

Brazos Valley Council of Governments

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



2006

Brazos County

Burleson County

Grimes County

Leon County

Madison County

Robertson County

Washington County

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2. INTRODUCTION

The Brazos Valley Council of Governments (BVCOG) is a multi-purpose voluntary organization of, by and for local governments. Originally designated as the federally recognized Brazos Valley Economic Development District in 1966, the council officially reorganized as the Brazos Valley Development Council in 1967 as the result of state legislation. The legislation created 24 statewide planning regions each comprised of a voluntary association of local governments. The regions' boundaries were based upon a number of characteristics including geographic features, economic market areas, labor markets, commuting patterns, and even media coverage areas.

These regional planning organizations, defined by the Texas Legislature as "councils of governments," are charged with addressing regional issues and opportunities and are reviewed biennially by the Governor of Texas. In 1997, the council's Board of Directors voted to change the organization's name to the Brazos Valley Council of Governments in order to more appropriately emphasize the cooperative spirit of the local governments and to reflect the legislative terminology.

Administrative Organization

The Brazos Valley Council of Governments' membership is composed of 7 counties and 26 incorporated cities. A Board of Directors and an Executive Committee, which represents the member governments, minority-ethnic groups, and citizens, govern the Council. The Board Officers and Executive Committee are elected from the Board of Directors by the board annually. The Board of Directors is the designated governing body of BVCOG. Its membership is constituted from geographic areas as follows:

COUNTY	ELECTED OFFICIAL	MINORITY	TOTAL
Brazos	3	2	5
Burleson	3	2	5
Grimes	2	2	4
Leon	4	1	5
Madison	3	1	4
Robertson	3	2	5
Washington	4	1	5
TOTAL	22	11	33

The membership of the Board of Directors is flexible; meaning elected officials, minority, and other representation may be rotated at the discretion of the Board of Directors with the approval of the governing body of the participating member county (counties) involved. However, there should be no less than 22 local elected city or county officials and 8 minority representatives on the Board.

Brazos Valley Council of Governments Programs

The Brazos Valley Council of Governments offers a variety of programs and services designed to meet the specific needs of the seven-county BVCOG region and beyond, that consists of Brazos, Burleson, Grimes, Leon, Madison, Robertson, and Washington Counties as well as twenty-six incorporated cities and many unincorporated communities. The organization provides, in consultation with and through the cooperation of the local elected officials, housing, health, workforce, and senior services programs throughout the Brazos Valley.

- Regional 9-1-1 Plans,
- Community & Economic Development Programs,
- Criminal Justice & Homeland Security Planning and Grants,
- Solid Waste Planning & Grants, and
- Serves as the HIV/AIDS Services Administrative Agency.

The Brazos Valley Council of Governments combines the advantages of a designated Economic Development District with that of a regional council of governments. The purpose of the BVCOG is to strengthen both the individual and collective power of the local governments and to help recognize regional opportunities, resolve regional problems, eliminate unnecessary duplication, and promote intergovernmental cooperation and coordination. The BVCOG assists local governments in planning for common needs, cooperating for mutual benefit and coordinating for sound regional development. In addition, the BVCOG encourages recognition and development of the agricultural, business, and industrial sectors and the preservation of the historical and cultural values of the Brazos Valley Region.

The goal of the Brazos Valley Council of Governments is to create and enhance partnerships between local governments, private businesses, and service organizations in an effort to collaboratively plan for and maintain the highest quality of life in the Brazos Valley region.

Comprehensive Economic Development Strategy

The Comprehensive Economic Development Strategy (CEDS) is a locally initiated planning process designed to provide a mechanism for guiding and coordinating the efforts of local individuals and organizations concerned with economic development. Funded by the Economic Development Administration, the 2006 CEDS emphasizes recent BVCOG region economic and community development activities, as well as labor force changes.

The development of the Comprehensive Economic Development Strategy (CEDS) document is required by the Economic Development Administration Planning grant. The purpose of the CEDS is to serve as a guide in the continuation of successful economic development projects and the facilitation of new projects based on analysis of the region's economic situation. Listed below are the functions of the CEDS:

- Present background and historical information about economic development throughout the region;

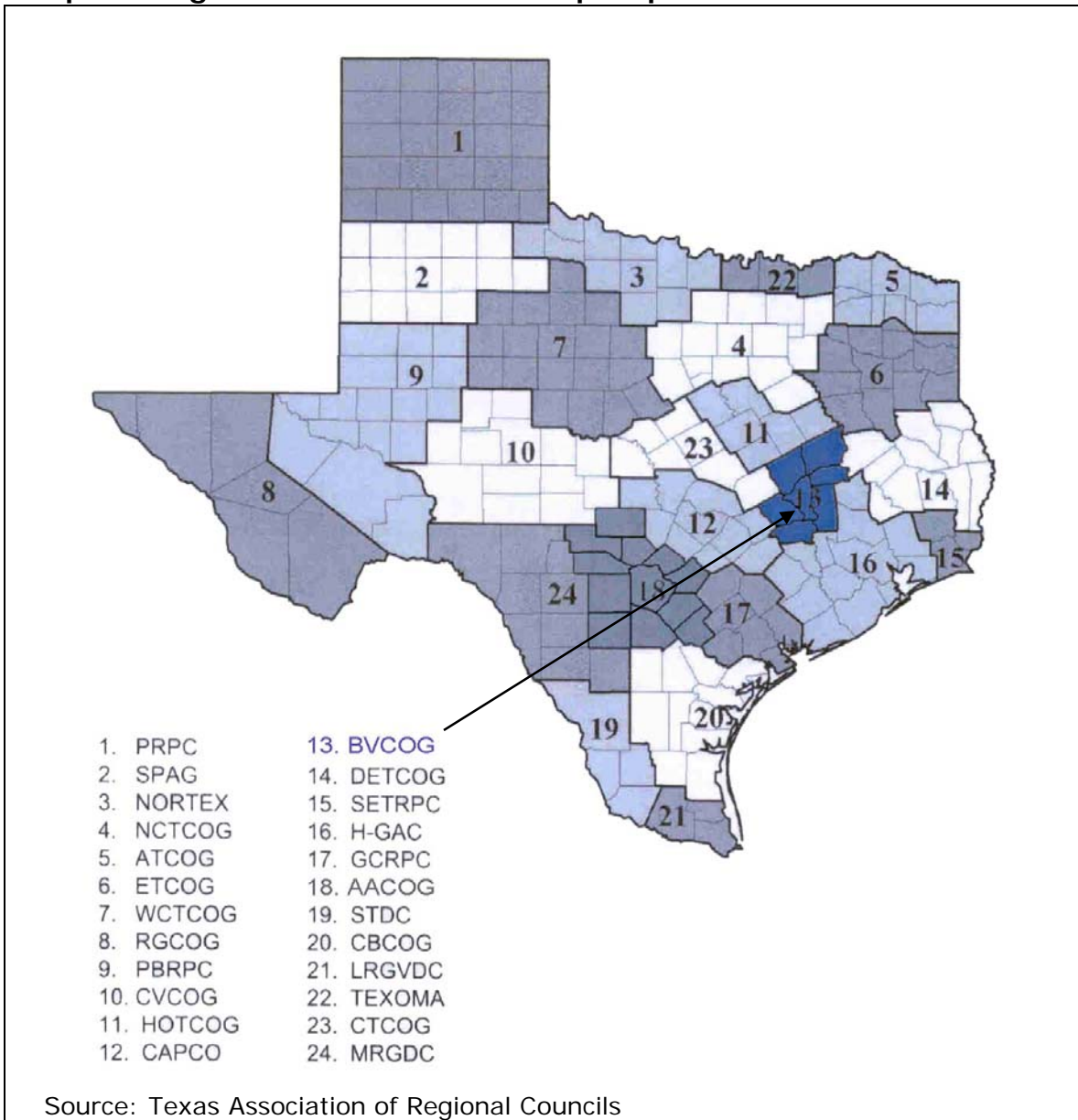
- Evaluate the economic conditions of the region in order to provide appropriate economic development strategies;
- Define strengths, weaknesses, opportunities, and threats concerning economic development;
- Identify the goals and visions for the region while setting the course for future development actions;
- Create an action agenda to provide a guide for achieving goals and objectives.
- Determine and develop strategies for the implementation of these goals; and
- Establish evaluation standards to measure the success of the strategies.

The CEDS will require a comprehensive review when the goals and objectives are met and new ones are identified. Public participation facilitates the most beneficial decision making process concerning the region's future.

3. REGIONAL OVERVIEW

The Brazos Valley Region is centrally located within the State of Texas. The BVCOG is situated in an ideal position to improve the regional economy through utilizing existing resources as well as working with other organizations. Map 3.1 displays the seven-county region served by the BVCOG in relation to the other regions in the state of Texas.

Map 3.1 Regional Council Membership Map



MEMBERS OF THE BRAZOS VALLEY COUNCIL OF GOVERNMENTS

The BVCOG includes the following member governments, cities, and special districts:

MEMBER GOVERNMENTS

COUNTIES

Brazos County
Burleson County
Grimes County
Leon County
Madison County
Robertson County
Washington County

CITIES

Anderson	Jewett
Bedias	Kurten
Bremond	Leona
Brenham	Madisonville
Bryan	Marquez
Buffalo	Midway
Burton	Navasota
Caldwell	Normangee
Calvert	Oakwood
Centerville	Snook
College Station	Somerville
Franklin	Todd Mission
Hearne	Wixon Valley

UNINCORPORATED COMMUNITIES IN THE BVCOG REGION

BRAZOS COUNTY

Allenfarm	Cawthon	Edge	Harvey Community
Law	Millican	Moore	Mooring
Peach Creek Community	Reliance	Rogers Plantation Community	Sims
Smetana	Steep Hollow	Wellborn	

BURLESON COUNTY

Chances Store	Chriesman	Clay	Cooks Point
Deanville	Fosters Store	Frenstat	Hix
Lyons	Rita	San Antonio Prairie	Tunis
Wilcox			

GRIMES COUNTY

Carlos	Courtney	Cross	Iola
Piedmont	Plantersville	Richards	Roans Prairie
Shiro	Singleton	Stoneham	

LEON COUNTY

Concord	Corinth	Flo	Flynn
Guys Store	Hilltop Lakes	Hopewell	Malvern
Nineveh	Pleasant Springs	Redland	Robbins

