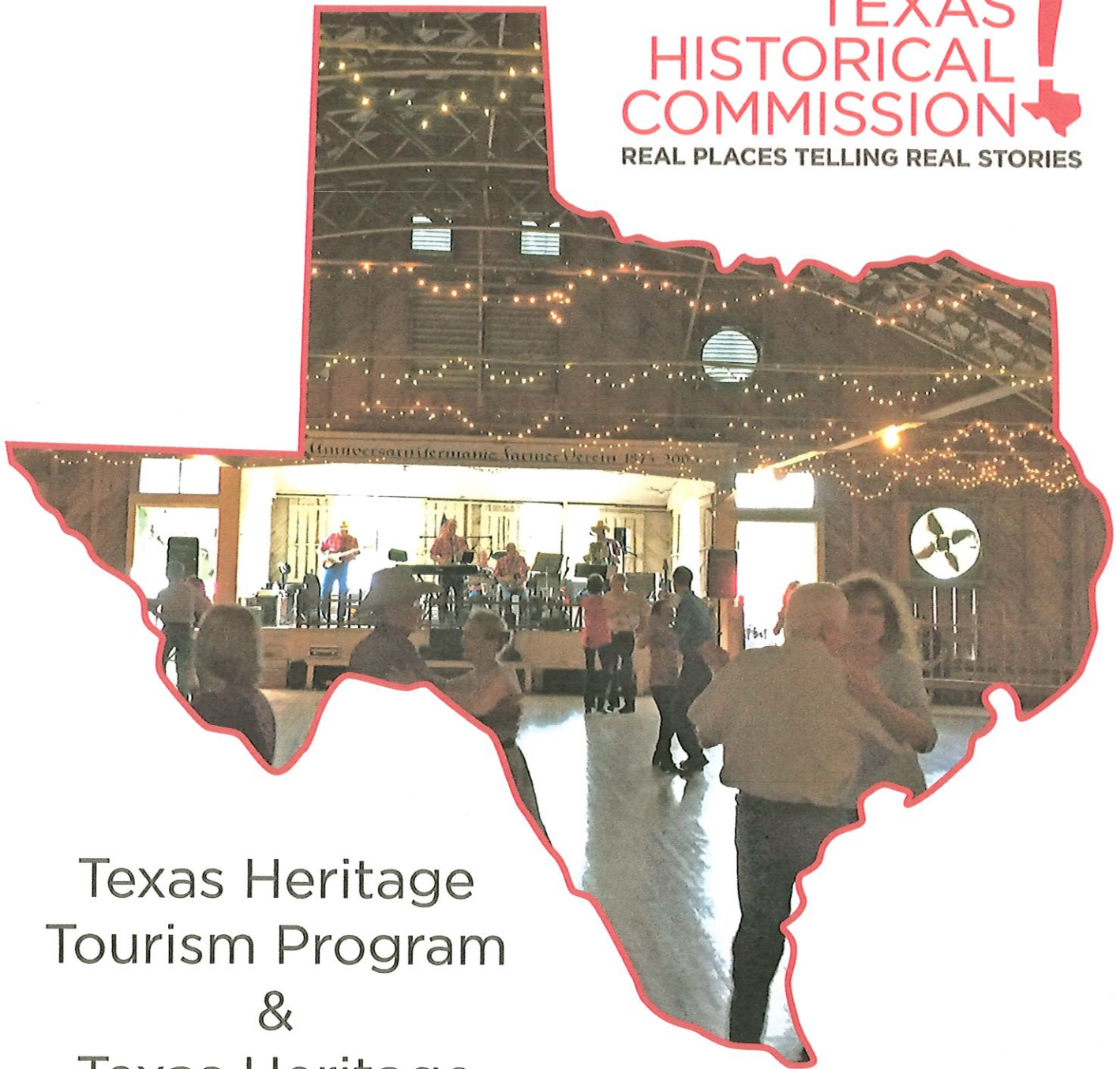
Appendix C: Company Information

COMPANY NAME	ADDRESS	WEBSITE	PHONE #
Hyster Lift Trucks	8631 East Fwy, Houston, Texas 77029, United States	hyster.com	+1 713-671-6207
Hy-Bon Engineering	2404 Commerce Dr, Midland, Texas 79703, United States	hy-bon.com	+1 432-697-2292
Omega Industries	1010 Rowe St, Elkhart, Indiana 46516, United States	omeganationalproducts.com	+1 574-295-5353
Lippert Components	2703 College Ave, Goshen, Indiana 46528, United States	lippertcomponents.com	+1 574-535-2085
Dexter Axle	500 S 7th St, Albion, Indiana 46701, United States	dexteraxle.com	+1 260-636-2195
Stiles Machinery	3965 44th St Se, Grand Rapids, Michigan 49512, United States	stilesmachinery.com	+1 616-698-7500
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TEXAS
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REAL PLACES TELLING REAL STORIES



Texas Heritage
Tourism Program
&
Texas Heritage
Trails Program

2020-2025 Strategic Plan

ACKNOWLEDGMENTS

Opportunity Strategies LLC would like to thank the following individuals and organizations for their participation in this planning process.

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Texas Main Street Program

Certified Local Government Program

County Historical Commission Outreach Program

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Architecture Division

Texas Historic Courthouse Preservation Program

Museum Services Program

Communications Division

Cemetery Preservation Program

Archaeology Division

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EXECUTIVE SUMMARY

Background

The Texas Heritage Tourism Program (HT Program) is a multifaceted Texas Historical Commission (THC) initiative that supports the development and promotion of heritage tourism statewide. Major components include:

- 1) the development of travel-related products such as printed travel guides and mobile apps,
- 2) community assistance to strengthen authentic visitor experiences in towns across the state,
- 3) supporting and promoting other THC programs that impact heritage tourism, and
- 4) the Texas Heritage Trails Program (THTP), consisting of ten (10) dedicated, regional, nonprofit organizations, each led by a board and executive director working to provide marketing and visitor development assistance to heritage sites, attractions, and communities throughout each geographic region.

The Texas Heritage Trails Program (THTP) is the THC's award-winning heritage tourism initiative that encourages communities, heritage regions, and the state to partner in preserving and promoting Texas' historic and cultural resources. The division supports heritage tourism by assisting local governments, organizations, and individuals in the preservation, enhancement, and promotion of heritage and cultural attractions in the state.

Each of the ten Trail Regions across Texas is a separate nonprofit organization that has its own volunteer board of directors and paid executive director. Each has its own assets and liabilities, strengths and challenges, and brings together hundreds of regional volunteers through partnerships, memberships, and collaborations. Their efforts help millions of travelers make their way to state historic sites and other heritage and cultural attractions throughout the state of Texas.

The THC provides training, technical and organizational assistance, and is the primary funding stream to the Trail Regions.

Purpose

The purpose of this Strategic Plan is to enhance the incorporation of the Texas Heritage Tourism Program with the agency's other programs, therefore creating efficiencies and helping the Texas Historical Commission leverage its impact across the state while benefiting the Trail Regions. This product was suggested by the [Texas Sunset Advisory Commission findings of January 2019](#). Recent recommendations for the HT Program include better integration of the THTP into the THC's long-term planning. Specifically, "the regional structure of the THTP provides an existing framework to support THC projects across the state, allowing the agency to develop heritage preservation efforts and expand the reach of other geographically diverse programs like historical markers, historic sites, Main Street cities, and historic county courthouse renovations."

The HT Program must balance formalizing a system that is streamlined and uniform in design, and respecting some necessary regional autonomy in execution. Striking that proper balance is what this document has been developed to fulfill.

Process

The process began in the fall of 2019. After meeting with THC staff to determine project parameters, the consultant embarked on a number of listening sessions. The first ten listening sessions were half-day facilitated discussions with each Trail Region board and staff in their respective region. Results of the discussions were recorded anonymously and aggregated with others' responses.

The eleventh listening session was with Heritage Tourism Program management and staff and the twelfth was with staff from THC's other Divisions to solicit their feedback and discuss areas of improvement from an internal partner standpoint.

All feedback was compiled, analyzed, and shared with Heritage Tourism staff internally, then again at an all-partner joint strategic planning session held in February 2020 in Georgetown, Texas. Each Trail Region executive director and board chair (or other board representative if the board chair was unavailable) participated in the strategic planning session as well as the entire Heritage Tourism team and other THC partners and management. Results from that joint strategic planning session are incorporated throughout this document, coupled with other consultant recommendations.

Agency Guideposts

The [2011-2020 Texas' Statewide Historic Preservation Plan](#) and the [2019-2023 THC Strategic Plan](#) each served as guideposts for the development of this Strategic Plan. There are goals in each of these two THC Strategic Plans that can be partially fulfilled through the implementation of the goals and strategies in this plan. They are designed to work in unison to achieve the mission of the THC.

The development and implementation of this Strategic Plan helps fulfill two of the eight goals within Texas' Statewide Historic Preservation Plan:

- **Leverage Economic Development Tools:** "Communities leverage preservation-based and traditional economic development tools to revitalize historic areas."
- **Learn and Experience History through Place:** "Texas residents and guests of all ages learn and experience the state's diverse history through formal education, recreation, and everyday interactions with historic places."

The development and implementation of this Strategic Plan helps fulfill two of the four Agency Operational Goals within the THC Strategic Plan:

- **Encourage Economic Development, Tourism, and Education:** "Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities."
- **Maximizing Quality and Effectiveness of Services:** "Cultivate an agency culture of innovation and creativity that results in a motivated and diverse staff working to maximize the quality, efficiency, and effectiveness of services to the public."

Outline

This Strategic Plan includes 4 Strategic Priorities and provides several goals and strategies for each. These are:

Strategic Priority #1: Raise the Standards of Heritage and Cultural Attractions around the State

Goal A: Enhance the Visitor Experience

Strategy 1: Heritage Tourism Site Standards are Re-established

Strategy 2: All Points of Interest Must Meet the Criteria

Goal B: Explore Various Grant Opportunities

Strategy 1: Trail Regions to Explore Grant-Making Opportunities

Strategy 2: Heritage Tourism Program to Leverage Existing Agency Grants

Strategy 3: Heritage Tourism Program to Explore Grant-Making Opportunities

Strategy 4: Seek Grants from Other Sources

Goal C: Visitor Experience Development

Strategy 1: Develop an Initiative to Enhance Visitor Experiences in Communities

Strategic Priority #2: Foster Heritage Preservation and Education

Goal A: Honor Texas' Statewide Historic Preservation Plan

Strategy 1: Economic Development Relationship Building

Strategy 2: Learn and Experience History through Place

Strategy 3: Trail Regions to Participate in Next Statewide Historic Preservation Plan

Goal B: Create Opportunities for Information & Content Sharing

Strategy 1: Resource Library Development

Strategy 2: Create a Speakers' Bureau

Strategy 3: Trail Regions to Offer Workshops/Seminars

Goal C: Provide Customer Experience Hospitality Training

Strategy 1: Trail Regions to Develop Hospitality Training

Strategy 2: Trail Regions to Deliver Hospitality Training

Strategic Priority #3: Encourage Regional Cooperation and Promotion of Heritage and Cultural Attractions

Goal A: Develop Communications Plans

Strategy 1: Develop a Communications Plan for the Trail Regions

Strategy 2: Develop a Communications Plan for the Heritage Tourism Program

Strategy 3: Provide Professional Media Training

- Strategy 4: Develop THTP Style Guide
- Strategy 5: Provide THTP Style Guide Training
- Strategy 6: Trail Regions to Utilize and Adhere to Style Guide
- Strategy 7: Provide Marketing Training Workshops
- Strategy 8: Collaborate in the Development of Marketing Materials
- Strategy 9: Design and Implement a Social Media Usage Guide
- Strategy 10: Develop and Deliver a Social Media Workshop
- Strategy 11: Ensure New Website Fully Showcases Heritage Assets
- Strategy 12: Trail Regions to Appear as Podcast Guests
- Strategy 13: THC to Explore Creating a Podcast in the Future

