

SEPTEMBER 2019



ECONOMIC DEVELOPMENT STRATEGY

CITY OF FULSHEAR, TEXAS



CITY OF FULSHEAR

ACKNOWLEDGMENTS

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

Jack Harper, City Manager
City of Fulshear

Angela Fritz, Economic Development Director
City of Fulshear

Chandler Marks, Economic Development Coordinator
City of Fulshear

Lisa Martin, Steering Committee
City Council

John Kelly, Steering Committee
City Council

Andrew Van Chau, Steering Committee
Type A Board Member

Jackie Gilmore, Steering Committee
Type A Board Member

Stacy Mangum, Steering Committee
Type B Board Member

Ray Kerlick, Steering Committee
Type B Board Member



TIP STRATEGIES, INC., (TIP) is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm's core competence in strategic planning for economic development has broadened to include expertise in talent strategies and in organizational development.

CONTACT

TIP Strategies
2905 San Gabriel Street, Suite 309
Austin, TX 78705
PHONE: 512-343-9113
FAX: 512-343-9190
www.tipstrategies.com

CONSULTING TEAM

Tom Stellman
Principal

Caroline Alexander
Project Lead

Allison Long
Project Analyst

CONTENTS

EXECUTIVE SUMMARY 1

STRATEGIC ACTION PLAN 4

 INTRODUCTION.....5

 STRATEGIC FRAMEWORK8

 GOAL 1. BUSINESS DEVELOPMENT..... 10

 GOAL 2. STRATEGIC INVESTMENT 15

 GOAL 3. TRANSFORMATIVE PROJECTS19

 GOAL 4. ORGANIZATIONAL ALIGNMENT.....22

 IMPLEMENTATION AND MEASURING PERFORMANCE.....29

APPENDIX 1. ECONOMIC ASSESSMENT 31

 KEY FINDINGS 31

 POPULATION AND DEMOGRAPHICS.....34

 WORKFORCE AND EDUCATION 38

 INDUSTRY AND EMPLOYMENT.....51

 LAND USE AND DEVELOPMENT 62

 FISCAL ANALYSIS72

APPENDIX 2. STAKEHOLDER SURVEY AND INPUT 82

 KEY FINDINGS 82

 INTERVIEWS 82

 ONLINE SURVEY 82

 JOINT VISIONING SESSION 90

 TOWN HALL 92

APPENDIX 3. ORGANIZATIONAL BENCHMARKING AND REVIEW..... 97

 ECONOMIC DEVELOPMENT IN TEXAS 97

 ECONOMIC DEVELOPMENT IN FULSHEAR..... 112

APPENDIX 4. WORKFORCE AND TARGET INDUSTRY ANALYSIS 118

 KEY FINDINGS 118

 OCCUPATIONS AND INDUSTRIES 120

 HIGHER EDUCATION INFRASTRUCTURE AND GAPS 125

APPENDIX 5. DATA AND METHODOLOGY 138

EXECUTIVE SUMMARY

In the last decade, Fulshear has experienced exponential growth as it transitioned from a small, rural farming area to a Houston suburb. The city grew from just barely 1,000 residents in 2010 to an estimated 14,000 in 2019. In fact, Fulshear is the fastest growing city in the Houston metropolitan statistical area and in the state of Texas overall. Over the next 10 years, the population of Fulshear is expected to surpass 30,000 residents.

Fulshear is positioned solidly in the path of growth as one of the Greater Houston region’s desirable western suburbs. Its strengths include highly rated schools, award-winning master-planned communities, and good access to employment centers along Interstate 10 and via the Westpark Tollway. Yet even with these positive prospects, Fulshear faces important challenges that it must address and manage to secure its future.

It is vitally important to manage growth by putting in place a clear vision to influence and secure the future of Fulshear. Realizing this vision requires setting goals and investing the necessary resources to accomplish what’s needed for Fulshear’s continued successful growth in an accelerating market.

To establish a vision and goals, the City of Fulshear contracted with TIP Strategies, an Austin-based economic development consulting firm, to assist in developing the City’s first economic development strategic plan. Over the course of the eight-month planning process, TIP conducted a detailed economic assessment, a community survey and extensive stakeholder interviews, an analysis of workforce and industry trends, organizational benchmarking, a visioning workshop, and a town hall meeting. This input and research informed the analysis of Fulshear’s strengths, weaknesses, opportunities, and threats (SWOT).