MADISON COUNTY

Antioch	Cottonwood	Cross Roads	Elwood
North Zulch			

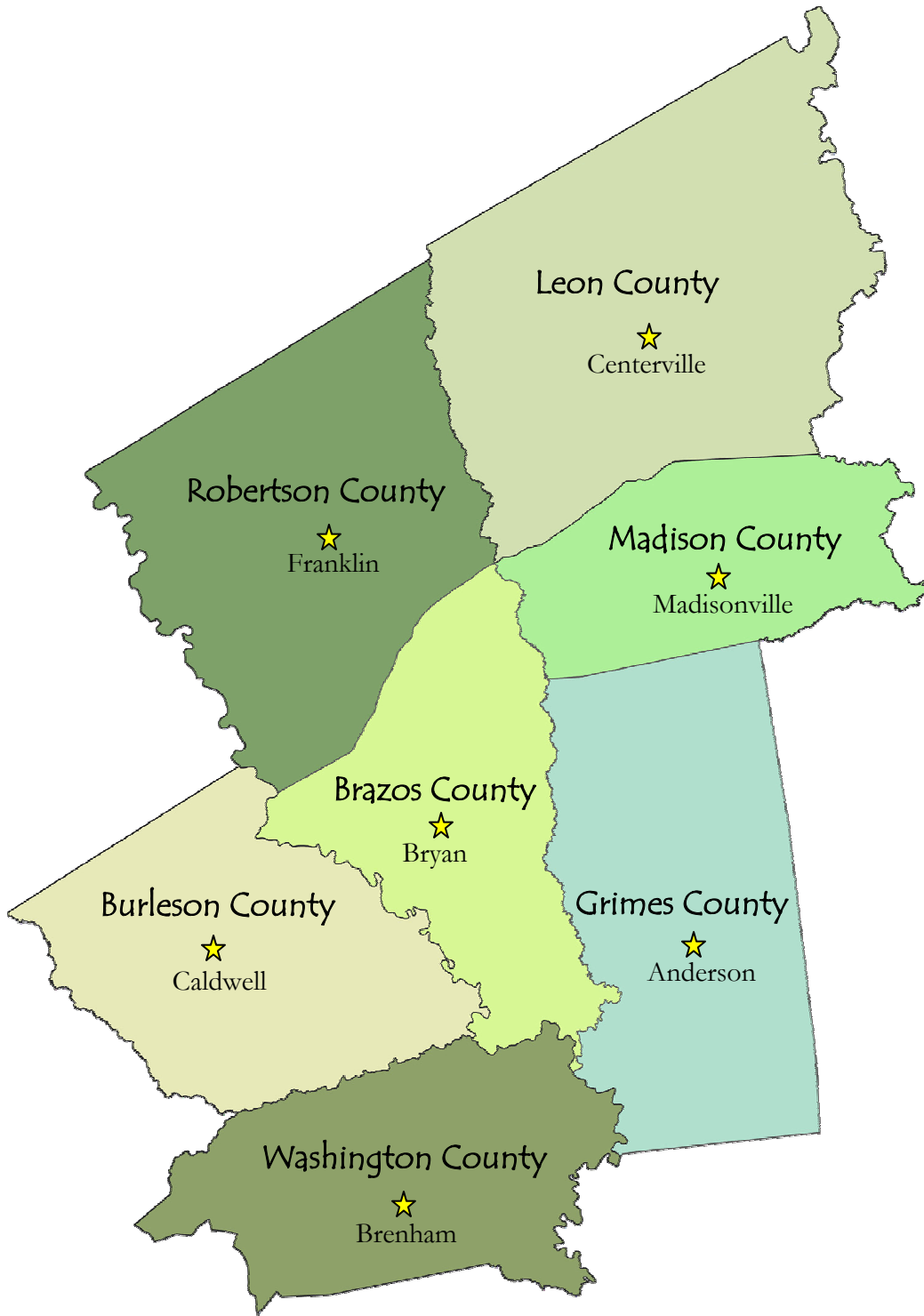
ROBERTSON COUNTY

Benchley	Black Jack	Easterly	Hammond
Mumford	New Baden	Ridge	Seale
Wheelock			

WASHINGTON COUNTY

Berlin	Carmine	Chappell Hill	Earlywine
Gay Hill	Graball	Greenvine	Independence
Jerry's Quarter	Latium	Long Point	Muellersville
Phillipsburg	Quarry	Sandy Hill	Washington
Wesley			

MAP OF THE BRAZOS VALLEY REGION



4. STATE OF THE REGION

Historical Population

According to the Texas State Demographer, The Brazos Valley population has experienced a steady growth over the past 30 years. The population has increased over the past from 176,375 in 1980 to 267,085 in 2000. Projections indicate that by the year 2010 the Brazos Valley population will continue to increase and is estimated to reach over 300,000. Table 3.1 provides population growth trends.

Table 3.1: Historical Population

County	1970	1980	1990	2000	2005	2010
Brazos	57,978	93,588	121,862	152,415	165,921	178,714
Burleson	9,999	12,313	13,625	16,470	17,941	19,501
Grimes	11,855	13,580	18,828	23,552	25,682	27,966
Leon	8,738	9,594	12,665	15,335	16,510	17,737
Madison	7,693	10,649	10,931	12,940	13,521	14,075
Robertson	14,389	14,653	15,511	16,000	16,786	17,664
Washington	18,842	21,998	26,154	30,373	31,517	32,864
Region	129,494	176,373	219,576	267,085	287,878	308,521
Texas	11,196,730	14,229,191	16,986,510	20,851,820	23,002,555	25,409,530

Texas State Demographer. www.txsdem.etsa.edu

Regional Gender & Age Framework

In a breakdown of the regional population by gender, males are the majority, outnumbering the females by roughly 4,000 (Figure 3.2). Over the past 10 years this ratio has not changed. The difference between the number of males and females has remained the same even as the population continues to increase.

The population structure of the region is generally young considering that the age distribution for the year 2000 shows the greatest amount of the population consisting of 20 to 34 year olds (Figure 3.3). This large number is possibly a result of Texas A&M University and Blinn College both being located within the the region. As of 2000, the median age for the region is 29, which has increased from the 1990 median age of 27.

Figure 3.2: Regional Population by Gender

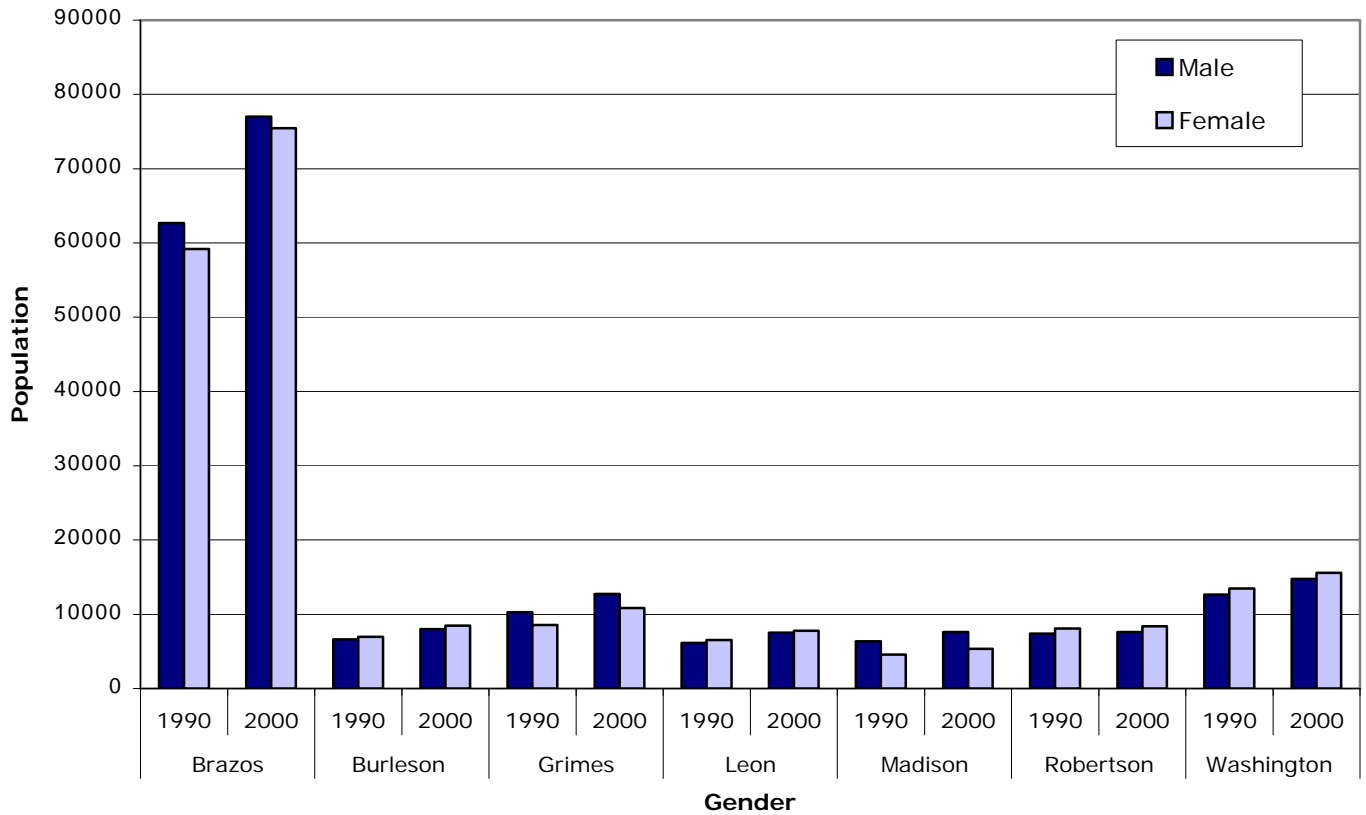
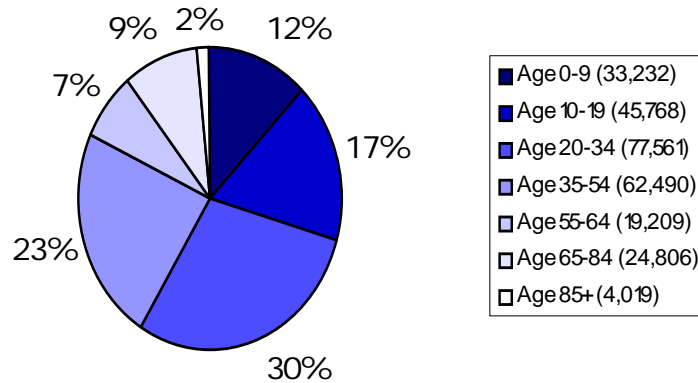


Figure 3.3: Regional Population by Age



Racial & Ethnic Makeup

The racial makeup of the region is primarily composed of the White Alone race category. The use of the term “alone” by the U.S. Census refers to an individual that categorizes themselves as only one race or ethnicity. The next largest population in the region is the Black or African American Alone category (Figure 3.4). The 2000 Census classifies Hispanic or Latino as an ethnicity rather than a race and therefore ethnic diversity of Hispanic individuals is characterized differently than race. Figure 3.5 shows that the area includes a majority of non-Hispanic individuals (Figure 3.5).