Goal B: Provide Technical Assistance to the Trail Regions

- Strategy 1: Provide Email Assistance
- Strategy 2: Provide Newsletter Assistance

Goal C: Maximize State Fair of Texas Booth Benefits

- Strategy 1: Standardize State Fair of Texas Booth Participation to Leverage Value

Goal D: Develop Detailed Visitor Avatars/Personas

- Strategy 1: Heritage Tourism Program Staff to Conduct Statewide and National Research
- Strategy 2: Trail Regions to Conduct Local and Regional Research
- Strategy 3: Use Research to Develop Marketing Strategies

Goal E: Provide Robust Marketing Assistance to the Trail Regions

- Strategy 1: Provide Cooperative Advertising/Marketing Consulting Assistance
- Strategy 2: Encourage Trail Regions to Participate in Travel Shows/Trade Shows

Goal F: Increase Real Places Conference Engagement Among Trail Regions

- Strategy 1: Trail Regions to Help Generate Content/Speakers for Real Places

Strategic Priority #4: Foster Effective Local Tourism Leadership and Organizational Skills

Goal A: HT Program Staff to Increase Frequency of Field Visits

Goal B: Trail Region Boards to Increase Frequency of Field Trips

Goal C: Provide Increased THC Commission Information to Trail Regions

Goal D: Modify the Existing THTP Statewide Semiannual Joint Meeting Format

Goal E: Establish and Nurture Strategic Alliances

- Strategy 1: Partner with Texas State Agencies and THC Divisions and Programs
- Strategy 2: Partner with the Friends of the THC

Strategy 3: Each Trail Region to Better Engage with Historic Sites

Strategy 4: HT Program to Provide Workshops for Trail Regions on Other THC Divisions/Programs

Strategy 5: Enhance Strategic Alliances by Fostering Communications Networks

Goal F: Enhance Trail Region Board Member Effectiveness and Engagement

Strategy 1: HT Program to Provide Workshops on Interested Topics for Trail Regions' Boards and Executive Directors

Strategy 2: Equip Trail Region Boards with Tools and Templates

Goal G: Research and Consider Modern Philanthropic Tools

Strategy 1: Trail Regions to Research Legacy Giving Programs

Strategy 2: Leverage Giving Tuesday

The Strategic Priorities, Goals, and Strategies listed above set the tone for the entire HT Program and the Trail Regions. However, aligning Trail Region goals to HT Program goals does not mean that those goals are the exclusive goals a Trail Region can establish. Trail Regions are encouraged to add additional items as needed into their individual Scopes of Work and to develop their own strategies on how to help fulfill program goals.

What Comes Next

KEYS TO SUCCESSFUL PLAN IMPLEMENTATION

Key 1: Ensure a Culture Shift

Key 2: Develop Standard Operating Procedures

Key 3: Organizational and Resource Alignment

There is already a culture shift underway with the Trail Regions and the Heritage Tourism Program. New exciting ideas are being explored and there is a renewed enthusiasm to work together to discover additional ways to attract and serve heritage travelers.

When these goals are pursued and these strategies implemented, the Heritage Tourism Program structure and the Texas Heritage Trails Program will be strengthened, and accountability will be increased. These accomplishments will benefit the THC, the Heritage Tourism Program, the Trail Regions, the heritage traveler, and heritage and cultural attractions across Texas for years to come.

MISSION OF THE TEXAS HISTORICAL COMMISSION

The mission of the Texas Historical Commission is to protect and preserve the state's historic and prehistoric resources for the use, education, enjoyment, and economic benefit of present and future generations. This Mission and Core Values are found inside the [THC Strategic Plan](#).

CORE VALUES OF THE TEXAS HISTORICAL COMMISSION

Core Values are beliefs that are shared among the staff and leadership of the agency and are woven into the day-to-day work, in the projects endeavored, and in the decisions made.

- **Quality of Life:** Historic places enhance the general well-being of individuals and communities.
 - **Authenticity:** We focus on telling the real stories of the state's history through the people, places, structures, objects, and traditions that convey them authentically.
 - **Cultural Diversity:** We preserve the places and stories of Texas' rich cultural heritage and communities.
 - **Partnerships:** We work together across cultures, interests, and disciplines to achieve mutually beneficial goals.
 - **Communication:** We keep people informed and develop strong lines of communication internally and externally with partners and stakeholders.
-

TEXAS' STATEWIDE HISTORIC PRESERVATION PLAN

There are eight goals in [Texas' Statewide Historic Preservation Plan](#), two of which directly pertain to the Texas Heritage Tourism Program and are therefore included in the Strategic Priority #2: Foster Heritage Preservation and Education.

Texas' Statewide Historic Preservation Plan is a guiding element for use by the HT Program and the Trail Regions. The eight goals for 2011-2020 are:

- Survey and Online Inventory
- Emphasize Cultural Landscapes
- Implement Policies and Incentives
- Leverage Economic Development Tools
- Learn and Experience History through Place
- Connect Preservation to Related Fields
- Cultivate Political Commitment
- Build Capacity of Preservation Community

MISSION OF THE TEXAS HERITAGE TOURISM PROGRAM

The THC's Heritage Tourism Program partners with participating regional trail organizations to develop and promote strong heritage experiences throughout Texas.

The Heritage Tourism Program supports heritage tourism by assisting local governments, organizations, and individuals in the preservation, enhancement, and promotion of heritage and cultural attractions throughout Texas. This is accomplished in part through the relationships with each of the ten Heritage Trail Regions, called the Texas Heritage Trails Program. (*Source: Administrative Code, Title 13, Part 2, Chapter 30, Rule §30.1*)

This purpose must be clearly conveyed to each of the ten Trail Regions and it must be made clear that their organizations are the conduit between the THC and those local stakeholders. This purpose can become a mantra or theme that each Trail Region fully understands and rallies around.

VISION OF THE TEXAS HERITAGE TOURISM PROGRAM

A Vision Statement is the Texas Heritage Tourism Program's depiction of its desired future. It clearly and boldly declares what the Program shall one day be known as. It articulates what the entire team is working to accomplish and serves as a touchstone for crafting that dream.

We envision Texas as a place where:

- The diverse places of the Lone Star State are preserved and promoted for present and future generations.
- Visitors and residents delight in experiencing, firsthand, the real places telling the real stories of our state's heritage and cultures.
- The total visitor experience of Texas' diverse places stimulates local economies.
- Heritage tourism is a community-based enterprise that contributes to its livability and sense of place.

DEFINITION OF HERITAGE TOURISM

Heritage Tourism: Travel directed towards experiencing the heritage of a city, region, state, or country that enables the tourist to learn about, and be surrounded by, local customs, traditions, history and culture. (Source: [Administrative Code, Title 13, Part 2, Chapter 30, Rule §30.2.6](#))

GUIDING PRINCIPLES OF HERITAGE TOURISM

Guiding principles reflect the core values of an organization. They are intended to establish the framework for expected behaviors and decision-making considerations. Guiding Principles encompass the spirit of the organization, guiding the program's philosophies and culture.

This Strategic Plan is designed to reflect the five Guiding Principles in use by the Heritage Tourism Program and outlined in the Texas Heritage Trails Program's [Administrative Code, Title 13, Part 2, Chapter 30, Rule §30.2](#)

- **Preserve and protect resources.** We will make decisions that provide preservation and protection for Texas' precious heritage tourism assets.
 - **Focus on authenticity and quality.** We will find and showcase high quality tourism attractions that exhibit the authentic Texas heritage experience.
 - **Make places come alive with interpretation.** We will continually seek new opportunities to provide interesting and dynamic understanding of heritage assets that make visitors feel a part of the experience and want to keep coming back.
 - **Find the fit between community and tourism.** We will strike a balance between respecting the communities' expectations and the tourists' desire to visit new places.
 - **Collaborate for sustainability.** We will continually work with our Trail Regions, their partners, our partners, other THC Divisions, other state agencies, and a variety of other stakeholders to maintain sustainability and commit to continuous improvement.
-

SWOT ANALYSIS

A SWOT Analysis was conducted in each of the ten Trail Region listening sessions. The facilitator asked the participants to share their opinions of the Strengths, Weaknesses, Opportunities, and Threats of the Heritage Tourism Program. Their responses were aggregated and reported to HT Program staff. The responses listed below are the ones mentioned multiple times in multiple Trail Regions.



STRATEGIC PRIORITIES

This Strategic Plan is built on the four Strategic Priorities outlined below. These Strategic Priorities apply to the THC's Heritage Tourism Program and are mandated specifically for the [Texas Heritage Trails Program in the Texas Administrative Code, Title 13, Part 2, Chapter 30, Rule §30.1.](#)

In this document, the Strategic Priority sections discuss a variety of Goals and Strategies that are listed under a specific Strategic Priority. These suggestions are not specifically mandated, nor are they limiting. This document provides suggestions discussed in organizational meetings with the understanding the Trail Regions, in conjunction with the THC Heritage Tourism staff, will be designing individual work plans to meet their unique needs.



Strategic Priority #1: Raise the Standards of Heritage and Cultural Attractions around the State

The quality of the visitor experience depends on quality standards being established and maintained in both products and programming. When the visitor experience is enhanced, that experience will often lead to long-term, even multi-generational stewardship. Asset protection, longevity, legacy, and financial investment are signs of visitor experiences that have been remarkable enough to lead to such stewardship.

TO RAISE THE STANDARDS OF TEXAS HERITAGE AND CULTURAL ATTRACTIONS, THE TEXAS HERITAGE TOURISM PROGRAM MUST ENGAGE IN ACTIVITIES THAT IMPROVE THE VISITOR EXPERIENCE. THIS IS THE RESPONSIBILITY OF BOTH THE THC HERITAGE TOURISM PROGRAM TEAM AND THE TRAIL REGIONS.

Goal A: Enhance the Visitor Experience

Raising the standards to enhance the visitor experience implies first the need to re-establish the set of standards for heritage and cultural attractions around the state. Realizing some attractions are designated THC State Historic Sites and therefore already have met certain criteria, there are other attractions around the state that are promoted by the Trail Regions with lesser known standards.

Strategy 1: Heritage Tourism Site Standards are Re-established

Local attractions should strive to reach and maintain certain high standards. These standards have recently been updated by the Heritage Tourism Program team and are included in this strategic plan as Appendix B. Standards include a list of requirements an asset may have based on physical characteristics, safety, accessibility, signage, visitor usage, interpretation and more.

Re-establishing quality standards ensures heritage and cultural attractions around the state create experiences that encourage or ultimately result in the preservation of Texas historic treasures.

Strategy 2: All Points of Interest Must Meet the Criteria

These standards are to be used as a program tool by both the HT Program staff and the Trail Regions to enhance the heritage visitor experience throughout Texas, both in person and online. Recognizing that some local attractions may have physical improvements, maintenance, and visitor program needs greater or lesser than others, the Trail Regions can serve as a liaison between the attraction and one or more of the THC's programs or divisions to help them get the information they need. It could be an architectural improvement if they are housed in structures considered historic, or it could be for organization, programmatic, or exhibit development needs for Texas history museums, in which case they could work with Museum Services. The Trail Regions can recommend funding workshops such as those offered by the Friends of the Texas Historical Commission or other organizations to help research or grow an existing local point of interest funding campaign.