This planning effort builds upon the successful efforts previously undertaken with the goal of creating a united, targeted vision to allow for better alignment and coordination of the City’s economic development resources and tools as the city grows. It establishes an economic development vision for Fulshear and lays out guiding principles. Goals and strategies support the City’s economic development vision and guiding principles. Together, the vision, guiding principles, and goals are the strategic framework that will guide Fulshear’s economic development activities in the coming years.

The strategic framework provides a mechanism for strategic project evaluation and decision-making that is based on the community’s values and priorities. This framework not only serves to guide the City’s decision-making but also acts as a powerful tool to assist the City in seeking like-minded development partners who share the City’s vision for its future.

The City of Fulshear has reached a critical point in its growth trajectory where the stock of undeveloped land offers opportunities to influence its path forward in the face of strong market forces that are heavily weighted toward residential development. This strategic plan will help chart its course and enable the City to take advantage of these opportunities as it builds out in accordance with its vision.

DEFINITION

Economic development involves the strategic use of public resources to stimulate private investment in a manner that benefits the City as a whole in the long term in alignment with values and priorities expressed by the community and incorporated in the strategic plan.

Within the context of the City’s overall vision and mission, an economic development strategic plan must be driven by a clear economic development vision. Meaningful vision statements are bold, provide a clear direction, and differentiate the community from its competition. This vision statement guides the strategic direction of the City’s investments and economic development programming, enhancing the activities that will help move the City forward and realize successful outcomes.

ECONOMIC DEVELOPMENT VISION

“Fulshear is a top destination for talent and businesses in the Greater Houston region, maintaining a small-town feel and a strong connection to nature balanced with high-quality, well-planned, and diversified development.”

Guiding principles reflect the values of a community. In the context of an economic development strategy, they are a set of statements expressing how a community defines economic development. This strategic plan is built on the three aspirational statements below.

GUIDING PRINCIPLES

- **EXCELLENT QUALITY OF PLACE.** Fulshear maintains a unique character with abundant, attractive community assets that serve as amenities to current and future residents and businesses.
- **FISCALLY SUSTAINABLE.** The City of Fulshear has a diversified revenue base that supports quality city services and plentiful funding for priority capital improvement projects.
- **BALANCED TAX BASE.** The residential tax base of Fulshear is complemented and supplemented by a robust commercial tax base composed of a wide range of industries.

The following four goals support the City’s economic development vision and guiding principles.

GOALS



OVERVIEW OF GOALS AND STRATEGIES

1. BUSINESS DEVELOPMENT

Support business growth and tax-base diversification in Fulshear with a suite of economic development services.

- Develop a toolbox to support economic development efforts.
- Serve as the primary point of contact and project manager for high-impact projects.
- Forge strong partnerships to create a support network for current and future businesses in Fulshear.
- Keep a pulse on the new and existing business community.
- Selectively recruit new businesses to Fulshear.

2. STRATEGIC INVESTMENTS

Encourage the development of opportunity areas through the investment of the City’s and EDCs’ resources.

- Designate and coordinate investments into opportunity areas.
- Identify and prioritize infrastructure projects that direct and foster growth in opportunity areas of the City.
- Secure control of strategic land parcels that can catalyze commercial development or support business growth in Fulshear’s primary opportunity areas.
- Support select projects that promote the City of Fulshear’s economic development vision, guiding principles, and desired outcomes.

3. TRANSFORMATIVE PROJECTS

Preserve and enhance Fulshear’s character and quality of place through catalytic projects.

- Advance the top priority projects: downtown, a lifestyle center, and parks and open space.
- Create a structure for identifying and prioritizing future transformative projects on a regular basis.