Figure 3.3: Regional Racial Breakdown

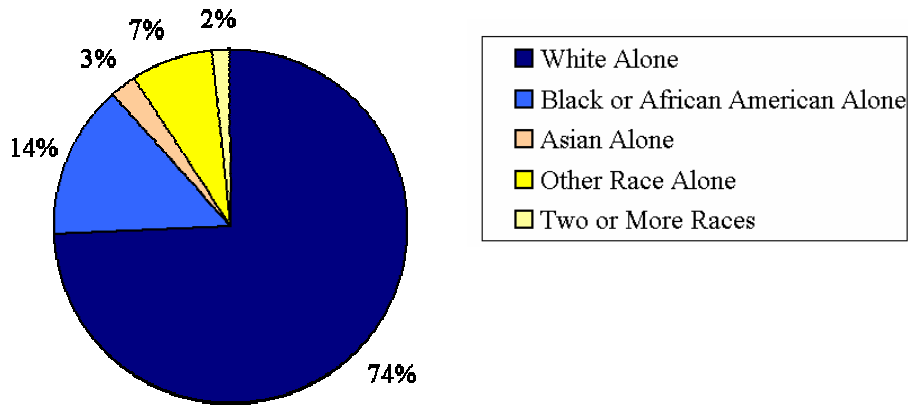
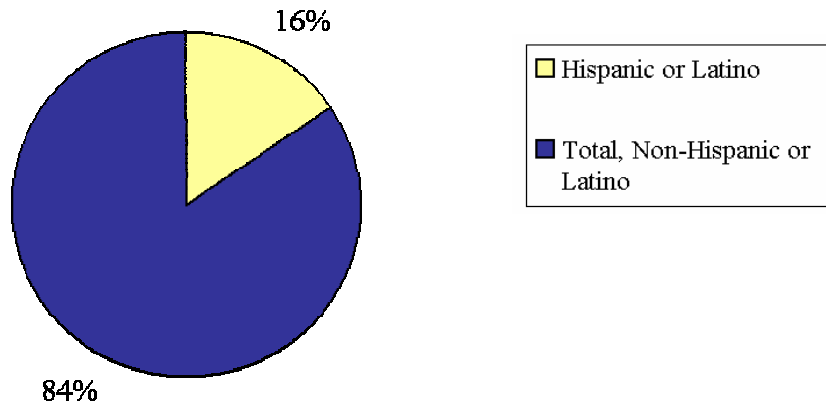


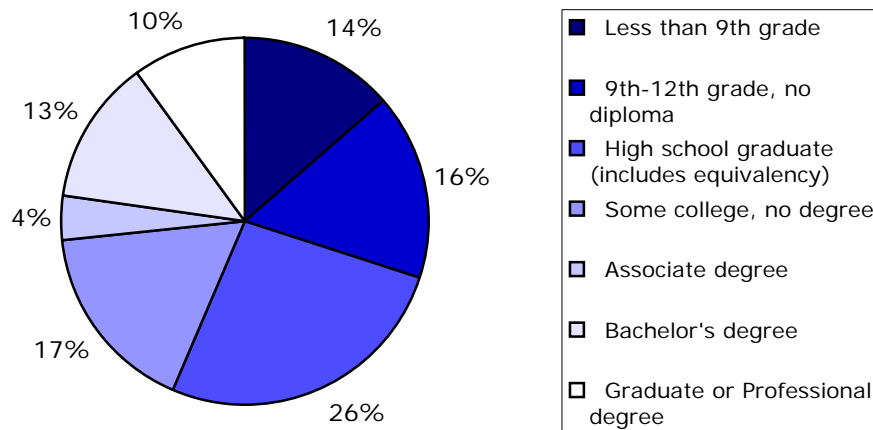
Figure 3.4: Regional Hispanic or Latino Population



Educational Attainment

Of the 146,803 persons 25 years of age or older within the region, 76 percent have completed high school or a higher level of education (Figure 3.6). The remainder of the population has either not graduated from high school or completed GED certification. There has been a slight increase in the number of students completing high school over the past ten years. As of the year 2000, 28 percent of the regional population had completed a higher-level degree. The high number of college graduates in the region could be attributed with the high availability of college course opportunities. The two higher-level learning facilities located within the region offer more opportunities for the residents to continue their education. These numbers concerning the regional educational attainment closely match the statistics for the State of Texas.

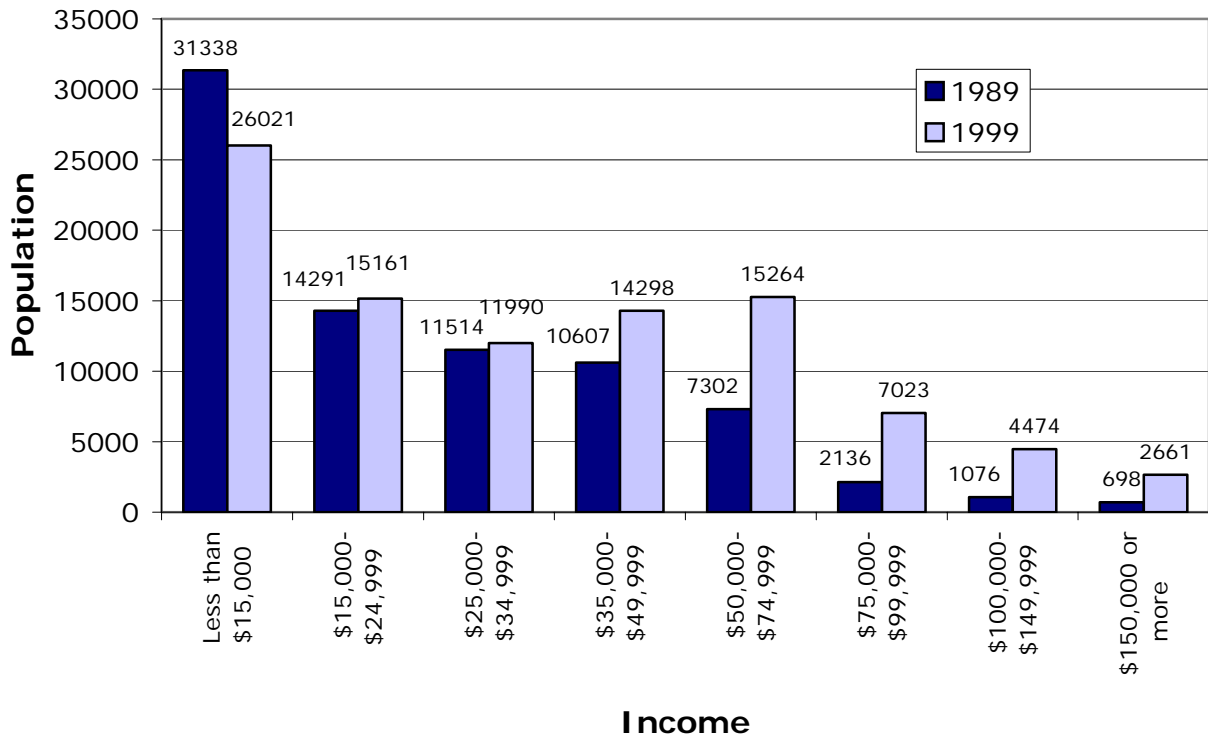
Figure 3.6: 2000 Regional Educational Attainment



Household Income Levels

The household income levels have increased over the past ten years. Overall, the less than \$15,000 category has remained the majority during this time frame. This majority could be the result of the high number of college students holding part-time jobs in the region. The region has experienced an increase in income between the years 1989 and 1999 (Figure 3.7). Regional households are making more money annually. The increase in the household income levels could be attributed to increased employment opportunities and the higher educational levels of the region.

Figure 3.7: 1989 & 1999 Household Income Levels



Regional Workforce

As of 2005, the region supports a labor force of roughly 143,000 workers. Of this total labor force around over 135,000 are currently employed. The current unemployment rate is slightly over 4 percent and approximately 4 percent of the labor force is unemployed (Figure 3.8). Over the past 10 years the number of potential employees has increased by 25,000 individuals. However, the ratio between the unemployed and employed has relatively remained the same (Figure 3.9).

Brazos County has the largest available workforce, while Madison County has the smallest. The number of existing workers in these counties could be affected by the availability of employment opportunities.