Goal B: Explore Various Grant Opportunities

Strategy 1: Trail Regions to Explore Grant-Making Opportunities

Each Trail Region should review any existing grant program they may already have and explore new opportunities to be able to provide small regional grants to help attractions, preservation, education, and other efforts within their regions. The benefits of such a grant program can be a talking point during their fundraising and friendraising efforts to solicit support. Each Trail Region should have a specific goal in their Scope of Work to raise enough additional funds to be able to provide a few such small regional grants.

Strategy 2: Heritage Tourism Program to Leverage Existing Agency Grants

There are some existing grant programs within the Texas Historical Commission that should be considered by the Heritage Tourism Program team as possible matches for the Trail Regions to be able to qualify for and leverage in their communities. The Texas Preservation Trust Fund (TPTF) and the Certified Local Government (CLG) Program's annual CLG Grant Program each provide grants to protect historic resources.

The TPTF is a competitive grant distributed as a matching grant to qualified applicants for acquisition, survey, restoration, preservation, planning, and heritage education activities that lead to the preservation of historic architectural and archeological properties and associated collections of the State of Texas. CLG matching grants are available for CLG participating communities in good standing for projects leaving a lasting impact on preservation in the community. Typical projects include historic resource surveys, National Register nominations, preservation plan or design guidelines development, and property rehabilitation projects.

These are two existing grant programs within the THC that the HT Program should explore as untapped potential for the Trail Regions to possibly leverage. It is recommended that the HT Program collaborate with staff within each grant program to better learn how heritage tourism projects could benefit within their current grant program frameworks and selection criteria. If opportunity lies there, HT Program staff should teach the Trail Region executive directors about it and encourage them to identify communities and organizations within their region that may qualify and encourage them to apply.

Strategy 3: Heritage Tourism Program to Explore Grant-Making Opportunities

Years ago, the Heritage Tourism Program offered modest grants to nonprofit organizations, sites, and attractions within the Trail Regions, but no longer do. One strategy is for the HT Program team to explore if and how they could reinstate or revamp that service once again, even on a smaller scale. Depending on the size of the grant program the HT Program wishes to pursue, it may also require additional funding requests. Exploring this reinstatement would be a great way for the THC and HT Program to build goodwill and provide a valuable added benefit in the communities it serves.

Strategy 4: Seek Grants from Other Sources

Trail Regions should explore grant opportunities that could be utilized to augment their operations funding. Friends of the Texas Historical Commission offers a workshop specifically for the purpose of identifying grants. It is recommended that that Trail Regions executive directors and board members attend that workshop first as the beginning point into grant seeking before pursuing other opportunities.

The University of Texas Grants Resource Center (TGRC) is a great place to make a consultation appointment with a Grant Resource Concierge to begin the grant-seeking process. The TGRC is located in Austin and serves as a bridge between the grant-seeking and the grant-making communities. The TGRC has one of the most extensive foundation directories in the US.

In addition to centralized libraries such as this, the Trail Region executive directors should explore grant opportunities within their regions, statewide, and nationally to help fund their individual nonprofit organizations. There are likely family and/or community foundations within each region that philanthropically fund programs and/or services of interest to them. Many such foundations fund cultural and arts related projects, which is a perfect correlation to the operations of the Trail Regions themselves as well as heritage and cultural attractions and sites the Trail Regions promote.

Goal C: Visitor Experience Development

Visitor Experience Development is an in-depth journey into interpreting a community's heritage resources and developing programming to bring these stories to light for the public. Historic sites and museums sometimes do this well and prove to be excellent partners in this endeavor. However, not every partner is skilled in crafting visitor experiences and there are opportunities for the Heritage Tourism Program team to help. Visitor experience development with an eye toward heritage tourism for communities and points of interest is done much less frequently and should be a facilitated process complete with strong community and business commitment for long-term benefit.

Strategy 1: Develop an Initiative to Enhance Visitor Experiences in Communities

The HT Program staff should coordinate with qualified professionals to create Visitor Experience Development training that can be provided to communities and the points of interest within them as a long-term goal. This will ensure the most current information and techniques are used when providing the training. This can be a new service provided by either HT Program staff (once trained) or by a private sector professional and will help to raise the standards of heritage and cultural attractions by improving the experience of heritage travelers.

Strategic Priority #2: Foster Heritage Preservation and Education

*TO FOSTER HERITAGE PRESERVATION AND EDUCATION, THE
TEXAS HERITAGE TOURISM PROGRAM MUST ENGAGE IN ACTIVITIES
THAT EDUCATE AND WORK WITH REGIONAL PARTNERS AND COMMUNITIES
TO PRESERVE AND INTERPRET HISTORIC RESOURCES.*

Goal A: Honor Texas' Statewide Historic Preservation Plan

Every 10 years the THC develops [Texas' Statewide Historic Preservation Plan](#). It's a collaborative process and one of the key responsibilities as a State Historic Preservation Office under the National Historic Preservation Act of 1966. The THC recognizes Texas' Statewide Historic Preservation Plan as an opportunity for Texans to preserve, protect and leverage the historic and cultural fabric for the betterment of communities statewide and ensures that each division within the THC helps support the others as opportunities to collaborate arise.

There are eight goals in Texas' Statewide Historic Preservation Plan for 2011-2020, two of which directly pertain to the Texas Heritage Tourism Program and are therefore included in the strategic priority of fostering heritage preservation and education. They are "Leverage Economic Development Tools" and "Learn and Experience History Through Place."

The Statewide Plan is a guiding element for use by the HT Program and the Trail Regions. These two statewide plan goals, along with suggested strategies, are discussed here.

Strategy 1: Economic Development Relationship Building

The Texas' Statewide Historic Preservation Plan goal, "Leverage Economic Development Tools for Preservation" means that communities must leverage preservation-based and traditional economic development tools to revitalize historic areas. Expected statewide outcomes are:

- Increased percentage of economic development tools being used for historic preservation
- Historic preservation is proven conclusively and promoted as an economic engine
- Increased visitation statewide at historic sites

Each Trail Region should work to build relationships with economic development professionals serving in their region. That may include visiting economic developers to learn more about the marketable business assets in their community, as well as Trail Region executive directors educating the local economic developers about the cultural and heritage assets and attractions. More and more professional economic developers are realizing the impact of tourism as a critical component of the economic development success for their community, but it is important for the Trail Regions staff and board to clearly articulate the specific value of heritage tourism in the overall tourism product offering. Heritage tourism needs to become as top-of-mind an economic impact element as other tourism types such as recreational, sports, nature tourism, film, or agritourism.

Experience proves that quality of life is a growing criterion in the economic development site selection industry. Business owners and leadership want to live in and employ people in communities where they feel welcome, safe, and interested, as well as profitable for their business. It's a profitability issue until two or more communities will suit their needs, and it then comes down to where one feels good about moving their family. The more the local economic development professionals know about the cultural assets in the region, the better job he or she can do selling the location as a quality of life choice.

An additional reason to help Trail Regions foster relationships with their local economic developers is because heritage tourism is a sales tax generator. In many communities, a portion of that sales tax funds the Economic Development Corporation (EDC,) which gets reinvested back into the community to help create and retain jobs, a Trail Region-benefiting cycle.

Partnering with other THC programs such as Texas Main Street, State Historic Sites, County Historical Commission Outreach, Museum Services, and Historic Courthouse Preservation will create new opportunities to help maximize exposure and usage of existing agency tools for preservation, economic development, and sustainability.

The HT Program should leverage the Texas Treasure Business Award (TTBA) which recognizes enduring businesses in the region for their extended local economic impact, some of which have long served heritage travelers. One way to do this is to search through the list of tourism related TTBA businesses over the years and develop short stories with photos or videos for the HT Program team to use to publicly celebrate them and for promotional purposes. Trail Region executive directors should know how to receive information on TTBA announcements and attend TTBA recognition events in their respective regions as schedules allow.

The Heritage Tourism staff should make efforts to develop strategies with these other divisions and programs to integrate their respective services more deeply into the Trail Regions, resulting in more robust inter-agency engagement throughout the communities.

Strategy 2: Learn and Experience History through Place

Another goal from Texas' Statewide Historic Preservation Plan, "Learn and Experience History through Place" means that Texas residents and guests of all ages learn and experience the state's diverse history through formal education, recreation, and everyday interactions with historic places. Expected statewide outcomes include:

- 4th and 7th grade kids learn community/regional culturally inclusive history through place
- Adults within a community learn local history and value of preservation
- Increased visitation at historic sites statewide
- Increased participation of underrepresented people in historic preservation

Over the next several years, the HT Program staff can work with the Trail Regions and their partners to help expose more heritage travelers to what Texas has to offer. One way is to expand the Trail Region's awareness of school curricula related to Texas heritage and preservation. THC has a Youth Education Specialist providing this service. It would be advantageous if the Trail Region executive directors were to build relationships with this Program to help expand the THC's reach and interest in heritage tourism to children. The benefits are increased interest in heritage preservation and education as well as increased participation from curious students who may not come from a family of typical heritage travelers.

Reaching today's younger generations in the areas of Boy Scouts, Girl Scouts, Junior Achievement, history clubs, farming/agriculture clubs, arts clubs, school field trips, student councils, etc. are great ways to educate students about the heritage and cultural assets within their communities. This exposure can lead to fostering interest and affection for history and heritage. It is recommended that Heritage Tourism staff develop additional actionable strategies on reaching youth and share those ideas with the Trail Regions for implementation that is relevant to local groups and needs.

One suggestion from the planning workshops was for each Trail Region to record at least five brief video segments called "History in 5 Minutes" or "History in 10 Minutes." These would be brief videos of someone in the region telling the story of something that took place there that would be of interest to a heritage traveler. These snippets of stories could be posted on the Trail Regions' social media channels and websites as well as the Texas Time Travel website and THC social media channels in an effort to educate tourists. This could be a quick and inexpensive way to also support the "Learn and Explore History Through Place" goal within Texas' Statewide Historic Preservation Plan.

Strategy 3: Trail Regions to Participate in Next Statewide Historic Preservation Plan

Texas' Statewide Historic Preservation Plan is typically refreshed and rewritten every ten years or so. As the current one expires year-end 2020, there is an opportunity for the Trail Regions to become engaged in the creation of the next one. The Trail Regions should become proactively involved in the public portions of developing the next version of Texas' Statewide Historic Preservation Plan when the time arises. Their contributions to the next plan are valuable to help shape preservation efforts throughout Texas for the next decade.

Goal B: Create Opportunities for Information & Content Sharing

Strategy 1: Resource Library Development

In order to foster heritage preservation and education throughout the program, the THC should build and implement a rigorous education and professional development resource library for use by regional directors to help in providing hands-on assistance to their partners and stakeholders. The library should also include, but not be limited to idea sharing, template sharing, event ideas, travel itineraries and information sharing. Best practices, checklists, graphics, and other tools are shared, not just for uniformity, but for repurposing useful content and leveraging financial, human, and time resources and to foster education.

Uniform educational/workshop materials could be developed by expert professionals in each respective category, include current images and graphics from the Trail Regions, include speaker notes, and be enthusiastically delivered by staff or consultants skilled in the content.

Strategy 2: Create a Speakers' Bureau

Another beneficial way HT Program staff and Trail Region executive directors can share information is by creating a Speakers' Bureau. A Speakers' Bureau is a collection of names, contact information, notes from past experiences/hirings, bio (if known,) fees (if known) are listed in a directory, sorted by subject matter or content specialty. This information should be housed in the Resource Library.

This is a tool by which stakeholders share speaker information with one another and for this type of organization, the list may include motivational speakers, keynote presenters, lunch and learn presenters, professional facilitators, and experts in preservation, tourism, culture, heritage, education, the arts, marketing, fundraising, etc. This list could also include local experts or docents who have expertise in explaining or demonstrating some element of history or heritage that multiple Trail Regions could benefit learning from.