4. ORGANIZATIONAL ALIGNMENT

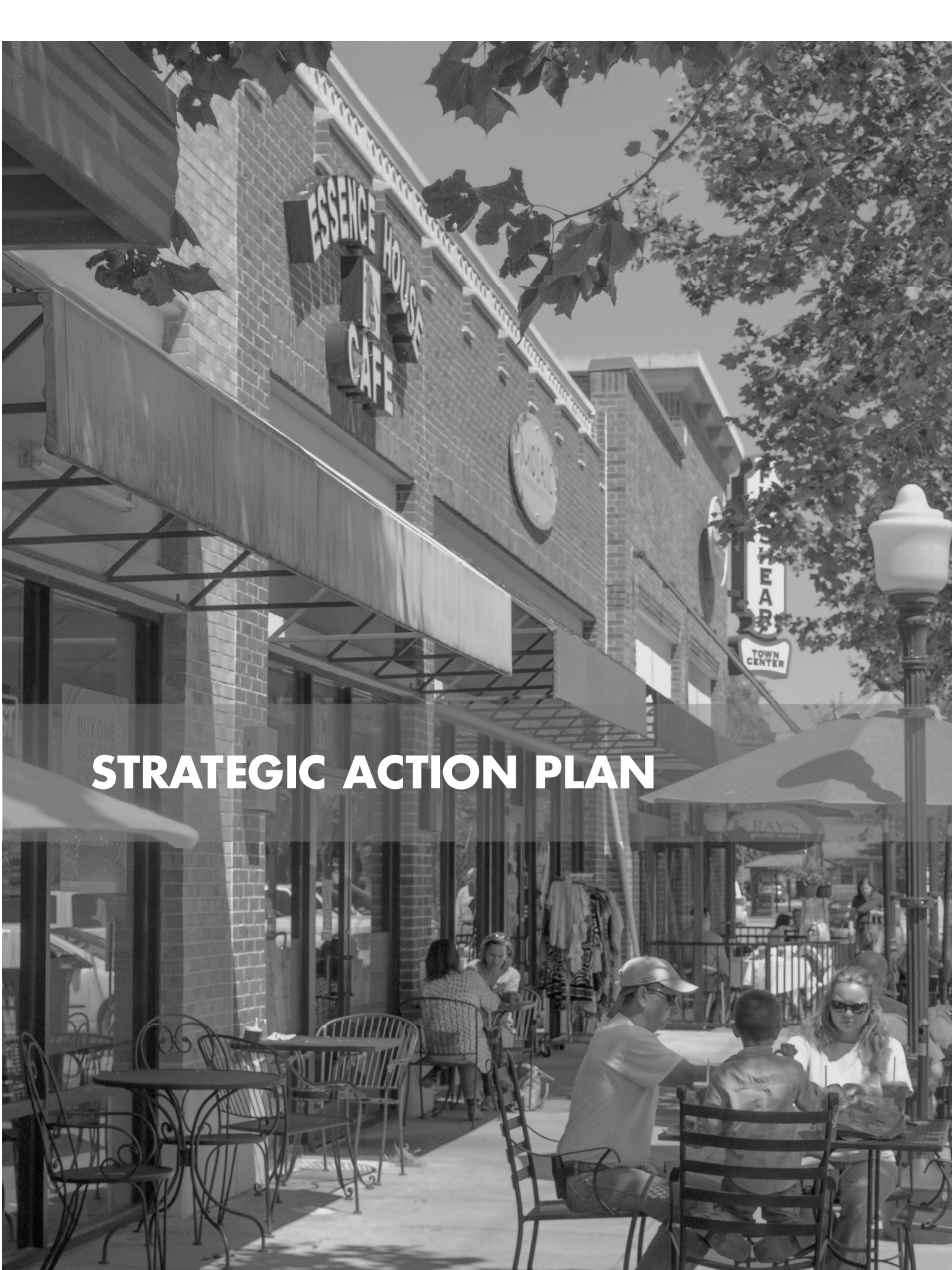
Structure the City of Fulshear’s economic development tools, resources, and oversight for efficient service delivery and investment management.

- Reorganize the oversight and governance structure to enhance coordination and communication by consolidating EDCs into a single Type B corporation.
- Define and establish the process by which businesses and developers seek City (including EDC) participation or investment.
- Create a structure and build a culture that infuses economic development in decision-making across the City organization.

Figure 3 on page 25 provides an overview of recommended roles and responsibilities for the City Council, EDC Boards, Economic Development Department, and other city staff.