Figure 3.8: 2005 Regional Employment

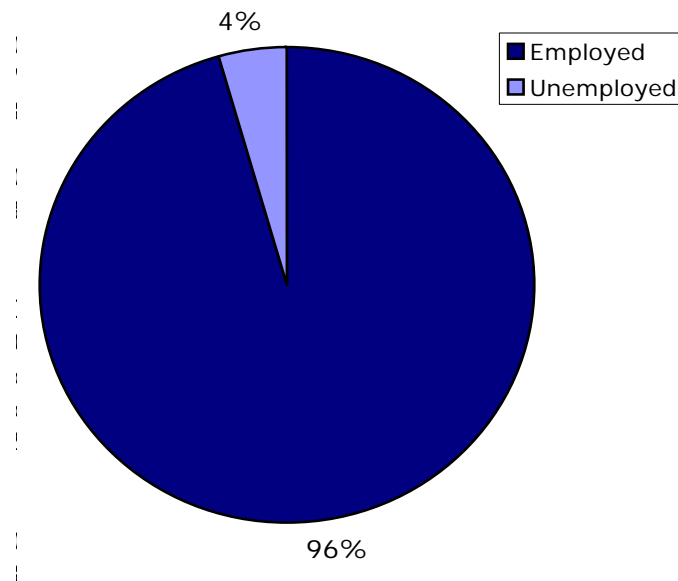


Figure 3.9: 2005 Regional Employment by County

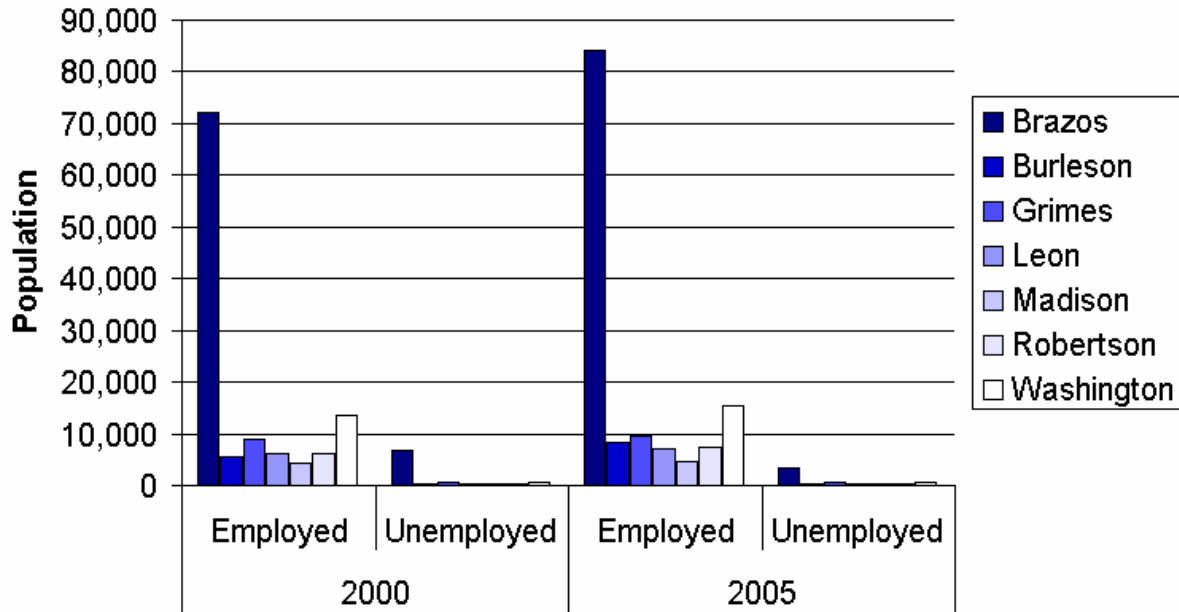
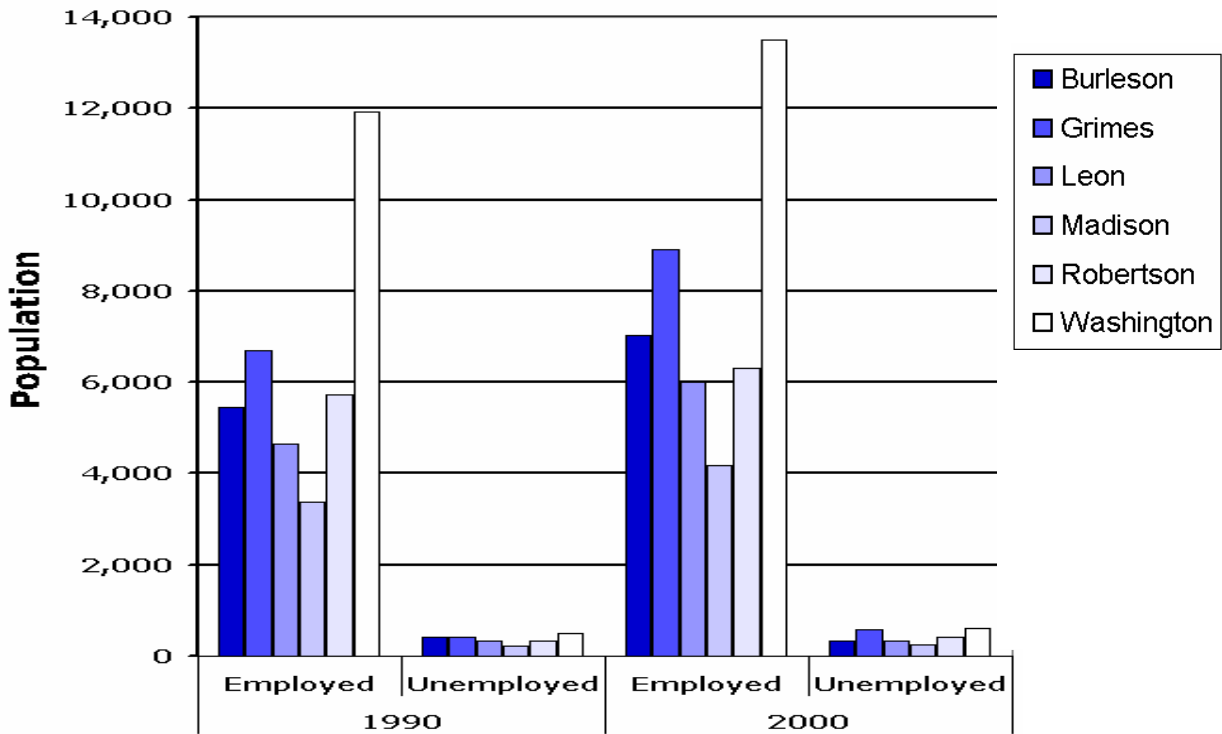


Figure 3.10: 2005 Regional Employment by County (excluding Brazos County)



Projected Population

The Texas State Data Center projects that the population of the region will experience a slight growth over the next 30 years. Brazos County is the most largely populated county in the region and will remain the largest as the area grows. The population projections in Table 3.10 were created by the Texas State Data Center. The projections are based on the 0.5 scenario, which means that the average of the high migration and no migration rates were utilized to project the population. The Texas State Data Center recommends the use of this scenario because it is the most appropriate for the counties at this time. It appears that region will remain on the same steady growth path that it previously experienced.

County	2000	2005	2010	2015	2020
Brazos	152,415	160,550	169,599	178,526	188,052
Burleson	16,470	17,393	18,477	19,601	20,663
Grimes	23,552	25,005	26,635	28,375	30,073
Leon	15,335	15,937	16,633	17,349	17,920
Madison	12,940	13,406	13,905	14,434	14,873
Robertson	16,000	16,941	17,969	18,988	19,906
Washington	30,373	32,442	34,671	37,034	39,293
Region	267,085	281,674	297,889	314,307	330,780
Texas	20,851,820	22,489,182	24,178,507	25,936,845	27,738,378

Conclusion

The demographic summaries above help bring to light some important characteristics of the region. Overall, the region has a fairly young population and will continue to grow slowly, but steadily. The two biggest opportunities for improvement are evident in both household income and workforce categories. The region has the available labor force, but needs more employment opportunities.

Data Sources: 2000 U.S. Census (<http://www.census.gov>) & Texas State Data Center (<http://txsdc.etsa.edu>)

County Economic & Demographic Profiles

Brazos County

Area Information

County Seat	Bryan	County Population Ranking	23
Land Area	585.8 sq. miles	Average Rainfall	39.1 inches
Total Population (2005)	161,380	Population Change (1990-2000)	25.07%
Per Capita Income (2003)	\$21,741	Median Age	23.6

Labor Force & Income

For 2005, the Texas Workforce Commission reported 84,035 people employed and 3,454 firms operating in Brazos County. The unemployment rate was 3.9 percent in 2005, down from a rate of 4.2 percent in 2004. For the first quarter of 2005, the average weekly wage was \$540, a six percent increase from the second quarter of 2003 (\$510).

Industry	Employees	Establishments	Avg. Weekly Wage
Natural Resources and Mining	1,302	96	\$856
Construction	4,550	389	\$513
Manufacturing	5,443	134	\$671
Trade, Transportation, and Util.	11,397	757	\$451
Information	1,135	67	\$731
Financial Activities	3,155	390	\$682
Professional and Business Services	5,285	549	\$660
Educational and Health Services	32,203	420	\$573
Leisure and Hospitality	8,569	358	\$216
Other Services	1,910	348	\$406
Public Administration	3,886	64	\$623

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 73,264 people in Brazos County were enrolled in school in 2000. Countywide, 81.3 percent has a high school diploma or higher and 37 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	7.1%	Elementary School	19.9%
High School	9.8%	College/Graduate School	64.2%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$960,175,670 for Brazos County in 2003. The State spent \$156,119,019 on public assistance and \$19,983,043 on highway construction and maintenance in Brazos County. During the second quarter of 2003, gross sales for all industries totaled \$819,259,153. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales increased 0.7 percent (from \$813,381,120). The county had 37 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$1,550,177 million.

Top Employers

Company	Bryan ISD	Company	Texas A&M University
	College Station ISD		Texas Agricultural Experiment Station
	City of College Station		Texas Engineering Experiment Station
	Sanderson Farms		Wal-Mart
	St. Joseph Hospital		

<http://www.bidc.state.tx.us/countyprofiles/Brazos.pdf>

Burleson County

Area Information

County Seat	Caldwell	County Population Ranking	130
Land Area	665.6 sq. miles	Average Rainfall	39.1 inches
Total Population (2005)	17,529	Population Change (1990-2000)	20.88%
Per Capita Income (2003)	\$22,116	Median Age	37.9

Labor Force & Income

For 2005, the Texas Workforce Commission reported 8,269 people employed and 325 firms operating in Burleson County. The unemployment rate was 4.0 percent in 2005, declining from a rate of 5.2 percent in December 2004. For the first quarter of 2005, the average weekly wage was \$488, a one percent decrease from the second quarter of 2003 (\$494).

Industry	Employees	Establishments	Avg. Weekly Wage
Natural Resources and Mining	260	40	\$705
Construction	415	35	\$594
Manufacturing	227	21	\$562
Trade, Transportation and Util.	777	93	\$495
Information	17	5	\$715
Financial Activities	143	27	\$442
Professional Business Services	126	25	\$723
Education and Health Services	852	21	\$468
Leisure and Hospitality	329	33	\$185
Other Services	66	25	\$268
Public Administration	218	21	\$411

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 3,971 people in Burleson County were enrolled in school in 2000. Countywide, 71.1 percent has a high school diploma or higher and 13.2 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	10.4%	Elementary School	52.0%
High School	27.2%	College/Graduate School	10.4%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$50,682,193 for Burleson County in 2003. The State spent \$13,074,065 on public assistance and \$2,732,962 on highway construction and maintenance in Burleson County. During the second quarter of 2003, gross sales for all industries totaled \$60,168,271. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales decreased 1.2 percent (from \$60,878,900). The county had 8 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$277,431 million.