Strategy 3: Trail Regions to Offer Workshops/Seminars

Hosting workshops and seminars is a great way for each Trail Region to foster heritage preservation and education. New workshops can be created to add to existing events being produced or they can be new learning opportunities created as stand-alone seminars to provide stakeholders with educational training.

Some Trail Regions currently offer workshops and events to serve their members and other stakeholders, but each Trail Region needs to consider offering some type of regular event, whether it be an annual, semiannual, quarterly, or monthly. Each Trail Region should also consider providing occasional workshops as needed by those whom they serve. These workshops can be in-person or online in webinar form.

This effort should be spearheaded by each Trail Region individually or regions could choose to partner together. Each Trail Region should poll their constituents to determine what topics would be most beneficial and timely to benefit those constituents and their local communities, then make plans to develop and deliver such workshops. This may include the Trail Region executive director as the speaker, or it could be a speaker that the executive director secured to develop and deliver the presentation. This is an excellent yet simple value-added benefit each Trail Region could provide if they're not already.

Workshop ideas and possible speakers would be listed in the Speakers' Bureau earlier mentioned and housed in the Resource Library. Topic suggestions for workshops should be requested at various events throughout the year and be the first source to review when considering hosting a workshop.

Goal C: Provide Customer Experience Hospitality Training

Although the Trail Region executive directors and boards have expertise in heritage tourism, travel, and customer service, it is beneficial for them to provide Customer Service Excellence workshops every 2-3 years for the Trail Region members and partners.

HT Program staff should ensure that the Hospitality Training Program provides an element of consistency in content topics and delivery, even if specifics may vary region to region.

Strategy 1: Trail Regions to Develop Hospitality Training

New tips and techniques emerge from time to time and new stakeholders and ideas come onto the scene. It's responsible organizational management for the Trail Regions to provide periodic training on current customer service, visitor experience, tourism trends and best practices being used across the country. This type of training workshop can be developed by the Trail Region executive directors or they can hire a hospitality industry expert to build it.

Strategy 2: Trail Regions to Deliver Hospitality Training

As a service, the Trail Regions should arm their boards and partners with the best and most current customer service and hospitality information. This type of training is likely best when each Trail Region customizes the delivery to suit their region's specific attractions, visitors, cultures, and needs. This workshop can be delivered by the Trail Region executive directors or they can hire a hospitality or human resources professional as the presenter.

Post-COVID-19 Considerations

In a post-coronavirus environment, the HT Program and each Trail Region should be brainstorming topics and seeking feedback from community stakeholders regarding online trainings and/or webinars. Each Trail Region and the HT Program team should also establish a policy of meeting online via Zoom, TEAMS, GoToMeetings, or Skype to conduct regular or special called meetings when meeting in person is impossible or difficult.

The national travel restrictions have no doubt diminished the income and ability to operate for many hospitality-based businesses within each Trail Region. There will be restaurants, retailers, and possibly lodging facilities or attractions that will be forced to close their doors permanently. Each Trail Region should be partnering closely with their own members, the area Chambers of Commerce, and Convention & Visitor Bureaus (CVBs)/Destination Marketing Organizations (DMOs) to offer advice and resource assistance to affected tourist attractions or businesses typically serving tourists, trying to help them weather the effects. For those businesses and/or partners that are unable to survive and for those whose hours may become limited, Trail Region executive directors must update their listings and materials to reflect the changes.

This is a unique opportunity for the Trail Region executive directors and their board members to reach out to partners and stakeholders to offer assistance and advice and to be a sounding board and brainstorm partner. It will be important for Trail Regions to take note of best practices during recovery and share those tips and tools with their regional stakeholders. It's an opportunity to shine as an essential resource with outstanding customer service skills, compassion, and hopeful optimism for the future of tourism. The same is true for HT Program staff reaching out to share best practices to the Trail Regions they serve.

Strategic Priority #3: Encourage Regional Cooperation and Promotion of Heritage and Cultural Attractions

*TO ENCOURAGE REGIONAL COOPERATION AND PROMOTION OF
HERITAGE AND CULTURAL ATTRACTIONS, THE TEXAS HERITAGE TOURISM
PROGRAM MUST ENSURE THAT THE TRAVELING PUBLIC CAN
PARTICIPATE IN AN AUTHENTIC HERITAGE EXPERIENCE.*

Promoting and supporting regional cooperation (in each Trail Region and among all the Trail Regions) by creating cohesive marketing opportunities to promote heritage and cultural attractions will leverage resources and maximize taxpayer investment.

Goal A: Develop Communications Plans

Two Communications Plans need to be developed: one for the Trail Regions and one for the Heritage Tourism Program. Each plan should include the formal Style Guide developed by THC Communications Division.

Each of these two deliverables should be a comprehensive Communications Plan that addresses the heritage traveler as audience, unique selling propositions, desired objectives/calls to action, messaging development, tactics to target the avatars developed (see Goal D) media types, media outreach channels, determining relevant events, campaigns, and important dates in Texas history, developing a marketing calendar, and effectively measuring impact.

Strategy 1: Develop a Communications Plan for the Trail Regions

A Communications Plan should be developed for the Texas Heritage Trails Program to give professional communications guidance to the Trail Regions. It can be designed as a mandate for certain THC and HT Program communication style and language usage dos and don'ts, and also serve as guidebook menu of ideas on creative communications tools Trail Regions can choose from to use in their local markets.

Strategy 2: Develop a Communications Plan for the Heritage Tourism Program

A second Communications Plan should be developed for the Heritage Tourism Program to provide guidelines for the HT Program staff regarding official THC internal and external outreach. The HT Program Communications Plan should be more universal than the THTP one because the HP Program encompasses additional services. This plan should include all the elements listed above and communications strategies related to the inter-division relationship building the HT Program is working to facilitate. It should also include professional guidance on the elements listed regarding how to best build Strategic Alliances in Strategic Priority #4.

In the [THC Strategic Plan](#) under the Agency Operational Goal of Maximizing Quality and Effectiveness of Services, one of the Action Items is to “Create Agency Brand Identity Guidelines: Update and standardize guidelines and best practices for the THC agency brand, Texas Heritage Trail Region logos, Texas Time Travel design graphics, and state historic sites branding for staff and approved stakeholders to utilize for any communication project or need.” The Communications Division’s fulfillment of this Agency Goal could serve as the Heritage Tourism Communications Plan with a few minor HT Program specifics added; this strategy does not necessarily need to be the wholesale development of a separate or additional Communications Plan.

A few other possible actions the HT Program can take to streamline communications between themselves and the Trail Regions include:

- Restructuring the current monthly reporting tool into a more effective straightforward quarterly reporting tool; one simple tool to be used by every Trail Region
- Restructuring and templating the annual report required from each Trail Region
- Assisting the Trail Regions in transition of expectations; the HT Program staff should help Trail Region executive directors understand the new expectations and how to use the newly developed reporting tools, including software instruction when needed, i.e. Google Drive, Dropbox, Word, Excel, etc. These new sets of expectations should be revisited periodically once firmly established.
- Ensuring that the data they are asking the Trail Regions to track, record, research, collect, and provide is either required by statute to be collected or that it is used in-house to shape Heritage Tourism Program goal accomplishment or funding or programming decisions. Periodic internal self-audits on data collection vs. data value is a healthy time and information management practice for any organization.

Strategy 3: Provide Professional Media Training

A smart add-on would be to bring in a professional media instructor to briefly share tips with HT Program staff and Trail Region executive directors on how to present one’s best self on TV, radio, podcasts, photos, video, and newsprint. Many indicated they have never received formal training in this area. This could be an online workshop or an in-person training at one of the statewide semiannual joint meetings.

Strategy 4: Develop THTP Style Guide

THC and Heritage Tourism and Heritage Trails brand standards must be established and required use by the Trail Regions. The Heritage Tourism team should request assistance from the THC Communications Division to specifically develop a Style Guide for use by Heritage Tourism and the Heritage Trails.

Strategy 5: Provide THTP Style Guide Training

This type of THC and division branding should be taught by the THC Communications Division to both the HT Program team and the Trail Regions. This division has offered to help train Trail Region executive directors on proper logo usage, brand standards, styling, official color formulas, fonts, voice, product positioning, etc. to help create a uniform distinct identity across the entire program. This training workshop is most efficient if all HT Program staff and Trail Region executive directors come to one location and the Communications Division can teach them all at once together.

The HT Program team should observe the new Communications standards and should expect the Trail Regions to adhere as well.

Strategy 6: Trail Regions to Utilize and Adhere to Style Guide

Each Trail Region should have access to a Style Guide developed by the THC Communications Division specifically for the Heritage Trails brand and begin to adapt marketing standards to match those of the HT Program. Not every single item produced has to be uniform, but there must be a consistency in look, feel, and voice in the marketing that the Trail Regions produce to be identified as a THTP partner. A visitor traveling from one region of the state to another should be able to recognize a familiarity in messaging.

Strategy 7: Provide Marketing Training Workshops

Each of the Trail Regions have their own marketing tools and philosophies, and while individuality is necessary, there is opportunity for more on-brand marketing, especially when promoting heritage and cultural attractions with their local partners. Marketing tools, tips, and tricks can also be taught in group workshop form by the THC Communications Division or a private sector marketing professional to the Trail Region executive directors to help them best leverage the taxpayer dollars they receive from THC combined with partner or other self-generated revenue.

HT Program staff should query the Trail Regions to determine what the specific marketing needs are and then bring in the appropriate professional to best assist them. This type of training might involve:

- the mechanics of compelling storytelling
- collateral development
- target marketing
- cooperative advertising
- newsletter tips, etc.
- videos recorded to share with members or partners of the Trail Regions to leverage promotional dollars

Strategy 8: Collaborate in the Development of Marketing Materials

Marketing material/collateral development must be a tighter collaborative effort between the Trail Regions, the HT Program staff and the Communications Division. Both the THC and the Trail Regions each already develop marketing materials, but not in as collaborative an environment as preferred. Each entity has something to contribute to making most marketing pieces more valuable. Not that every document produced must be subject to approval; just that they should use each other's knowledge more frequently. Such expectations can be outlined in future contractual agreements if need be.

In the 2020 joint strategic planning session, the Trail Regions agreed to send various pieces of content they have developed to the Communications Division (via the HT Program staff) for repurposing into other forms of content and for the communications professionals to edit or polish up items for distribution. It will be the Trail Regions that are responsible for initiating such a collaborative.

Strategy 9: Design and Implement a Social Media Usage Guide

HT Program staff should engage the assistance of THC Communications Division to develop a Social Media Usage Guide for the HT Program and each Trail Region to use. This guide should be distributed to each Trail Region with the expectation they will use those guidelines in consistent fashions to promote heritage and cultural attractions and events in their regions. The HT Program should also use those Communications Division guidelines when promoting heritage tourism from THC accounts to ensure uniformity of messaging and maximizing paid, un-paid, and earned exposure. The HT Program could also contract this service out and have the Communications Division approve it before implementation.

Strategy 10: Develop and Deliver a Social Media Workshop

The HT Program should create and deliver a Social Media Workshop to educate each Trail Region executive director on how to effectively promote their heritage and cultural attractions through common social media channels such as Facebook and Instagram. A quick review on Instagram reveals that not every Trail Region has an account and some of those who do, do not use it regularly or effectively, or have ever used it at all. This is a relatively simple skill to teach and the HT Program staff should require regular promotional social media posts as part of the contractual expectations.