IMPLEMENTATION & MEASURING PERFORMANCE

Tracking progress on implementation and measuring performance will enable the City of Fulshear to evaluate its ongoing economic development efforts and adjust, as necessary. An implementation matrix that records the responsible party, status, and recommended timeframe will be maintained by the Economic Development Department. In addition, a set of performance measures can be used to indicate if the strategies are achieving their desired outcomes. The proposed measures can be found in Figure 4 on page 29.



STRATEGIC ACTION PLAN

INTRODUCTION

Located on the western edge of the Houston region, FulShear has rapidly evolved from a small, rural farming area to a city that includes vibrant residential neighborhoods. Since the City was incorporated in 1977, the community has grown from fewer than 400 residents to more than 14,000 people in 2019.

FulShear is the fastest-growing city in the Houston metropolitan statistical area and in the state of Texas, overall. The City's population is projected to reach 22,000 residents by 2023 and 30,000 by 2028.

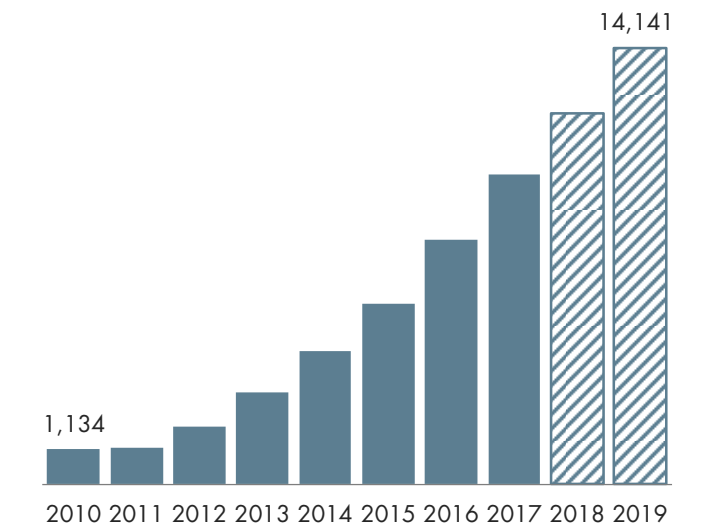
FulShear is about 30 miles from downtown Houston, the fifth largest metro area in the United States and one of the fastest-growing metro areas in the country. It's estimated that the Houston area will have an additional 3.5 million people by the year 2035, and much of this growth will be absorbed by suburbs on the western edge of the metro area.

The Houston economy remains strong. The energy sector has resumed growth with the rise in oil prices and improved drilling technologies. In addition, Houston's world-class healthcare sector continues to grow, and companies continue to expand in and relocate to the Houston region. On the west side of Houston, the Energy Corridor serves as a significant employment center and the Texas Medical Center's hospital systems have expanded into the booming western suburbs. Major distribution and production facilities, such as Amazon, Costco Wholesale, Goya Foods, Igloo Products, Medline Industries, and Rooms To Go, have found homes on the west side. This industrial expansion is driven by consumer demand and the access a western location provides, not only to the Houston market but also to the San Antonio and Austin markets. In the presence of these strong fundamentals, FulShear lies firmly in the path of dynamic growth.

The City has many advantages that will position it well among the Greater Houston region suburbs. These strengths include highly rated schools, award-winning master-planned communities, and good access to employment centers along Interstate 10 and via the Westpark Tollway. FulShear's population is primarily young, well-educated, and financially stable. More than 64 percent of the population has earned a bachelor's degree, the highest educational attainment in Fort Bend County. According to the 2013–2017 American Community Survey, the median household income in FulShear is \$174,194, which is three times the median household income for the state of Texas.

Yet, with this exponential growth and solid demographics, the City of FulShear faces important challenges that it will need to address and manage to secure its future. The City is emerging as a bedroom community with most of its employed residents commuting outside the FulShear city limits for work, thereby reducing the daytime population considerably. This hampers the City's ability to support retail and other amenities. However, the civic leaders and

FIGURE 1. CITY OF FULSHEAR POPULATION 2010–2019



Sources: US Census Bureau (2010–2017); Population and Survey Analysts, PASA, (moderate growth scenario, 2018–2019).

residents of Fulshear envision a more well-rounded city, with a robust quality of place—a city that maintains its small-town charm and preserves key elements of the natural environment while developing top-notch community assets and amenities. Achieving this vision will require that the City of Fulshear takes an active role in managing growth and influencing its future.