Top Employers

Company	Allied Precision	Company	City of Caldwell
	Brookshire Brothers		Burleson County
	Caldwell ISD		Burleson St. Joseph Health Center
	Citizens State Bank		Halliburton
	City of Somerville		Slovacek Sausage

<http://www.bidc.state.tx.us/countyprofiles/Burleson.pdf>

Grimes County

Area Information

County Seat	Anderson	County Population Ranking	100
Land Area	793.8 sq. miles	Average Rainfall	40.4 inches
Total Population (2005)	24,754	Population Change (1990-2000)	25.09%
Per Capita Income (2003)	\$18,712	Median Age	38.1

Labor Force & Income

For 2005, the Texas Workforce Commission reported 9,685 people employed and 415 firms operating in Grimes County. The unemployment rate was 6.0 percent in 2005, declining from a rate of 6.9 percent in 2004. For the first quarter of 2005, the average weekly wage was \$657, a thirteen percent increase from the second quarter of 2003 (\$578).

Industry	Employees	Establishments	Avg. Weekly Wage
Natural Resources and Mining	241	36	\$771
Construction	306	49	\$604
Manufacturing	1,340	20	\$1,033
Trade, Transportation, and Util.	1,218	106	\$631
Information	47	6	\$865
Financial Activities	201	28	\$562
Professional and Business Services	205	42	\$463
Education and Health Services	1,147	36	\$529
Leisure and Hospitality	305	37	\$208
Other Services	95	38	\$330
Public Administration	907	16	\$526

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 5,846 people in Grimes County were enrolled in school in 2000. Countywide, 67.3 percent has a high school diploma or higher and 10.3 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	11.3%	Elementary School	48.4%
High School	26.9%	College/Graduate School	13.5%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$74,523,816 for Grimes County in 2003. The State spent \$20,525,977 on public assistance and \$5,425,257 on highway construction and maintenance in Grimes County. During the second quarter of 2003, gross sales for all industries totaled \$197,997,301. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales increased 6.2 percent (from \$186,404,632). The county had 7 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$239,968 million.

Top Employers

Company	Anderson-Shiro ISD	Company	City of Navasota
	Auxi Healthcare Services		Navasota ISD
	Grant Prideco		Navasota Nursing & Rehabilitation
	Grimes County		Texas Department of Criminal Justice
	Interstate Southwest		Texas Municipal Power Agency

<http://www.bidc.state.tx.us/countyprofiles/Grimes.pdf>

Leon County

Area Information

County Seat	Centerville	County Population Ranking	132
Land Area	1,072.1 sq. miles	Average Rainfall	40.5 inches
Total Population (2005)	16,352	Population Change (1990-2000)	21.08%
Per Capita Income (2003)	\$22,850	Median Age	42.1

Labor Force & Income

For 2005, the Texas Workforce Commission reported 7,191 people employed and 346 firms operating in Leon County. The unemployment rate was 5.4 percent in 2005, declining from a rate of 6.1 percent in 2004. For the first quarter of 2005, the average weekly wage was \$675, a five percent increase from the second quarter of 2003 (\$642).

Industry	Employees	Establishments	Avg. Weekly Wage
Natural Resources and Mining	533	26	\$925
Construction	1,226	42	\$638
Trade, Transportation, and Util.	1,156	110	\$725
Information	21	7	\$296
Financial Activities	149	28	\$516
Professional and Business Services	144	36	\$427
Education & Health Services	708	24	\$467
Leisure and Hospitality	416	33	\$183
Other Services	114	22	\$329
Public Administration	136	28	\$544

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 3,454 people in Leon County were enrolled in school in 2000. Countywide, 73.8 percent has a high school diploma or higher and 12.1 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	10.4%	Elementary School	52.5%
High School	27.3%	College/Graduate School	9.8%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$62,480,864 for Leon County in 2003. The State spent \$13,205,119 on public assistance and \$12,403,533 on highway construction and maintenance in Leon County. During the second quarter of 2003, gross sales for all industries totaled \$121,762,833. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales increased 11.1 percent (from \$109,586,230). The county had 8 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$195,579 million.

Top Employers

Company	AL Helmcamp, Inc.	Company	HB Zachry
	Administaff Companies		Leon ISD
	Brookshire Brothers		Northwestern Resources Company
	Buffalo ISD		Nucor Corporation
	Centerville ISD		Schueck Steel

<http://www.bidc.state.tx.us/countyprofiles/Leon.pdf>

Madison County

Area Information

County Seat	Madisonville	County Population Ranking	149
Land Area	469.7 sq. miles	Average Rainfall	41.6 inches
Total Population (2005)	13,381	Population Change (1990-2000)	18.38%
Per Capita Income (2003)	\$21,322	Median Age	33.4

Labor Force & Income

For 2005, the Texas Workforce Commission reported 4,670 people employed and 238 firms operating in Madison County. The unemployment rate was 5.8 percent in 2005 declining from a rate of 6.1 percent in 2004. For the first quarter of 2005, the average weekly wage was \$484, a thirty six percent increase from the second quarter of 2003 (\$355).

Industry	Employees	Establishments	Avg. Weekly Wage
Construction	113	16	\$426
Manufacturing	53	7	\$413
Trade, Transportation, and Util. Information	722	63	\$562
Financial Activities	18	4	\$811
Professional & Business Services	109	23	\$731
Education and Health Services	172	29	\$461
Leisure and Hospitality	849	22	\$516
Other Services	231	24	\$170
Public Administration	80	18	\$379
Unclassified	733	16	\$504
	11	3	\$179

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 2,887 people in Madison County were enrolled in school in 2000. Countywide, 72.8 percent has a high school diploma or higher and 11.5 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	10.8%	Elementary School	46.3%
High School	24.1%	College/Graduate School	18.8%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$62,349,533 for Madison County in 2003. The State spent \$11,439,972 on public assistance and \$17,981,487 on highway construction and maintenance in Madison County. During the second quarter of 2003, gross sales for all industries totaled \$76,080,905. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales increased 16.4 percent (from \$65,369,802). The county had 4 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$186,328 million.

Top Employers

Company	Brookshire Brothers	Company	Monterey Mushrooms
	Henson Motor		Riverwood Health Care & Rehab
	Madison County		St. Joseph Hospital
	Madisonville Care Center		Texas Department of Criminal Justice
	Madisonville ISD		Wal-Mart

<http://www.bidc.state.tx.us/countyprofiles/Madison.pdf>

Robertson County

Area Information

County Seat	Franklin	County Population Ranking	134
Land Area	854.6 sq. miles	Average Rainfall	37.5 inches
Total Population (2005)	16,162	Population Change (1990-2000)	3.15%
Per Capita Income (2003)	\$22,778	Median Age	37.6

Labor Force & Income

For 2005, the Texas Workforce Commission reported 7,244 people employed and 287 firms operating in Robertson County. The unemployment rate was 4.9 percent in 2005, declining from a rate of 5.5 percent in 2004. For the first quarter of 2005, the average weekly wage was \$518, a five percent increase from the second quarter of 2003 (\$493).

Industry	Employees	Establishments	Avg. Weekly Wage
Natural Resources and Mining	276	38	\$643
Construction	193	24	\$562
Manufacturing	529	9	\$707
Trade, Transportation and Util.	587	85	\$579
Information	10	3	\$1,155
Financial Activities	144	26	\$669
Professional and Business Services	80	14	\$300
Education and Health Services	1,118	30	\$479
Leisure and Hospitality	375	19	\$173
Other Services	43	23	\$346
Public Administration	219	28	\$472

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 4,049 people in Robertson County were enrolled in school in 2000. Countywide, 68.1 percent has a high school diploma or higher and 12.7 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	13.8%	Elementary School	54.1%
High School	23.0%	College/Graduate School	9.1%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$54,941,143 for Robertson County in 2003. The State spent \$20,811,394 on public assistance and \$3,781,000 on highway construction and maintenance in Robertson County. During the second quarter of 2003, gross sales for all industries totaled \$60,614,777. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales increased 29.6 percent (from \$46,758,255). The county had 5 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$203,714 million.

Top Employers

Company	Big Creek Construction	Company	GATX Financial Corporation
	Bremond ISD		City of Heane
	Crane Plumbing		Hearne ISD
	Franklin ISD		Texas Association of Counties
	Franklin Nursing Home		Walnut Creek Mining Company

<http://www.bidc.state.tx.us/countyprofiles/Robertson.pdf>

Washington County

Area Information

County Seat	Brenham	County Population Ranking	90
Land Area	609.3 sq. miles	Average Rainfall	41.4 inches
Total Population (2005)	31,834	Population Change (1990-2000)	16.13%
Per Capita Income (2003)	\$28,747	Median Age	37.4

Labor Force & Income

For 2005, the Texas Workforce Commission reported 15,563 people employed and 818 firms operating in Washington County. The unemployment rate was 4.3 percent in 2005, declining from a rate of 4.8 percent in 2004. For the first quarter of 2005, the average weekly wage was \$501, a two percent increase from the second quarter of 2003 (\$492).

Industry	Employees	Establishments	Avg. Weekly Wage
Natural Resources and Mining	307	48	\$601
Construction	660	96	\$510
Manufacturing	2,605	51	\$648
Trade, Transportation and Util.	3,007	197	\$451
Information	128	11	\$542
Financial Activities	772	96	\$797
Professional and Business Services	522	82	\$511
Education and Health Services	4,039	81	\$462
Leisure and Hospitality	1,102	85	\$193
Other Services	288	83	\$353
Public Administration	361	33	\$587

Source: Texas Workforce Commission, 1Q 2005

Education

According to the Census, 8,413 people in Washington County were enrolled in school in 2000. Countywide, 72.1 percent has a high school diploma or higher and 19 percent had a bachelor's degree or higher.

Percent of population three years and over enrolled in school in 2000 by level of education:

Nursery School/Kindergarten	13.2%	Elementary School	40.6%
High School	23.2%	College/Graduate School	23.0%

Fiscal Information

The Texas Comptroller of Public Accounts reported total state expenditures of \$113,973,986 for Washington County in 2003. The State spent \$25,467,157 on public assistance and \$19,735,647 on highway construction and maintenance in Washington County. During the second quarter of 2003, gross sales for all industries totaled \$232,343,275. Comparing the second quarter of 2002 to the second quarter of 2003, gross sales increased 5.6 percent (from \$220,000,265). The county had 9 bank offices as of June 2003, as reported by the FDIC, with total deposits of \$617,606 million.