THC is promoting heritage attractions across Texas and is funding each Trail Region to promote attractions, so it is a reasonable expectation that each Trail Region should be responsible for this type of modern promotion to travelers. The training should include hands-on assistance in creating accounts where none exist, dos and don'ts of creating posts, commenting, proper and improper use of hashtags, and sharing. This workshop should also contain tips for still photographs, video postings, posting multi-photo sets, and soliciting local photos from local amateur and professional photographers as well as reposts of visitor photos of attractions in the Trail Region. Equipping the Trail Region executive directors with these tools will help them promote their region and develop regional cooperation to attract visitors.

Strategy 11: Ensure New Website Fully Showcases Heritage Assets

The THC is currently in the updating phase of the Texas Time Travel website. Ensure that the finished product, once delivered, includes intuitive functionality, ease of use, ease of maintenance, and the ability to drive more traffic to it. The new website should clearly and accurately showcase all heritage and cultural attractions that meet Heritage Tourism Site Standards (see Appendix B) within each of the Trail Regions.

Strategy 12: Trail Regions to Appear as Podcast Guests

It is recommended that the Trail Regions staff explore relevant local, regional, or national podcasts they are interested in and pursue opportunities to appear as guests. It's a unique opportunity to share their own heritage tourism expertise and showcase their respective regions to a multitude of listeners, while leveraging their recent media training mentioned earlier. It's a chance to creatively market their heritage and cultural attractions at no cost.

Strategy 13: THC to Explore Creating a Podcast in the Future

At the joint strategic planning session in preparation for this plan development, several participants raised an inquiry regarding the possibility of the THC creating a podcast series within the next five years. Although no plans are in works now to start a podcast, it is recommended that the HT Program team at least explore with THC Communications what is involved in creating, maintaining, and promoting a state agency podcast to determine if it is feasible and effective.

Goal B: Provide Technical Assistance to the Trail Regions

Strategy 1: Provide Email Assistance

In conversations with participants in the joint strategic planning session, there was discussion about the ten Trail Regions using different email providers, different server host companies, and different email signatures. The Trail Regions should be expected to adhere to current and appropriate email specifications for the sake of recognizability, consistent branding, and use of their own logo.

There was also discussion regarding group efficiency software tools. Some Trail Regions expressed an interest in exploring and comparing project management and team communications software tools, i.e. Trello, Slack, Basecamp, etc. This is an area where HT Program staff and/or Communications Division staff may be able to offer advice.

The THC Communications Division offered to help the Trail Regions and the HT Program team streamline any necessary services as well as educate users on any software usage expectations. It is anticipated that some of the email inconsistencies across the Trail Regions may get resolved through the new website installation, but if not, the Trail Regions may need the further assistance of the Communications Division.

Strategy 2: Provide Newsletter Assistance

Each Trail Region prefers different newsletter subscription services to send out their e-newsletters. The THC Communications Division offered to help the Trail Regions and HT Program staff streamline any necessary services as well as educate users on maximizing the tools within their chosen software packages. Trail Region newsletters should also be appropriately branded using the THTP Style Guide.

Goal C: Maximize State Fair of Texas Booth Benefits

It is time for some refinement of rules and expectations around the State Fair of Texas exhibit booth. The HT Program provides the booth and the Trail Regions manage the installation and work the booth each year. Some elements of exhibiting in the shared space work very well and others need some updating and clarification.

Strategy 1: Standardize State Fair of Texas Booth Participation to Leverage Value

In order to maximize the value of the State Fair of Texas booth opportunity, it is recommended that an ad hoc committee be created to refine parameters of participation and to standardize expectations. This committee should be created by the Trail Region executive directors and consist of Trail Region executive directors, HT Program staff, and Communications staff as committee members craft or update the following:

- State Fair of Texas Standard Operating Procedures manual
- Distinct preparedness, behavior, dress expectations
- Financial and booth time expectations
- Any additional facilities setup or breakdown protocols
- A Frequently Asked Questions (FAQ) document
- Discussions about the possibility of THC assisting with additional funding to secure a larger booth space
- Discussions about the possibility of THC assisting with creativity and development of the booth
- Consistent branding of the Texas Heritage Trail Program at the State Fair of Texas
- Assistance with developing photo/selfie opportunities and visual appeal to booth visitors
- Consider sharing the collected emails (through giveaways or just sign-up sheets)
- Expand email marketing and list building efforts – consider sharing lists between Trail Regions
- Ensure equitable representation

This ad hoc committee can dissolve after these elements have been developed and implemented.

Goal D: Develop Detailed Visitor Avatars/Personas

It became clear in the listening sessions throughout each of the ten Trail Regions that there is a need for improved awareness for executive directors and board members of exactly who are their target market travelers. There is no cookie-cutter one-size-fits-all tourist for the entire state.

Strategy 1: Heritage Tourism Program Staff to Conduct Statewide and National Research

The HT Program staff should invest in developing consumer research that will help build a picture of a statewide heritage tourist persona or avatar. This research should be used to guide all educational outreach and marketing efforts for the HT Program and the THTP. This “umbrella” persona can then be further developed into a more specific persona by each Trail Region to customize outreach and marketing efforts produced regionally.

Strategy 2: Trail Regions to Conduct Local and Regional Research

Experience proves that once an organization clearly defines its ideal audience, it is much better equipped to make accurate assumptions about things that will appeal to that traveler and how to position local and regional experiences tailored to their respective interests. It will be the responsibility of each Trail Region to begin collecting data to further analyze current travel patterns.

Data collected by tourism organizations often includes:

- zip code data from the regional attractions
- zip code data from hotels and other lodging facilities
- zip code data from local Chambers of Commerce
- zip code data from local CVBs/DMOs
- license plate or drivers' license data
- demographics of followers/fans on social media channels
- online surveys of visitors
- in-person surveys collected at events
- spending habits evaluated after events occur

Although research data can be acquired based on behaviors, movements, and information shared by past and current travelers to each Trail Region, much of this type of research is merely probing and asking the regional experts for detailed descriptions of their ideal heritage traveler.

This will result in a more detailed and customized regional visitor persona. This data should be used for the Trail Regions' own regional marketing purposes and be submitted to HT Program staff quarterly so that agency staff can begin building more accurate information for their facilitated workshop sessions. This data analysis could also be shared with Trail Region partners as a member service. Every stakeholder, from the local attraction to the agency, benefits when traveler research is conducted.

Strategy 3: Use Research to Develop Marketing Strategies

It is recommended that the HT Program develop a facilitated session onsite with each Trail Region within the first two years of this plan to help each organization determine from their local and regional research efforts who their ideal traveler is (may be 2-5 avatars.) Together, the HT Program staff and each Trail Region board can clearly articulate descriptions and buying habits of each avatar/persona.

Such avatars typically include, but are not limited to:

- age
- gender
- household income
- interests
- home zip codes
- shopping habits
- vehicle preferences
- typical vacation spots
- travel budgets
- food and restaurant preferences
- lodging preferences
- activities and events enjoyed
- books/magazines/reading preferences
- social media preferences

At the end of the workshop, the Trail Regions should be able to implement targeting these avatars into practice for their marketing plans.

Goal E: Provide Robust Marketing Assistance to the Trail Regions

Strategy 1: Provide Cooperative Advertising/Marketing Consulting Assistance

Many of the cooperative advertising and marketing relationships work well, but some may need some revamping. Since it's difficult for the HT Program staff to fully know which cooperative advertising relationships are ideal and which need improvements, it is recommended that the HT Program require each Trail Region to share with them feedback on the cooperative advertising they provide to partners and the HT Program to give professional guidance to improving any elements of that marketing alliance. This can also make for a valuable discussion topic at the THTP statewide semiannual meeting or during site visits made by HT Program staff to the Trail Regions. There are always opportunities for improvement and sharing of best practices to raise the promotion effectiveness and maximize taxpayer investment.

Strategy 2: Encourage Trail Regions to Participate in Travel Shows/Trade Shows

It is recommended that the HT Program staff encourage Trail Regions to participate in applicable travel and trade shows. Participation may involve having a booth or merely attending and working a show floor. This is an excellent way for the Trail Regions to have direct communication with their exact markets –heritage tourists and heritage stakeholders. This can become even more customized once the traveler personas are fully developed in each Trail Region; it will become more evident which Trail Regions should attend/exhibit at which shows to reach their ideal traveler.

Goal F: Increase Real Places Conference Engagement Among Trail Regions

HT Program staff and the Trail Regions should brainstorm each year on what topics are most relevant to develop and present at the Real Places Conference based on heritage tourism trends, economic recovery, hospitality industry advocacy, and what is currently going on in the Trail Regions. Basing educational offerings upon current needs is always on-point for conference content development that delivers on participant expectations.

Strategy 1: Trail Regions to Help Generate Content/Speakers for Real Places

It is recommended that HT Program staff encourage Trail Regions (staff or subject matter expert board members) to submit proposals to conduct sessions at Real Places. Trail Regions should also be helping HT Program staff develop relevant topic ideas and helping secure speakers for the event. It's a great way for each Trail Region to showcase its relevance on a statewide and inter-agency audience scale. This can also raise the profile of individual Trail Regions in the eyes of THC Commissioners and local elected officials.

Strategic Priority #4: Foster Effective Local Tourism Leadership and Organizational Skills

The HT Program needs to ensure the work plans of each Trail Region directly align to the HT Program Strategic Plan and the THC's mission, values, and goals to ensure organizational integrity and intended use of taxpayer funds, as noted in the Texas Sunset Advisory Commission findings of January 2019.

TO FOSTER EFFECTIVE LOCAL TOURISM LEADERSHIP AND ORGANIZATIONAL SKILLS, THE HERITAGE TOURISM PROGRAM AND THE TRAIL REGIONS MUST INCLUDE ACTIVITIES DEVELOPED TO BUILD LEADERSHIP AND ORGANIZATIONAL CAPACITY AT BOTH THE STATE AND REGIONAL LEVELS, RESPECTIVELY.

Goal A: HT Program Staff to Increase Frequency of Field Visits

It is recommended that the HT Program staff get into the field more often to visit the Trail Region executive directors and sometimes their boards. As the many changes recommended in this Strategic Plan take effect, it is evident that more hands-on customer service and relationship building will be necessary to ensure success. These visits can include one-on-one assistance with anything the executive director expresses needing help with, or they may include a workshop delivered by a HT Program team member at the Trail Region board meeting. The HT Program staff is the Trail Region's most valuable partner and partners require working time together.

Goal B: Trail Region Boards to Increase Frequency of Field Trips

It is highly recommended that each Trail Region periodically take their board members on field trips around the region to visit historic sites, attractions, courthouses, cemeteries, etc. and to stop in to meet the local Main Street Directors, Chamber of Commerce folks, and CVB/DMO staff. The purpose of field trip visits is to learn effective tactics other sites and communities are using and how they work, as well as to better understand history and heritage from a regional standpoint.

Visits do not have to be limited to just other communities within their region. Trail Regions have expressed an interest in learning more about Texas history and heritage within the other Trail Regions across the state. Trail Region boards should plan visits to other Trail Regions as time and budgets allow. This type of cross-region awareness can lead to creative opportunities for cross-region collaboration, marketing, and promotion.

This expectation can even be tied to the new quarterly reporting tool being developed.

Goal C: Provide Increased THC Commission Information to Trail Regions

Many participants in the joint strategic planning session expressed an interest in learning more about the Texas Historical Commission's meetings and decisions. There was feedback that they aren't fully aware of the Commission's ideas, decisions, and interests other than the Texas Heritage Trail Program's continued support from the THC Commissioners. The executive directors and Trail Region board chairs indicated they are interested in each receiving the published minutes or a video link (unlisted YouTube link) to recorded THC Commission meetings to gain a better understanding of the Heritage Tourism Program and the Texas Heritage Trails Program within the entire THC structure.