Cultivating a diversified tax base that includes vibrant commercial and employment centers will be a key element of growth management and essential to Fulshear’s long-term quality of place and economic vitality. As transportation and mobility issues in the region at-large become more acute, having access to services and jobs locally will greatly enhance the Fulshear community. A diversified tax base also spreads the tax burden across multiple revenue sources and between residential and commercial taxpayers. Finally, growing a healthy tax base will enhance the City’s ability to finance current and future infrastructure projects and city services to maintain the City’s reputation as an exemplary community.

It is vitally important to manage growth by putting in place a clear vision to influence and secure the future of Fulshear. Realizing this vision requires setting goals and investing the necessary resources to accomplish what’s needed for Fulshear’s continued successful growth in an accelerating market.

To establish a vision and goals, the City of Fulshear contracted with TIP Strategies, an Austin-based economic development consulting firm, to assist in developing the City’s first economic development strategic plan. Over the course of the eight-month planning process, TIP conducted a detailed economic assessment, a community survey and extensive stakeholder interviews, an analysis of workforce and industry trends, organizational benchmarking, a visioning workshop, and a town hall meeting. This input and research informed the analysis of Fulshear’s strengths, weaknesses, opportunities, and threats (SWOT), summarized in Figure 2. Balancing the strengths and weaknesses of the community will lead to a strong future for Fulshear.

The resulting strategic plan was developed based on this input and analysis. It is a unified plan to direct the City’s collaborative economic development efforts, including those of the City Council, the economic development corporations (EDCs), and the City organization as a whole. This plan will strengthen the City’s structure for the delivery of key economic development services and guide its economic development efforts and initiatives over the next 5 years. It prescribes targeting strategic areas and transformative projects for investment to maximize impact. It also provides a framework for promoting Fulshear’s values and vision as it develops over time and provides a structure to enable the City to build for the future it envisions.

The report that follows sets forth a strategic framework and identifies goals, strategies, and actions to achieve the City’s economic development vision and guiding principles. Recommendations will help align the City’s organizational capacity around its economic development strategy and help to streamline its oversight and governance structure for efficient service delivery. An implementation matrix and performance metrics provide a blueprint for implementation and tracking progress over the course of the next 5 years. Finally, the appendices document the research and input that informed the creation of the plan.

FIGURE 2. SWOT ANALYSIS

 STRENGTHS	 WEAKNESSES
<ul style="list-style-type: none"> • Intellectual/human capital • Small-town charm • Close-knit community • Strong attachment to history (identity) • Beauty/nature • Strong schools • Well-positioned to absorb Houston growth • Proactive planning for growth • Access to talent via reverse commute (Westpark and I-10) • Sales tax revenue from county assistance district(s) and road improvement district • Solid tax base (taxable value) 	<ul style="list-style-type: none"> • Cross Creek Ranch residents have little connection to Fulshear/downtown (“Don’t turn right.”) • Little downtown walkability • Low daytime population • Rebate to municipal utility districts (MUD) limit City’s fiscal resources • Slow to build infrastructure needed for new businesses • Mobility/traffic • Flooding in some areas of town and ETJ • Dependence on low-wage/low skill employment sectors
 OPPORTUNITIES	 THREATS
<ul style="list-style-type: none"> • Regional employment center (business district/office space) • Coworking, drawing at-home workers into downtown • Higher education/knowledge hub (related to oil and gas) • Enhance public, open space—city park like Rosenberg’s • Youth sports complex • Resort/retreat center • Higher speed broadband to attract business • Texas Heritage Parkway—new design, retail, office, etc. • Livable Centers and character of downtown • Capitalizing on unmet regional needs (Katy, Rosenberg) • Different types of housing— “missing middle” 	<ul style="list-style-type: none"> • Lack of diversified economy—no hotels or higher education, few employment opportunities, dependency on residential tax base and retail sales • Perception that Fulshear is difficult to do business with • Rising property values pushing out older, long-time residents • Fiscal limitations and funding of plans to influence growth • Residents have to leave Fulshear to get services • Lack of housing for people who work in Fulshear

STRATEGIC FRAMEWORK

The City of Fulshear’s vision statement lays out a vision of collaboration and excellence. It calls for a community where the City is an active partner with residents, businesses, civic leaders, and visitors. This partnership is essential for economic development and growth to ensure that all participants are working toward the same future.