Top Employers

Company	Blinn College	Company	Mount Vernon Mills
	Blue Bell Creameries		Texas Department of MHMR
	City of Brenham		Texas Home Health of America
	Brenham ISD		Trinity Community Medical Center
	Germania Farm Mutual Insurance		Wal-Mart

<http://www.bidc.state.tx.us/countyprofiles/Robertson.pdf>

5. REGIONAL ECONOMIC DEVELOPMENT

The economic development practitioners in the Brazos Valley Region have been meeting together on a quarterly basis since 2001. The quarterly meetings, known as the Regional Economic Development Forum, are held throughout the seven-county region. The various entities involved take turns hosting the forums. The group includes representatives from such entities as chambers of commerce, economic development foundations and city economic development departments. A complete list of members is found below:

Forum Member	Organization
Brenda Van de Walle	Burleson County Chamber of Commerce
Dennis Goehring	Bryan Business Council
Linda LaSut	MPO
William Kent Burnette	Hearne Economic Development Corp
Sal Zaccagnino	Burleson County Industrial Foundation
Jon Hubach	City of College Station
Bob Malaise	Research Valley Partnership
Ken Jones	Buffalo Economic Development Corporation
Thomas Quarles	Madison County Economic Development
Mary Cunningham	Grimes County Chamber of Commerce
Laurie Sapp	Entergy
Gary Sera	Texas Engineering Extension Service
Page Michel	Brenham Economic Development Foundation
Tom Ginter	City of Madisonville
Dena Gaskin	Bryan-College Station Chamber of Commerce
Ben Fornter	Brazos Valley Affordable Housing Corporation
Michael Parks	Brazos Valley Council of Governments
Tom Wilkinson	Brazos Valley Council of Governments

Weldon Peters	Brazos Valley Council of Governments
Ronnie Gibson	Brazos Valley Council of Governments- Area Agency on Aging
Trish Buck	Workforce Solutions

Even before the start of the Regional Economic Development Forum, many economic development practitioners in the region recognized the fact that working together, as a region, would best spur economic development in the future. However, there was no mechanism in place to encourage the practitioners to communicate with one another on a regular basis. The Forum provides the economic development practitioners an opportunity to build relationships with each other and discuss what is going on in each part of the Brazos Valley Region.

In a survey of the Regional Economic Development Forum members from January 2002 - January 2004, all of the respondents reported that a greater number of new businesses moved into their communities compared to the number of businesses that closed. However, several communities, such as Burleson County, lost a major corporation. A manufacturing plant that was one of the top three employers in Burleson County moved its operation to Mexico because of lower costs. The loss of business to countries such as Mexico and China is a concern for area economic development practitioners.

Higher unemployment rates in the rural communities are also a regional concern. Although Brazos County maintains a below average unemployment rate in relation to the rest of the state, other counties in the region, specifically Grimes and Leon Counties, often deal with high unemployment rates. An August 2003 Workforce Report compiled by The Pathfinders in Dallas for the Research Valley Partnership showed there were 35,300 available workers in the seven-county region. This number includes available workers that are underemployed, unemployed or currently not working, but contemplating re-entry to the workforce. The availability of workers in the region is a tremendous strength in the recruitment of new businesses to communities, but also echoes the fact that many citizens in the region are seeking employment.

Despite the downturn in the economy following the events of September 11, 2001, the Brazos Valley Region maintains economic viability. More than ever before the region is working together and economic development entities are forming partnerships. Economic development entities funded by a specific city or county are now working for the betterment of the entire region. The Research Valley Partnership, formerly the Bryan-College Station Economic Development Corporation, is a prime example.

Although the Research Valley Partnership (RVP) is funded by Brazos County and the cities of Bryan and College Station, the organization touts itself as a “regional economic development organization.” The RVP promotes the entire seven-county region as an ideal location for national and international companies.

One of the functions of the Regional Economic Development Forum is to encourage economic development practitioners from around the region to network with each other to bring new businesses to the area. For example, if one community is not a good fit for a certain company, rather than passing on that company all together, the economic development practitioner directs the company to another community in the region. Frequently, a Forum member can be heard saying, “What is good for one community is good for the region.”

The Role of the Regional Economic Development Forum in the CEDS Process

The Regional Economic Development Forum serves as the Comprehensive Economic Development Strategy Committee. Since the Forum was established when the time came to produce the 2004 and 2006 CEDS, the development of the plan became a part of the discussion at the Forum’s quarterly meetings. The Forum is provided the latest edition of the Texas Labor Market Review on a quarterly basis, which keeps the members informed on workforce information. The BVCOG Community & Economic Development staff also provides members

of the Forum with pertinent Census and Workforce data throughout the year. Additionally, many members attend the annual Economic Outlook Conference.

6. VISION, GOALS AND OBJECTIVES

Vision

Emphasize the strengths of each community in the Brazos Valley region by promoting region-wide economic activities that encourage sustainable, prosperous, and equitable growth and development patterns.

Long-Term Goals and Objectives

1. ***Goal - Assist member governments, industrial and economic development foundations, etc. with applications for projects, which would result in the creation and retention of jobs.***

Objectives:

- a. Improve the database of available funding opportunities for these types of projects, allowing staff the ability for quick reference.
- b. Increase the number of council, industrial and economic development foundation meetings, etc. attended by BVCOG Community & Economic Development staff.
- c. Offer and attend continued education courses in application writing and other economic development topics.
- d. Maintain a list of resources, such as federal, state and local agencies, experienced grant writers, etc. for entities in the region.
- e. Work to expand working relationships between economic development entities in the region and academic and professional institutions. These institutions could also serve as a valuable resource for communities.
- f. Remain knowledgeable on current and pending legislative activities that affect the economies of our region.

2. ***Goal - Provide technical assistance to member governments, chambers of commerce, industrial foundations, etc. in trying to obtain projects that would create new jobs.***

Objectives:

- a. Continue to maintain and improve upon the economic and demographic database, which is accessible to the region.
- b. Expand upon the amount of articles collected relating to economic development and other relevant topics in the region.
- c. Remain knowledgeable on current and pending legislative activities that affect the economies of our region. This objective is achieved by receiving updates from the Gallery Watch Legislative Information and Management Service.

3. Goal - Create and maintain community profiles and be able to provide information when needed to attract new industry to the area.

Objectives:

- a. Use information maintained in the economic and demographic database to generate community profiles and update them as needed.
- b. Make the community profiles accessible from the BVCOG web site.
- c. Foster a working relationship between BVCOG, economic development entities in the region and site selection companies.

4. Goal - Develop and maintain an updated version of the CEDS.

Objectives:

- a. Provide hard copies of the 2006 CEDS to economic development practitioners in the region.
- b. Post the 2006 CEDS on the BVCOG web site and include links to sources such as the State Data Center and the U.S. Census Bureau.
- c. Regularly update the CEDS to contain the most accurate information possible.

5. Goal - Increase availability of affordable housing in the region.

Objectives:

- a. Increase awareness through the Annual Fair Housing Luncheon, held each spring.
- b. Meetings with Brazos Valley Affordable Housing Corporation (BVAHC) staff to discuss housing needs in the Brazos Valley.
- c. Promote awareness by publishing articles relating to public housing needs and resources in the bi-monthly newsletter.

On-Going Goals and Objectives

1. ***Goal - Continue meeting with regional economic development practitioners on a quarterly basis through the Regional Economic Development Forum.***

Objectives:

- a. Promote the Regional Economic Development Forum throughout the region to include those that may not be actively participating.
- b. Encourage the use of the Regional Economic Development Forum list serve to promote on-going communication among group members.
- c. Encourage creation and further growth of economic development entity websites, specifically those in the rural communities.
- d. Facilitate the discussion of current labor statistics and other economic topics in the region to promote effective economic development.

2. ***Goal - Maintain information concerning infrastructure elements such as drainage, streets, water, wastewater and solid waste disposal issues.***

Objectives:

- a. Develop and maintain up-to-date information on grants and loans available for these infrastructure elements.
- b. Develop and maintain geo-database that examines the spatial analysis of these infrastructure elements for local governments and entities to access. This objective will be created and maintained using Geographic Information Systems (GIS).

3. ***Goal - Assist local governments and economic development entities with transportation planning.***

Objectives:

- a. Continue to hold monthly Regional Transportation Committee meetings and expand membership of the committee.
- b. Facilitate activities that promote Coordinated Regional Transportation. These activities will bring a more effective and efficient system of transit to the Brazos Valley.
- c. Maintain a collection of transportation-related articles appearing in newspapers, magazines and journals.

4. ***Goal - Assist local efforts in providing financial resources to enhance the regional economy.***

Objectives:

- a. Continue administering and promoting the Revolving Loan Fund (RLF) Program to the six eligible counties in the region.
- b. Increase RLF Program marketing efforts.
- c. Continue and build upon working relationships with financial institutions, SBA, USDA, and the Brazos Valley Small Business Development Center to assure access to available funding.
- d. Continue to update grants database and other grant information to help acquire funds for businesses and local governments within the region.

5. *Goal - Continue with and increase involvement in the Brazos Valley Health Partnership.*

Objectives:

- a. Serve as a resource for the BVHP participants and involved communities.
- b. Help to develop partnerships between the health resource sites and the communities in which they are located.

6. *Goal - Work to promote tourism in the Brazos Valley Region.*

Objectives:

- a. Continue involvement in working with local chambers of commerce and convention and visitor's bureaus in the region.
- b. Continue involvement in the Central Texas Bluebonnet Travel Council.

7. ACTION PLAN

The action plan is designed as a guide for the Brazos Valley Council of Governments Community & Economic Development staff. The purpose of the plan is to map out how each goal and objective will be accomplished.