Goal D: Modify the Existing THTP Statewide Semiannual Joint Meeting Format

It is recommended that the joint THTP statewide meeting that occurs twice a year with each Trail Region executive director, board chair, HT Program staff, and THC leadership be modified into a new format. The exact format should be created from the participants sharing their ideas of what that should look and feel like. Suggestions at the joint strategic planning session included:

- a day-long brainstorming session
- sharing of new ideas or best practices used recently or seen elsewhere
- sharing of work plan implementation strategies that have been successful
- "60 ideas in 60 minutes" format
- topical discussions based on current trends/concerns

Any or all of these formats could be tried over time. Not all meetings are necessarily required to be in Central Texas/Austin.

Goal E: Establish and Nurture Strategic Alliances

In order to foster effective local tourism leadership, the HT Program and Trail Regions must seek to establish and nurture alliances with a variety of strategic partners within the state structure and within the local and regional structure.

Strategic alliances will remain important to gather and maintain accurate inventory lists of cultural and heritage attractions and hospitality assets. These must be conducted with even higher levels of sensitivity and respect in the post-coronavirus environment where some will have likely had to close, file bankruptcy, or operate with fewer hours or staff. See more COVID-19 considerations under Strategic Priority #2.

Continual identification of internal and external partners and developing sustained strategic alliances will ensure the continued success of the HT Program and affiliate organizations.

Strategy 1: Partner with Texas State Agencies and THC Divisions and Programs

Potential partnerships to explore establishing or growing include:

- Texas Parks and Wildlife Department
- Texas Department of Transportation
- Texas Commission on the Arts
- Texas Department of Agriculture
- Office of the Governor, Economic Development and Tourism
- Other THC Divisions, Departments, and Programs such as:
 - Communications Division
 - Texas Main Street Program
 - Education and Outreach Program
 - Historic Sites Division
 - Museum Services Program
 - Texas Historic Courthouse Preservation Program
 - Texas Historic Roads and Highways Program

Many of these programs participated in the inter-agency listening session conducted in preparation for this plan and offered to present to the Trail Region executive directors on their products and services, and to establish working relationships with them. THC programs support the success of the THTP and are willing to consult and collaborate as their expertise allows. They realize that inter-agency success depends on inter-agency collaboration. In turn, they requested that they be kept informed quarterly with an update from the HT Program of what is going on in the Trail Regions so they can look for ways to plug in and assist, as well as assess what impact their division's contributions are having to the overall Program enhancement.

For instance, the Communications Division offered to assist the HT Program and the Trail Regions in developing Communications Plans (see Strategic Priority #3, Goal A) They should accept those type of outreach offers and work the Communications Division to leverage those skills. The THC must support and foster this relationship building between the Trail Regions and other THC divisions to leverage assets and resources, and to help fulfill its preservation mission.

Strategy 2: Partner with the Friends of the THC

The Friends of the Texas Historical Commission (FTHC) has expressed a willingness to work with the Trail Region executive directors to teach fundraising methods and industry best practices in a centralized workshop. This is a skill set this team is extremely experienced or well-versed in and is a proficiency that many Trail Region executive directors have expressed an interest in developing. This effort will help teach each Trail Region how to raise money outside the funding they receive from the THC. The HT Program will benefit from providing the Trail Region leadership such education because when the Trail Regions become more successful at revenue generation, they will have more opportunity to fund their efforts, providing even greater value to their members and stakeholders.

The HT Program team should work with the FTHC to organize a series of training sessions to be provided to the Trail Regions as a part of the THTP statewide semiannual meetings. In addition to formal training in the areas of fundraising, friendraising, and financial sustainability, this also provides an opportunity for Trail Region executive directors to engage with FTHC for assistance with individual needs. It is beneficial for the Trail Regions to establish and sustain a working relationship with FTHC.

Strategy 3: Each Trail Region to Better Engage with Historic Sites

Another method that at least one Trail Region already uses to keep THC Historic Sites engaged with the region is to create ex-officio positions on their board and invite the regional site manager(s) in their area to serve in that role. That naturally allows for mutual sharing of information at the board level, but that certainly filters down into better conversations about THTP collaboration when regional site managers get together, and vice versa. It also formalizes the relationships with the sites. Extending this relationship to all or multiple Trail Regions will require a conversation between HT Program staff and the Historic Sites Division regarding approval of board service invitations, but the idea is mutually beneficial for all parties.

Strategy 4: HT Program to Provide Workshops for Trail Regions on Other THC Divisions/Programs

Interest has been indicated by Trail Regions to learn more in these areas in this order:

- Historic Sites
- Texas Main Street Program
- Museum Services
- Texas Historic Highways
- Friends of the THC
- Historic Preservation Tax Credit Program
- County Historical Commission Outreach
- National Register of Historic Places
- Historical Marker Program
- Certified Local Government

Strategy 5: Enhance Strategic Alliances by Fostering Communications Networks

It will be important for the HT Program staff to monitor and help foster the various communications networks that will need to become more robust. The board members of the Trail Regions specifically requested greater communications directly to them. It will be the responsibility of the HT Program staff to determine which communications warrant board inclusion vs. those that do not. The HT Program staff must pay close attention to fostering the communications between the following groups:

- Between THC Other-Divisions/Department staff and Trail Region Executive Directors
- Between THC Other-Divisions/Department staff and Trail Boards of Directors
- With Commissioners & Legislators to promote continued funding

Naturally, it is upper management at THC that communicates with Commission members and legislators most directly, but the HT Program staff can play a role in making sure management has the best information, tools, and regional success stories to help them tell the most compelling achievements about and within the program.

All communications will be expected to be professional in nature and consistency, high quality, and accuracy will be required at all times. It must be remembered that all communications are subject to the Open Records Act and written communications such as memos, text messages, and emails can be requested by the public at any time for review or publication. High standards require high expectations.

Goal F: Enhance Trail Region Board Member Effectiveness and Engagement

There are several opportunities for the HT Program to provide the Trail Regions with education, resources, and tools to maximize their contributions to board service.

Strategy 1: HT Program to Provide Workshops on Interested Topics for Trail Regions' Boards and Executive Directors

Interest has been indicated by Trail Regions in these areas in this order:

- Board development training (see Strategy 2 below)
- Effective marketing
- Nonprofit education (finance, policies, board recruitment, strategic planning, grants)
- Leadership development
- Social media strategy development
- Latest technology trends, tips, and tools
- Product/experience development

Strategy 2: Equip Trail Region Boards with Tools and Templates

There are three steps to effective board member effectiveness and engagement:

1. Commitment Form/Job Description
2. Onboarding System
3. Board Development

The following documents and processes are necessary for the THC to provide to the Trail Regions, including training on how to implement and use the new tools. The structure being recommended in the Strategic Plan is that each Trail Region have that 3-Step Approach to Board Member Effectiveness and Engagement:

The specific documents included (but not limited to) are in these 3-Step categories:

1. Commitment Form (job description for all potential board members considering service)
2. Onboarding (one-time one-on-one meeting between executive director and new board member(s) to orient them to their new organization, usually 1-2 hours)
3. Board Development (annual refresher for all board members regarding roles, governance, engagement, best practices, review of current plan, etc., usually 3-4 hours prior to their annual strategic planning workshop)

Documents for a template for each of these three stages of board engagement is needed:

1. Commitment/Accountability Form: A commitment form template that includes the position description requirements and expectations of all board members. The purpose is to completely inform all potential board members prior to their nomination so they fully understand what is expected of their performance should they be invited to serve.

2. Onboarding: This deliverable will contain many documents including:
 - a. Confidentiality Form
 - b. Conflicts of Interest Form
 - c. Code of Conduct Form
 - d. Sample Bylaws
 - e. A checklist of things that the ED needs to share, distribute, or explain to the new board member(s.)
3. Board Development: The third deliverable will include:
 - a. A checklist of what goes in each board member notebook prior to the workshop
 - b. A customized Board Development PowerPoint template including speaker notes
 - c. Committee structures and organizational management
 - d. Roberts Rules of Order
 - e. Sample monthly agenda for board meetings
 - f. Board matrix for filling expired terms/vacancies

Equipping the Trail Region executive directors and their board members with the tools they need to succeed and govern effectively will enhance the quality of the entire Texas Heritage Trails Program as well as elevate the prestige of board service.

Goal G: Research and Consider Modern Philanthropic Tools

There are innovative modern tools that nonprofits across the country utilize to effectively build long-term financial sustainability. These are in addition to the foundation grants mentioned in Strategic Priority #1.

Strategy 1: Trail Regions to Research Legacy Giving Programs

Creating a Legacy Giving Program is an ideal strategy for Trail Regions to consider exploring over the next few years. It is a tool that many nonprofits use as an option to substantially grow the financial strength and sustainability of their nonprofit over time. A Legacy Giving Program is a way for anyone anywhere to contribute to any nonprofit posthumously.

If any Trail Region were to add this option to their fundraising tools and be willing to share their template, any other Trail Region could insert their own logo, name, and use it for the future benefit of their nonprofit should they choose to exercise this option to grow their funding. Many legacy giving programs also allow the donor to make the donation in “honor of” or “memory of” as well as their own name as benefactor. Potential contributors could include former Trail Region board members, former elected officials, local philanthropic families, local art collectors, and other heritage and cultural stakeholders.

It’s impossible to tell who in a community might be willing to make a financial contribute after death to a cause they support unless they are made aware of the option to give that way while still alive.

Strategy 2: Leverage Giving Tuesday

All Trail Region stakeholders should still be encouraged to give financially to the Trail Region annually on National Giving Tuesday beginning with November 2020. The THC Communications Division can design a tasteful holiday ad to post and/or run for the benefit of each Trail Region.

KEYS TO SUCCESSFUL PLAN IMPLEMENTATION

Key 1: Ensure a Culture Shift

Crafting a new culture in any organization or relationship can be challenging to do, but well worth the effort once that new culture is firmly established and embedded in execution over time. It can be an exciting fresh start to implementing new goals and strategies. It will be the responsibility of both the Heritage Tourism Program team and each Trail Region to work together to shape an enhanced culture.

When trying to shape a new culture, there are several collective mindset shifts that should occur. A few of them are listed here:

- Becoming a solutions broker
- New beginnings (only looking forward)
- “Us” & “Us” teamwork
- Positivity and optimism
- Customer experience excellence
- Collaborative environment
- Clarity in mutual expectations
- Embracing change and new ideas

The Trail Regions and the HT Program team must position themselves as elements to augment the success of the entire program. Having a mindset of serving others and helping others develop and perform at their highest levels is healthy for any team working together. Everyone involved should see themselves as eager service providers and skilled solutions brokers, the people that stakeholders can turn to help find solutions to their challenges. The Trail Regions and HT Program staff should have the understanding and confidence that each are there to help one another achieve success. There must be universal application of a willingness to embrace new ideas and shape a new culture.

A new culture also includes resisting the human tendency to look to the past to understand or explain how things used to be, or why things were done a certain way, or why certain expectations weren't understood or met....frankly, anything that looks backward. It is not about “us” and “them”; it is about “us” and “us.” Fresh beginnings are about looking to the future with hope and optimism and positive curiosity. There should be a sense established that it is, indeed, a new day in the Texas Heritage Tourism Program, and that everyone involved as a team of agency staff and nonprofit staff and volunteers are jointly focused on one Vision and four Strategic Priorities.