CITY OF FULSHEAR VISION STATEMENT

“Fulshear is a community, where residents, businesses and civic leaders are committed partners in service to build a city of excellence.”

Revised July 2017

The mission of the City of Fulshear is to:

- **Provide the highest quality of life** through the provision of exceptional public services including infrastructure, public safety, and recreation;
- **Welcome diverse economic growth** within the constraints of fiscally responsible government; and
- **Build a community that is sustainable** for generations by preserving and honoring our history, small town character and natural environment and providing opportunities for growth in population and employment.

This mission statement captures the values of the Fulshear community and highlights key elements of economic development that are carried forward in the economic development vision and guiding principles.

ECONOMIC DEVELOPMENT VISION AND GUIDING PRINCIPLES

Within the context of the City’s overall vision and mission, an economic development strategic plan must be driven by a clear economic development vision. Meaningful vision statements are bold, provide a clear direction, and differentiate the community from its competition. This vision statement guides the strategic direction of the City’s investments and economic development programming, enhancing the activities that will help move the City forward and realize successful outcomes.

DEFINITION

Economic development involves the strategic use of public resources to stimulate private investment in a manner that benefits the City as a whole in the long term in alignment with values and priorities expressed by the community and incorporated in the strategic plan.

The economic development vision for the City is as follows.

“Fulshear is a top destination for talent and businesses in the Greater Houston region, maintaining a small-town feel and a strong connection to nature balanced with high-quality, well-planned, and diversified development.”

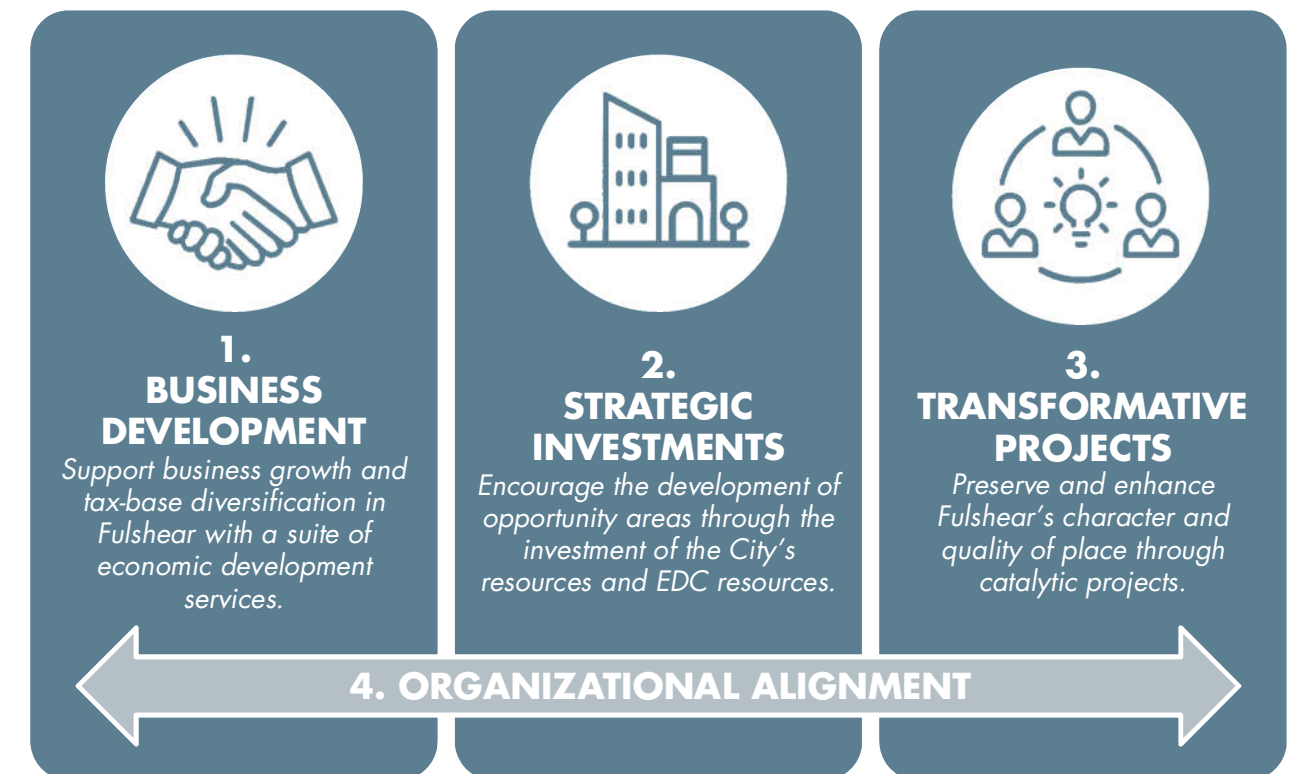
Guiding principles reflect the values of a community. In the context of an economic development strategy, they are a set of statements expressing how a community defines economic development. These principles guide every action to achieve the excellence that is being sought in the community. This strategic plan’s guiding principles are designed as cross-cutting themes and reference points for the goals and strategies. Each principle is forward looking and helps point the community toward growth and improvement.