Long Term Goals and Objectives

1. Goal - Assist member governments, industrial and economic development foundations, etc. with applications for projects, which would result in the creation and retention of jobs.	
Objectives	Actions
a) Improve the database of available funding opportunities for these types of projects, allowing staff the ability for quicker reference.	Periodically search the web sites of governmental agencies for funding opportunities.
	Search through <i>The Foundations</i> , a guide to U.S. Foundations, which provides grants for various activities.
b.) Increase the number of council, industrial and economic development foundation meetings, etc. attended by BVCOG Community & Economic Development staff.	Travel to the counties to meet with the directors of these organizations on a regular basis.
	Ask to be placed on the mailing/email lists of these organizations to keep abreast of upcoming meetings and activities.
c.) Offer and attend continued education courses in application writing and other economic development topics.	Routinely attend areas workshops on economic development.
	Host workshops and seminars that relate to local planning activities and economic development.

d.) Maintain a list of resources, such as federal, state and local agencies, experienced grant writers, etc. for entities in the region.	Request resumes from grant writers to keep on file.
	Gain familiarity of the specific functions and programs of federal, state and local agencies that work with economic development.
	On a monthly basis, email a list of updated information on available resources to economic development practitioners in the region.
e.) Work to expand working relationships between economic development entities in the region and academic and professional institutions. These institutions could also serve as a valuable resource for communities.	Encourage attendance to seminars, workshops, etc. provided by academic and professional institutions.
	Invite staff/faculty from academic and professional institutions to speak at the Regional Economic Development Forum.
f.) Remain knowledgeable on current and pending legislative activities that affect the economies of our region.	Receive daily Senate and House Reports regarding current legislative actions through the Gallery Watch Legislative Information and Management Service.
2. Goal - Provide technical assistance to member governments, chambers of commerce, industrial foundations, etc. in trying to obtain projects that would create new jobs.	
Objectives	Actions
a.) Continue to maintain and improve upon the economic and demographic database, which is accessible to the region.	Expand upon sources of information for the database.
	Create graphs to accompany tables of information for quick reference.
b.) Expand upon the amount of articles collected that relate to economic development and other relevant topics in the region.	Obtain copies of various journals and newspapers subscribed to by BVCOG staff.
	Read available journals and newspapers available online on a regular basis.

c.) Remain knowledgeable on current and pending legislative activities that affect the economies of our region.	Receive daily Senate and House Reports regarding current legislative actions through the Gallery Watch Legislative Information and Management Service.
3. Goal - Create and maintain community profiles and be able to provide information when needed to attract new industry to the area.	
Objectives	Actions
a.) Use information maintained in the economic and demographic database to generate community profiles and update them as needed.	Work with communities to include community history and local information in the profiles.
	Once created, update community profiles on a regular basis as new information is received.
b.) Make the community profiles available from the BVCOG web site.	Work with the Information Technology Department to post community profiles on the BVCOG web site.
c.) Foster a working relationship between BVCOG, economic development entities in the region and site selection companies.	Invite site selectors to speak at Regional Economic Development Forums.
	Encourage economic development practitioners to attend seminars, workshops, etc. put on by site selectors.
4. Goal - Develop and maintain an updated version of the CEDS.	
Objectives	Actions
a.) Provide hard copies of the 2006 CEDS to economic development practitioners in the region.	Distribute copies of 2006 CEDS at the Regional Economic Development Forum and via mail.
b.) Post the 2006 CEDS on the BVCOG web site and include links to sources such as the State Data Center and the U.S. Census Bureau.	Work with the Information Technology Department to post community profiles and useful links on the BVCOG web site.
c.) Regularly update the CEDS to contain the most accurate information possible.	As new information arrives from the State Data Center, add it to the CEDS.

5. Goal - Increase availability of affordable housing in the region.	
Objectives	Actions
a.) Increase awareness through the Annual Fair Housing Luncheon.	Invite area property owners and stakeholders to an educational luncheon.
	Provide informational handout and presentation on recent fair housing activities.
b.) Meet with Brazos Valley Affordable Housing Corporation (BVAHC) staff to discuss housing needs in the Brazos Valley	Hold periodic meetings to discuss the relationship between affordable housing and economic development.
	Maintain database of information affecting the availability of affordable housing in the region.
c.) Promote awareness by publishing articles relating to public housing needs and resources in the bi-monthly newsletter.	Invite BVAHC staff to provide fair housing articles in the bi-monthly publication of "Developments" newsletter.
	Promote upcoming housing activities in the "Upcoming Events" section of the newsletter.

On-Going Goals and Objectives

1. Goal - Continue meeting with regional economic development practitioners on a quarterly basis through the Regional Economic Development Forum.	
Objectives	Actions
a.) Promote the Regional Economic Development Forum throughout the region to include those that may not be actively participating.	Send letters to all cities in the region without representation at the Regional Economic Development Forums and invite a representative to attend.
	Submit press releases to rural newspapers regarding information discussed at the Forums.
b.) Encourage the use of the Regional Economic Development Forum list serve to promote on-going communication among group members.	Add list serve information to the list of Forum members to allow for quick reference.
c.) Encourage creation of economic development entity web sites, specifically those in the rural communities.	Include links to regional economic development entity web sites from the BVCOG website.
d.) Facilitate the discussion of current labor statistics and other economic topics in the region to promote effective economic development.	Provide regional economic and demographic stat sheet bi-annually at the Economic Development Forum.
	Invite directors from area economic programs to discuss issues in an open forum.
2. Goal - Maintain information concerning infrastructure elements such as drainage, streets, water, wastewater and solid waste disposal issues.	
Objectives	Actions
a.) Develop and maintain up-to-date information on grants and loans available for these infrastructure elements.	Sign up for email updates from granting and lending organizations concerning what is available.
	Develop working relationships with the staff of these organizations.

b.) Develop and maintain a geo database that examines spatial analysis elements for local governments and entities to access. This database will be created and maintained using Geographic Information Systems (GIS).	Provide mapping services for local jurisdictions to use for planning purposes.
	Gather applicable data to facilitate the GIS process.

3. Goal - Assist local governments and economic development entities with transportation planning.

Objectives	Actions
a.) Continue to hold monthly Regional Transportation Committee meetings and expand membership of the committee.	Contact potential representatives and discuss the Regional Transportation Committee and invite those people to attend.
b.) Facilitate activities that promote Coordinated Regional Public Transportation. These activities will bring a more effective and efficient system of transit to the Brazos Valley.	Create an inventory of region wide transportation providers.
	Assess current and future needs in transportation and service gaps.
	Research best practices in coordinated public transportation for possible implementation in the Brazos Valley.
c.) Maintain a collection of transportation-related articles appearing in newspapers, magazines and journals.	Sign up for information on transportation articles via email when available.
	Search for information in professional journals and check online sources for information on a regular basis.
	Ask committee members for copies of any articles of interest they may read.

4. Goal - Assist local efforts in providing financial resources to enhance the regional economy.

Objectives	Actions
a.) Continue administering the Revolving Loan Fund (RLF) Program to the six eligible counties in the region.	Visit loan recipients on an annual basis to observe how their businesses are doing and to build upon the relationship between loan recipient and staff.

b.) Increase RLF Program marketing efforts.	Meet with bank administrators throughout the region to promote the RLF program.
	Distribute RLF brochures throughout the region.
	Make plans to speak about the RLF program at chamber of commerce meetings, economic development foundation meetings, etc.
c.) Continue and build upon working relationships with financial institutions, SBA, USDA and the Brazos Valley Small Business Development Center to assure access to available funding.	Attend seminars presented by these financial institutions.
	Keep abreast of current funding information in relation to these institutions.
d.) Continue to update grants database and other grant information to help acquire funds for businesses and local governments within the region.	Review weekly updates of electronic newsletter from Grants.gov
	Distribute available grant information to appropriate entities throughout Brazos Valley Region
5. Goal - Continue with and increase involvement in the Brazos Valley Health Partnership (BVHP).	
Objectives	Actions
a.) Serve as a resource for the BVHP participants and involved communities.	Communicate with the Community Health Development Program of the School of Rural Public Health on a regular basis to see what help BVCOG staff can provide.
	Attend BVHP meetings.
b.) Help to develop partnerships between the health resource sites and the communities in which they are located.	Speak to community groups about the BVHP and the success the group has had in the past.
	Encourage community involvement from the beginning of the site development - to promote ownership in the project.
6. Goal - Work to promote tourism in the Brazos Valley Region.	
Objectives	Actions

a.) Continue involvement in working with local chambers of commerce and convention and visitor's bureaus in the region.	Continue to attend promotional events and ceremonies that promote the region.
	Encourage representatives from heritage foundations and tourism offices in the region to attend meetings.
b.) Continue involvement in the Central Texas Bluebonnet Travel Council	Continue to attend Central Texas Bluebonnet Travel Council meetings.

b.) Continue involvement in the Central Texas Bluebonnet Travel Council.	Continue to attend Central Texas Bluebonnet Travel Council meetings.
	Encourage representatives from heritage foundations and tourism offices in the region to attend meetings.
c.) Attend workshops, seminars, etc. concerning the promotion of heritage tourism.	Frequently visit the web sites of tourism groups to be informed of upcoming opportunities.
d.) Maintain up-to-date information on heritage tourism funding opportunities, marketing strategies and resources for the communities in the region.	Sign up for updates in regard to funding opportunities and marketing strategies via email when available.
	Visit web sites of funding entities on a regular basis to stay informed about available funding.
	Read industry publications to learn about upcoming opportunities and pass useful information on to regional partners.

8. EVALUATION

As with any plan or strategy, one of the most important elements is the evaluation process. As outlined in Section 6 of this report, our vision is to emphasize the strengths of each community in the Brazos Valley region by promoting region-wide economic activities that encourage sustainable, prosperous, and equitable growth and development patterns. Just as the action plan identifies how the staff will strive to implement the vision, the evaluation process will keep staff informed and up-to-date in meeting the established goals and objectives. Additionally, the evaluation will gauge our progress. In January 2007, staff will meet with the BVCOG Executive Director and Assistant Executive Director to review the implementation of the regional goals and objectives. Based on the results, changes to objectives will be made accordingly. Staff will then work with the Regional Economic Development Forum to expand upon existing goals and objectives and develop additional goals and objectives.

Long Term Goals and Objectives

- 1. Goal - Assist member governments, industrial and economic development foundations, etc. with applications for projects, which would result in the creation and retention of jobs.**

Objectives:

- a. Improve the database of available funding opportunities for these types of projects, allowing staff the ability for quicker reference.

Performance Measures

To meet this objective staff will incorporate the following actions into our routine by August 2006:

- Continue to periodically search the web sites of governmental agencies for funding opportunities.
- Search through The Foundations, a guide to U.S. Foundations, which provides grants for various activities.

- b. Increase the number of council, industrial and economic development foundation meetings, etc. attended by BVCOG Community & Economic Development staff.

Performance Measures

To meet this objective staff will continue with our current routine:

- Travel to the counties to meet with the directors of these organizations on a regular basis.
- Review and update the mailing/email lists of organizations to keep abreast of upcoming meetings and activities.

- c. Offer and attend continued education courses in application writing and other economic development topics.

Performance Measures

To meet this objective staff will accomplish the following by January 2007:

- Routinely attend area workshops on economic development.
- Host workshops and seminars that relate to local planning activities and economic development.