Customer Experience Excellence is the new standard in heritage tourism. Nothing less. HT Program staff will be committed to providing the highest levels of customer service and the Trail Regions will be committed to providing the highest levels of customer service. There must be a clarity in mutual expectations for performance, and a commitment to rectify any ambiguities anywhere along the way. A new environment of collaboration, mutual respect, and a healthy understanding that interdependence is necessary for success should be embraced by everyone.

This new culture will be even more significant and necessary in a post-COVID-19 economy. Economic recovery in the heritage tourism industry is going to require aggressive innovation, solicitation of creative solutions, and continuous feedback loops.

Key 2: Develop Standard Operating Procedures

It is reasonable to expect that each Trail Region will develop a Standard Operating Procedures Manual outlining how things operate in their nonprofit within the next 12 months. A template can be created or curated by the HT Program staff and shared with each Trail Region for populating it based on their own procedures.

This does not need to be a huge labor-intensive or voluminous document; the purpose is to give future Trail Region executive directors a reasonable guidebook to follow in the event the current executive director were to leave the post or unexpectedly unable to share their experiences and advice to anyone filling in. Preparedness is good organizational management.

Key 3: Organizational and Resource Alignment

To ensure intended use of taxpayer funding, certain elements of operation of the Trail Regions must be contractually tied to their funding. This must begin with a renewed strategic alliance between the THC and the nonprofit Trail Regions including performance-based contracts as noted by the Texas Sunset Advisory Commission findings of January 2019. Funding should be released when reasonable expectations are fulfilled, such as:

- Trail Region Scopes of Work annual goals match the THC Heritage Tourism Program's 5-Year Strategic Plan goals
- Quarterly Reporting Tool complete, accurate, and submitted on time
- Annual Report submitted on time using provided template that highlights each Trail Region's successes and progress toward its own goals and the four HT Program strategic priorities.
- Social media channels and hashtags used as advised to promote brand awareness
- Demonstrated proper use of Marketing Materials standards and styles

While the Strategic Priorities set the tone for the entire HT Program and the Trail Regions, matching Trail Region goals to HT Program goals does not mean that those goals are the only goals a Trail Region can establish. Trail Regions should add other items they plan to accomplish into their individual Scopes of Work and develop their own strategies on how to help fulfill program goals.

Trail Region executive directors and boards should review the HT Program goals regularly and align their goals within a similar framework to help the overall program goals be accomplished. This type of accountability and continuity is especially attractive to the THC Commissioners and legislators for future funding support because the HT Program goals directly align with the Texas Administrative Code.

CONCLUSION

These 2020-2025 goals and strategies are about creating and implementing streamlined processes and systems and raising the quality of services provided.

These four Strategic Priority streamlined process improvements and systems integration will take significant time and effort to fully implement, but they will generate countless efficiencies, leverage taxpayer investment, and create more time for meaningful execution of the Heritage Tourism Program and the Texas Heritage Trail Program mission.

APPENDIX A:

KEY PERFORMANCE INDICATORS TO GAUGE IMPLEMENTATION of TEXAS HERITAGE TOURISM PROGRAM & TEXAS HERITAGE TRAILS PROGRAM

The following are the Key Performance Indicators (KPIs) by which the success of this strategic plan will be measured. KPIs shown in **red** indicate activities that are required.

Strategic Priority #1: Raise the Standards of Heritage and Cultural Attractions around the State

Goal A: Enhance the Visitor Experience

KPIs:

- ☐ Did Trail Regions distribute and encourage adherence to the new Site Standards?
(annual and total YE 2025)
- # of Points of Interest that Trail Regions worked with to help them meet Site Standards _____
(Target = 10 each annually)
- % of all Points of Interest that worked with Trail Regions meeting Site Standard criteria? _____ %
(annual and year-end 2025)

Goal B: Explore Various Grant Opportunities

KPIs:

- # of Trail Regions that explored grant-making opportunities? _____ (Target = 10 by YE 2025)
- ☐ Did the HT Program leverage existing THC grants to help the Trail Regions? (annually)
- ☐ Did the HT Program explore grant-making opportunities within HT?
- # of Trail Regions that sought grants from other sources? _____ (Target = 10, annually)
- # of successful grants awarded to Trail Regions? _____

Goal C: Visitor Experience Development

KPIs:

- ☐ Did the HT Program create Visitor Experience Development training by year-end 2025?
- ☐ Did the HT Program begin implementation of Visitor Experience Development training by year-end 2025?

Strategic Priority #2: Foster Heritage Preservation and Education

Goal A: Honor Texas' Statewide Historic Preservation Plan

KPIs:

- # of Trail Regions that indicate they have built meaningful relationships with economic development professionals in their region? _____ (Target = 10 annually)
- ☐ Did the HT Program and each Trail Region leverage the TTBA by developing and promoting stories?
- # of Trail Regions that have established working relationships with the THC's Youth Education Specialist? _____ (Target = 6, annually)
- # of Trail Regions that successfully assisted Youth organizations experience history/heritage? What was the impact of this assistance? _____ (Target = 5 by year-end 2025)
- # of Trail Regions that created and posted at least 5 video segments telling history/heritage stories? _____ (Target = 5 by year-end 2025)
- # of Trail Regions that actively participated in Texas' Statewide Historic Preservation Plan development? _____ (Target = 10)

Goal B: Create Opportunities for Cross-Region Information & Content Sharing

KPIs:

- ☐ Did the HT Program and each Trail Region create and populate a Resource Library?
- ☐ Did the HT Program and each Trail Region create and populate a Speakers' Bureau?
- # of workshops or events produced and delivered by each Trail Region? _____ (Target = 3 per region, annually)

Goal C: Provide Customer Experience Hospitality Training

KPIs:

- # of Trail Regions that provided Hospitality Training? _____ (Target = 4 regions, annually)
- ☐ Did the HT Program and each Trail Region establish a policy of conducting board meetings, trainings, and other meetings online when they are unable to meet in person?

Strategic Priority #3: Encourage Regional Cooperation and Promotion of Heritage and Cultural Attractions

Goal A: Develop Communications Plans

KPIs:

- ☐ Was a Communications Plan created for the Trail Regions?
- ☐ Was a Communications Plan created for the Heritage Tourism Program?

- ☐ Was Professional Media Training provided to HT staff and Trail Regions?
- ☐ Was a THTP Style Guide created?
- ☐ Was training provided on appropriate use of the Style Guide, if training is determined to be necessary?
- ☐ # of Trail Regions that regularly and actively adhere to new Style Guide? _____
(Target = 10, annually)
- # of Marketing Training Workshops HT Program staff provided to Trail Regions by year-end 2025? _____ (Target = 6)
- ☐ Was a closer collaborative relationship between the HT Program, the Trail Regions, and the Communications Division established? (Target = 70% of Trail Regions, the HT Program, and the Communications Division saying yes)
- ☐ Was a Social Media Usage Guide designed and implemented?
- ☐ Was a Social Media Workshop for each Trail Region designed and delivered?
- ☐ Does THT website fully showcase Heritage assets? (Target 80% of Trail Regions saying yes)
- # of Trail Regions that appeared as a podcast guest at least once by year-end 2025? _____ (Target = 4)
- # of podcast shows total that Trail Region representatives appeared on by year-end 2025? _____
(Target = 4)
- ☐ Did THC explore creating a podcast by year-end 2025? Why or why not?

Goal B: Provide Technical Assistance to the Trail Regions

KPIs:

- ☐ Was email assistance provided to Trail Regions by the Communications Division?
- ☐ Was newsletter assistance provided to Trail Regions by the Communications Division?
- ☐ # of newsletter templates developed for Trail Regions by year-end 2025 _____ (Target = 5)
- ☐ # of newsletter templates used by Trail Regions by year-end 2025 _____ (Target = 5)

Goal C: Maximize State Fair of Texas Booth Benefits

KPIs:

- ☐ Were the State Fair of Texas Booth rules updated and distributed to all Trail Regions?
- # of Trail Regions using updated State Fair of Texas booth rules _____ (Target = 10)

Goal D: Develop Detailed Visitor Avatars/Personas

KPIs:

- # of Trail Regions that fully developed their visitor avatars/personas by year-end 2025? _____
(Target = 6)
- # of Trail Regions that developed marketing strategies based on their visitor avatar/personas by year-end 2025? _____ (Target = 6)

Goal E: Provide Robust Marketing Assistance to the Trail Regions**KPIs:**

of Trail Regions to which the HT Program Staff gave professional guidance regarding cooperative marketing? *(Target = 4, annually)*

of travel or trade shows attended by Trail Regions? _____
(Target = 2 each, annually)

Goal F: Increase Real Places Conference Engagement Among Trail Regions**KPIs:**

of session proposals at Real Places generated by Trail Regions? _____
(Target = 7, annually)

of speakers at Real Places who are Trail Region Executive Directors or board members? _____
(Target = 2, annually)

Strategic Priority #4: Foster Effective Local Tourism Leadership and Organizational Skills**Goal A: HT Program Staff to Increase Frequency of Field Visits****KPIs:**

of field visits by HT Program staff to Trail Regions annually (in addition to regular board meeting attendance)? _____ *(Target = 10, annually)*

Goal B: Trail Region Boards to Increase Frequency of Field Trips**KPIs:**

of Trail Regions that took their board on at least one field trip annually? _____
(Target = 7)

Goal C: Provide Increased THC Commission Information to Trail Regions**KPIs:**

☐ Did the HT Program provide links or information to the Trail Regions about THC Commission meetings and minutes?

Goal D: Modify the Existing THTP Statewide Semiannual Joint Meeting Format**KPIs:**

- ☐ Was the THTP Statewide semiannual joint meeting format successfully modified? *(semiannually)*
- ☐ Satisfaction score on the THTP Statewide semiannual joint meeting feedback survey *(Target = Score of at least 3.5 out of 5, semiannually)*

Goal E: Establish and Nurture Strategic Alliances**KPIs:**

- # of Texas state agencies the Trail Regions successfully partnered with? _____
(Target = 3, annually and 15, YE 2025)
- # of THC Divisions and Programs the Trail Regions successfully partnered with? _____
(Target = 3, annually and 15, YE 2025)
- # of Trail Regions that partnered with Friends of the THC? _____
(Target = 3, annually and all 10 by YE 2025)
- # of Trail Regions that created ex-officio positions on their board for regional site managers? _____
(Target = 10)

Goal F: Enhance Trail Region Board Member Effectiveness and Engagement**KPIs:**

- # of workshops about THC Programs provided to Trail regions by HT Program? _____
(Target = 4, annually)
- ☐ Can we accurately say that communications have improved between Trail Region Executive Directors and a variety of THC Divisions and Program staff? How have communications improved? *(Target = 70% of Trail Regions saying yes)*
- ☐ Can we accurately say that communications have improved between Trail Region boards of directors and a variety of THC Divisions and Program staff? How have communications improved? *(Target = 70% of Trail Regions saying yes)*
- # of Workshops provided to Trail Regions by HT Program staff on interested topics? _____
(Target 4, annually)
- ☐ Did HT Program staff adequately provide board development tools and templates to all Trail Region boards? *(Target = 100% of Trail Regions saying yes)*
- ☐ # of Trail Regions using board development tools and templates _____ *(Target 10, annually)*

Goal G: Research and Consider Modern Philanthropic Tools**KPIs:**

- # of Trail Regions that indicated they researched Legacy Giving Programs by year-end 2025? _____
(Target = 4)
- # of Trail Regions that promoted their own nonprofit for National Giving Tuesday? _____
(Target = 3, annually)

APPENDIX B:

Standards for Point of Interest Listings For General Evaluation and for Inclusion in Texas Time Travel

Maintaining quality standards ensures heritage and cultural attractions around the state create experiences that encourage or ultimately result in the preservation of Texas historic treasures. Standards include a list of requirements an asset may have based on physical characteristics, safety, accessibility, signage, visitor usage, interpretation, and more.