- d. Maintain a list of resources, such as federal, state and local agencies, experienced grant writers, etc. for entities in the region.

Performance Measures

To meet this objective staff will accomplish the following by September 2006:

- Request resumes from grant writers to keep on file.
- Gain familiarity of the specific functions and programs of federal, state and local agencies that work with economic development.

To meet this objective staff will continue the following by October 2006:

- On a monthly basis, email a list of updated information on available resources to economic development practitioners in the region.

- e. Work to expand working relationships between economic development entities in the region and academic and professional institutions. These institutions could also serve as a valuable resource for communities.

Performance Measures

To meet this objective staff will work with the Regional Economic Development Forum to accomplish the following on an on-going basis:

- Encourage attendance to seminars, workshops, etc. provided by academic and professional institutions.
- Invite staff/faculty from academic and professional institutions to speak at the Regional Economic Development Forum.

- f. Remain knowledgeable on current and pending legislative activities that affect the economies of our region.

Performance Measures

To meet this objective staff will incorporate the following actions into our daily routine starting July 2006:

- Receive daily Senate and House Reports regarding current legislative actions through the Gallery Watch Legislative Information and Management Service.

2. Goal - Provide technical assistance to member governments, chambers of commerce, industrial foundations, etc. in trying to obtain projects that would create new jobs.

Objectives:

- a. Continue to maintain and improve upon the economic and demographic database, which is accessible to the region.

Performance Measures

To meet this objective staff will continue the following actions on an on-going basis:

- Expand upon sources of information for the database.
- Create graphs to accompany tables of information for quicker reference.

b. Expand upon the amount of articles collected relating to economic development and other relevant topics in the region.

Performance Measures

To meet this objective staff will continue to incorporate the following into our routine starting July 2006:

- Borrow copies of various journals and newspapers subscribed to by BVCOG staff.
- Read available journals and newspapers available online on a regular basis.

c. Remain knowledgeable on current and pending legislative activities that affect the economies of our region.

Performance Measures

To meet this objective staff will incorporate the following actions into our daily routine starting July 2006:

- Receive daily Senate and House Reports regarding current legislative actions through the Gallery Watch Legislative Information and Management Service.

3. Goal - Create and maintain community profiles and be able to provide information when needed to attract new industry to the area.

Objectives:

a. Use information maintained in the economic and demographic database to generate community profiles and update them as needed.

Performance Measures

To meet this objective staff will continue to develop the following starting in July 2007:

- Work with communities to include community history and local information in the profiles.
- Once created, update community profiles on a regular basis as new information is received.

b. Make the community profiles available from the BVCOG web site.

Performance Measure

Staff will take the following action to meet this objective upon the completion of Objective a:

- Work with the Information Technology Department to post community profiles on the BVCOG web site.

c. Foster a working relationship between BVCOG, economic development entities in the region and site selection companies.

Performance Measures

To meet this objective staff will take the following action starting in October 2006:

- Invite site selectors to speak at Regional Economic Development Forums.
- Encourage economic development practitioners to attend seminars, workshops, etc. put on by site selectors.

4. Goal - Develop and maintain an updated version of the CEDS.

Objectives:

a. Provide hard copies of the 2006 CEDS to economic development practitioners in the region.

Performance Measures

To meet Objectives A and B staff will accomplish the following by July 2006:

- Distribute copies of 2006 CEDS at the Regional Economic Development Forum and via mail.

- b. Post the 2006 CEDS on the BVCOG web site and include links to sources such as the State Data Center and the U.S. Census Bureau.
 - Work with the Information Technology Department to post community profiles and useful links on the BVCOG web site.
- c. Regularly update the CEDS to contain the most accurate information possible.

Performance Measure

To meet this on-going objective, staff will take the following action starting July 2006:

- As new information arrives from the State Data Center, add it to the CEDS.

5. Goal – Increase availability of affordable housing in the region.

Objectives:

- a. Increase awareness through the Annual Fair Housing Luncheon.

Performance Measure

To meet this on-going objective, staff will continue to incorporate the following actions starting April 2006:

- Invite area property owners and stakeholders to an educational luncheon.
- Provide informational handout and presentation on recent fair housing activities.

- b. Meet with Brazos Valley Affordable Housing Corporation (BVAHC) staff to discuss housing needs in the Brazos Valley.

Performance Measure

To meet this on-going objective, staff will begin these actions on a quarterly basis starting April 2006:

- Hold periodic meetings to discuss the relationship between affordable housing and economic development.
- Maintain a database of information affecting the availability

of affordable housing in the region.

- c. Promote awareness by publishing articles relating to public housing needs and resources in the bi-monthly newsletter.

Performance Measure

To meet this on-going objective, staff will continue the following actions starting April 2006:

- Invite BVAHC staff to provide fair housing articles in the bi-monthly publication of “Developments” newsletter.
- Promote upcoming housing activities in the “Upcoming Events” section of the newsletter.

On-Going Goals and Objectives

- 1. Goal – Continue meeting with regional economic development practitioners on a quarterly basis through the Regional Economic Development Forum.**

Objectives:

- a. Promote the Regional Economic Development Forum throughout the region to include those that may not be actively participating.

Performance Measures

To meet this objective staff will take the following action in July 2006 with the quarterly Regional Economic Development Forum:

- Send letters to all cities in the region without representation at the Regional Economic Development Forums and invite a representative to attend.
 - Submit press releases to rural newspapers regarding information discussed at the Forums.
- b. Encourage the use of the Regional Economic Development Forum list serve to promote on-going communication among group members.

Performance Measure

Staff will take the following action to continue meeting this objective:

- Add list serve information to the list of Forum members to allow for quick reference.
- c. Encourage creation of economic development entity websites, specifically those in the rural communities.

Performance Measure

Staff will accomplish objective C by December 2006 for existing web sites and will take the following action to build upon Objective c for those entities currently without web sites:

- Include links to regional economic development entity web sites from the BVCOG website.
- d. Facilitate the discussion of current labor statistics and other economic topics in the region to promote effective economic development.

Performance Measure

Staff will meet the following objective by continuing the following activities on a bi-annual basis starting July 2006:

- Provide regional economic and demographic statistic sheet bi-annually at the Economic Development Forum.
- Invite directors from area economic programs to discuss issues in an open forum.

2. Goal – Maintain information concerning infrastructure elements such as drainage, streets, water, wastewater and solid waste disposal issues.

Objectives:

- a. Develop and maintain up-to-date information on grants and loans available for these infrastructure elements.

Performance Measures

To meet this objective staff will take the following action starting August 2006:

- Sign up for email updates from granting and lending organizations concerning what is available.
 - Develop working relationships with the staff of these organizations.
- b. Develop and maintain a geo database that examines spatial analysis elements for local governments and entities to access. This database will be created and maintained using Geographic Information Systems (GIS).

Performance Measures

Staff will add the following actions to our routine by July 2006:

- Provide mapping services for local jurisdictions to use for planning purposes.
- Gather applicable data to facilitate the GIS process.

3. Goal – Assist local governments and economic development entities with transportation planning.

Objectives:

- a. Continue to hold monthly Regional Transportation Committee meetings and expand membership of the committee.

Performance Measure

To meet this objective staff will accomplish the following tasks on an on-going basis:

- Contact potential representatives and discuss the Regional Transportation Committee and invite those people to attend.
- b. Facilitate activities that promote Coordinated Regional Public Transportation. These activities will bring a more effective and efficient system of transit to the Brazos Valley.

Performance Measures

To accomplish this objective staff will incorporate the following actions into our routine starting May 2006:

- Create an inventory of region wide transportation providers.
 - Assess current and future needs in transportation and service gaps.
 - Research best practices in coordinate public transportation in the Brazos Valley.
- c. Maintain a collection of transportation-related articles appearing in newspapers, magazines and journals.

Performance Measures

Staff will take the following actions to meet this objective continuing through August 2007:

- Sign up for information on transportation articles via email when available.
- Search for information in professional journals and check online sources for information on a regular basis.
- Ask committee members for copies of any articles of interest they may read.

4. Goal – Assist local efforts in providing financial resources to enhance the regional economy.

Objectives:

- a. Continue administering the Revolving Loan Fund (RLF) Program to the six eligible counties in the region.

Performance Measure

To continue meeting this objective and be of better service to loan recipients, staff will incorporate the following into our routine:

- Visit loan recipients on an annual basis to observe how their businesses are doing and to build upon the relationship between loan recipient and staff.

- b. Increase RLF Program marketing efforts.

Performance Measures

To meet this objective staff will take the following action starting March 2006:

- Meet with bank administrators throughout the region to promote the RLF program.

To meet this objective staff will continue with the following activities:

- Distribute RLF brochures throughout the region.
- Make plans to speak about the RLF program at chamber of commerce meetings, economic development foundation meetings, etc.

- c. Continue and build upon working relationships with financial institutions, SBA, USDA and the Brazos Valley Small Business Development Center to assure access to available funding.

Performance Measures

To meet this objective staff will continue with the following activities:

- Attend seminars presented by these financial institutions.
- Keep abreast of current funding information in relation to these institutions.

5. Goal - Continue with and increase involvement in the Brazos Valley Health Partnership (BVHP).

Objectives:

- a. Serve as a resource for the BVHP participants and involved communities.

Performance Measures

To meet this objective staff will continue with the following activities:

- Communicate with the Community Health Development Program of the School of Rural Public Health on a regular basis to see what help BVCOG staff can provide.
 - Attend BVHP meetings.
- b. Help to develop partnerships between the health resource sites and the communities in which they are located.

Performance Measures

To meet this objective staff will incorporate the following actions into our routine starting October 2006:

- Speak to community groups about the BVHP and the success the group has had in the past.
- Encourage community involvement from the beginning of the site development - to promote ownership in the project.

6. Goal - Work to promote tourism in the Brazos Valley Region.

Objectives:

- a. Continue involvement in working with local chambers of commerce and convention and visitor's bureaus in the region.

Performance Measures

To meet this objective staff will continue with the following activities:

- Continue to attend Texas Brazos Trail meetings.
- Encourage representatives from heritage foundations and tourism offices in the region to attend meetings.

- b. Continue involvement in the Central Texas Bluebonnet Travel Council.

Performance Measures

To meet this objective staff will continue with the following activities:

- Continue to attend Central Texas Bluebonnet Travel Council meetings.
- Encourage representatives from heritage foundations and tourism offices in the region to attend meetings.