These standards are to be used as a program tool by both the HT Program staff and the Trail Regions to enhance the heritage visitor experience throughout Texas, both in person and online. Recognizing that some local attractions may have physical improvements, maintenance and visitor program needs greater or lesser than others, the Trail Regions can serve as a liaison between the attraction and one or more of the THC's programs or divisions to help them get the information they need.

STANDARDS (Types defined below chart)	Museum	Historic Site	Monuments/Public Art	Roadside Heritage	Structures	Cultural Landscape - Unrestricted	Cultural Landscape - Restricted	Heritage Events	Historic Arts & Cultural Facilities	Historic Lodging	Historic Restaurants	National, State, or Local Parks	Visitor Centers	Selected Commercial
STANDARDS - REQUIRED													X	
POI represents a strong connection the heritage/culture of the region.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
POI is safe and poses no identified threat to visitors.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
POI exterior is accessible to the public at least during daylight hours		X	X	X	X	X						X	X	
POI is open to the public and maintains regular hours.	X	X	X					X	X	X	X	X	X	
Promotion of the site preserves and protects the resource.	X	X						X	X	X	X	X		
POI has on-site signage.	X	X							X				X	
POI provides adequate interpretation to enhance the visit.	X	X							X				X	

Preferred standards could have applications in all categories and are not specifically prescribed for any.

STANDARDS - PREFERRED
PRESERVATION
• If a POI consists of a historic structure, efforts should be made to appropriately preserve or restore the structure, if feasible • The integrity of archeological and protected or sacred sites has been preserved • Properly preserve and protect artifacts • Property/exhibits are authentic, and reproductions are labeled as such • Legal and zoning compliance with local governments
PRESENTATION
• POI has quality programming verified via visitor feedback mechanism with managed oversight • POI provides adequate parking • POI provides public restrooms • POI provides amenities for movement and accessibility that meets ADA standards • POI provides amenities for visual, auditory, and kinetic engagement that meets ADA standards • POI provides alternative methods of visual engagement for inaccessible areas (i.e. videos, photographs, brochure, etc.) • Quality hospitality training of staff/volunteers every 3 years
PROMOTION
• POI promotes itself as a tourism attraction • POI maintains a relationship with local media to keep the public informed • POI markets itself through brochures, website, promotional signage, etc. • Web presence maintained • Claimed attraction by management on Google, Yelp, and TripAdvisor • Posted management replies to online reviews – Google, Yelp, TripAdvisor, Facebook • Showcasing recognitions – best of, top 10, earned press • Demonstrated efforts to Shop Local for procurement needs
PARTNERSHIP
• POI works with local, regional and statewide tourism and preservation organizations to take advantage of opportunities and increase awareness of the importance of heritage to a community • Relationship with local promoters such as CVB, DMO, Chamber, City, County • Local community support for the attraction and tourists to visit it

Types of Sites and Attractions Appropriate for the Heritage Travel Content

The suite of websites is designed to assist consumers in the planning of current and future travel that involves visitation and participation in heritage-related activities. The content of the websites is intended to be curated rather than comprehensive and is focused on the market of heritage travelers.

The websites identify hundreds of Texas communities that have historic characteristics, features, buildings, neighborhoods, or sites and attractions that are of interest to heritage travelers. The specific identification of sites within the community is sparse in some cases. This may be due to inadequate time to identify and describe the sites or attractions. However, more often it is a case where the community has historic characteristics but lacks visitor-oriented and ready-to-visit sites. The community may have historical significance that is yet to be interpreted. However, at a minimum city identification on the websites remains important for wayfinding and travel planning. A user viewing a city with limited to no description or sites is likely to simply move on to the next listing.

When a site or attraction is specifically listed and provided an entry, the user is likely to expect value should they visit. Therefore, the quality of the sites and attraction information as well as the quality of the site itself is of utmost importance. Given the program's focus on heritage, a user might assume that any listing has a heritage connection implied simply by being listed. The following are the types of sites and attractions most likely to be listed by the agency or region and are clearly appropriate content. In many instances, the properties have been formally designated as historic but in other cases, they appear to be of historic age or significance but have not been officially evaluated and designated.

If the site, attraction, or business is unlikely to be useful or of interest to travelers and visitors, it should not be listed on the websites. This includes private entities without a direct relationship to travelers or visitors but that may partner or financially support the program or regions.

Types of Points of Interest defined:

Texas Time Travel includes a variety of points of interest (POI) designated as 'sites' in its database. There will be natural crossovers in these broad categories for many POIs. These categories are put forth to help identify types.

Types of sites and attractions that represent appropriate content:

- **Museum** – a building in which objects of historical, scientific, artistic, or cultural interest are stored and exhibited. Caters to visitors and has history and heritage interpretation and/or protection as part of its core mission. The facility and property may or may not be historic.
- **Historic/Heritage Site** - any building, landscape, site or structure that is of local, regional, or national significance. Examples:
 - o Texas THC and TPWD State Historic Sites, but this category is not limited to these offerings
 - o [Thurber Historical Association Park](#), Thurber
 - o [Dealey Plaza Historic District](#), Dallas
 - o [Lamesa Farm Workers Community](#), Los Ybáñez
 - o [Aldridge Sawmill Historic Site: Angelina National Forest/ Boykin Springs Recreation Area](#), Zavalla

- **Monuments/Public Art** – a statue, building, or other structure erected to commemorate a famous or notable person or event. Examples:
 - o [Fannin Memorial Monument](#), Goliad
 - o [Centennial Statue of Jim Bowie](#), Texarkana
 - o [U.S. Post Office Mural](#), Odessa
 - o [Stubb's Memorial](#), Lubbock
- **Roadside Heritage** – a feature along the side of a road meant to attract tourists. Examples:
 - o [An Early Phillips 66 Service Station in Texas](#), McLean
 - o [World's Tallest Roadrunner](#), Fort Stockton
 - o [Trabajo Rustico](#), San Antonio
 - o [Moonlight Towers](#), Austin
- **Historic Civic & Cultural Structures** - sole purpose is not the visitor experience: Courthouses, government offices, libraries, education facilities, bridges, and churches. Examples:
 - o [San Elizario Presidio Chapel](#), San Elizario
 - o [Cameron County Courthouse](#), Brownsville
 - o [Waco Suspension Bridge](#), Waco
 - o [Fort Worth Water Gardens](#), Fort Worth
- **Heritage Events** - events or processes that have a special meaning in group memory; must be connected to a specific place. Examples:
 - o [Motley-Dickens Old Settlers' Reunion and Ranch Rodeo](#), Roaring Springs
 - o [Mount Vernon Music Association](#), Mount Vernon
 - o [TEXAS Outdoor Musical Drama](#), Canyon
 - o [Texas Cowboy Reunion](#), Stamford
- **Cultural Landscape Unrestricted** - a landscape containing a variety of natural and cultural resources that associated people define as heritage resources. Accessible to the public. Includes historic neighborhood or commercial districts that are home to residences and/or businesses. Some may be visitor-oriented while others such as residential districts may have no visitor services or interpretation. Examples:
 - o [St. John Colony](#), Lockhart
 - o [Black Seminole Indian Scout Cemetery](#), Brackettville
 - o [The 1867 Settlement Historic District](#), Texas City
 - o [Dolores-Applewhite Crossing](#), San Antonio
 - o [Marine Commercial Historic District](#), Fort Worth
- **Cultural Landscape Restricted** - a landscape containing a variety of natural and cultural resources that associated people define as heritage resources. Located on private property. Examples:
 - o [Red Rock Ranch](#), Van Horn
 - o [White Shaman Preserve \(Rock Art Foundation\)](#), Comstock
 - o [Zaal Ranch](#), Collinsville
 - o [Paint Rock Indian Pictographs](#), Paint Rock

- **Historic Arts & Cultural Facilities** - including those contemporary institutions located within historic buildings. Examples:
 - o [Sons of Hermann Hall](#), Dallas
 - o [Cactus Theater](#), Lubbock
 - o [Bastrop Opera House](#), Bastrop
- **Historic Lodging** - can include properties that have historically served as transient lodging as well as contemporary lodging services that are incorporated into historic buildings that once served other functions. Examples:
 - o [Hotel El Capitan](#), Van Horn
 - o [Excelsior House Hotel](#), Jefferson
 - o [Historic Rocksprings Hotel](#), Rocksprings
- **Historic Restaurants** - can include properties that have historically served as restaurants as well as contemporary food service that are incorporated into historic buildings or settings. Examples:
 - o [Stagecoach Inn](#), Salado
 - o [Midpoint Café](#), Adrian
 - o [Blanco Bowling Club Café](#), Blanco
- **National, State, or Local Parks and Recreation Facilities** - often with heritage-related components and experiences for the visitor though their mission may be broader. Examples:
 - o [Beason's Crossing Park](#), Columbus
 - o [Chandor Gardens](#), Weatherford
 - o [Landa Park](#), New Braunfels
 - o [Caverns of Sonora](#), Sonora
- **Visitor Centers** - provide information to travelers based on locations or subject matter. The facility and property may or may not be historic. Examples:
 - o [Judge Roy Bean Visitor Center](#), Langtry
 - o [Sam Houston Statue/Visitor Center](#), Huntsville
 - o [Los Portales Tourist Museum and Information Center](#), San Elizario
- **Selected Commercial Entities.** Care must be given to the inclusion of commercially operated sites and attractions that do not adhere to one or more of the categories above to avoid promoting a particular commercial site while intentionally or inadvertently not including other sites of a similar nature. Ideally, commercial enterprises included on the websites should be associated with an historically designated property or have been awarded the Texas Treasure Business Award which sets them apart from non-listed competitors. The following are the types of sites and attractions occasionally listed by the agency or region that warrant further analysis to determine appropriateness:
 - o Arts, cultural, science, and educational institutions and attractions that are visitor-oriented and may be attractive to heritage travelers but that are not specifically heritage-related. Generally, but not always, under nonprofit or public in ownership. Examples:
 - [Chicken Farm Art Center](#), San Angelo
 - [Lee-Bunch Studio Gallery](#), Del Rio
 - [Homestead Heritage](#), Elm Mott

- o Retail shops and other commercial ventures that may be of interest to travelers and visitors, including those that may primarily cater to local clientele. This may include providers of traditional crafts and goods. Examples:
 - [El Mercado](#), San Antonio
 - [First Monday Trade Days](#), Canton
 - [An Ancient Art Soap Company](#), Strawn
 - [Candies by Vletas](#), Abilene
- o Private attractions, tour operators, self-guided tours, or other services to travelers and visitors that are not specifically heritage related, though they may be located in a historic setting or includes elements or experiences loosely associated with history. Examples:
 - [Cardinal Boat Cruises on the Neches River](#), Beaumont
 - [North Texas Horse Country Tour](#), Denton
 - [Steamboat on Caddo Lake](#), Karnack
- o Wineries, breweries, or distilleries which may occasionally be located in historic settings but are rarely historic business operations in Texas. Examples:
 - [Revolver Brewing](#), Granbury
 - [Val Verde Winery](#), Del Rio
 - [Hill Country Distillers](#), Comfort
- o Texas Treasure Business Award Winners. Current list is here: <https://www.thc.texas.gov/past-award-recipients>. There are several listed that are incorporated into mobile tours but do not appear on TTT such as Henne Hardware in New Braunfels and El Fenix in Dallas. Examples:
 - [Silver Dollar Saloon](#), Bandera
 - [Galvan Ballroom](#), Corpus Christi
 - [John T. Floore Country Store](#), Helotes
 - [La India Packing Company](#), Laredo