This strategic plan is built on a framework of three aspirational guiding principles.

- **EXCELLENT QUALITY OF PLACE.** Fulshear maintains a unique character with abundant, attractive community assets that serve as amenities to current and future residents and businesses.
- **FISCALLY SUSTAINABLE.** The City of Fulshear has a diversified revenue base that supports quality city services and plentiful funding for priority capital improvement projects.
- **BALANCED TAX BASE.** The residential tax base of Fulshear is complemented and supplemented by a robust commercial tax base composed of a wide range of industries.

ECONOMIC DEVELOPMENT GOALS

The following four goals support the City’s economic development vision and guiding principles. These goals are in keeping with the collaborative partnership that the City desires to move forward with its growth and expansion in the forthcoming years.



Together, the vision statement, the guiding principles, and the goals form the framework for the strategic plan. Each goal contains specific strategies and actions. Recommendations for the City of Fulshear’s economic development function and organizational capacity promote alignment with this strategic framework.

GOAL 1. BUSINESS DEVELOPMENT

Support business growth and tax-base diversification in Fulshear with a suite of economic development services.

Business development, which includes the formation, expansion, retention, and recruitment of businesses, is at the heart of economic development. It is vital to tax-base diversification and to building a well-rounded city with a high quality of life, a robust commercial tax base, and employment opportunities for residents.

The first step in enhancing the City’s efforts to support business development is to fortify the City’s set of tools for managing economic development projects and service delivery. With these tools in place, the City will be able to strengthen its project and prospect management, provide support for Fulshear-based businesses and for key projects, inform its decision-making on projects, track the progress of projects, and monitor outcomes.

Due to Fulshear’s size and organizational capacity, it is recommended that the City establish a network of partners and leverage these partnerships to deliver high-quality customer service to Fulshear-based businesses and businesses looking to locate in Fulshear. In this way, the Economic Development Department can provide concierge services and good quality referrals to connect businesses with the resources they need without duplicating services that already exist or overextending its staff.

Though each of the City’s departments contribute to economic development in both tangible and intangible ways, the Economic Development Department should be responsible for delivering the suite of economic development services and will serve as the primary point of contact and clearinghouse for potential economic development projects.

The strategies and actions outlined under this goal prescribe a focus on project management to support the City’s investments and to advance transformative projects. In addition, it recommends concierge-like services to support business retention and expansion. Relationship building and management will be vital to the success of these economic development services and will also require a significant amount of dedicated time.

At this point, the City’s efforts related to business recruitment should be very selective. The marketing, proposal preparation, relationship building, and prospect management involved in business recruitment can be time intensive and costly. And, in many ways, Fulshear’s success in business recruitment will come down to the competitiveness of its available sites within the context of West Houston. While Fulshear has a great deal of undeveloped land, it has few “shovel-

PRIORITY PROJECTS

- Customer relationship management (CRM) procurement and rollout
- Visitation protocol
- Business recruitment criteria

OUTCOMES

- Business growth
- Growth in commercial development
- Private business investment
- More economic opportunities

DEFINITION

An **economic development project** is a project that requires a higher level of city engagement and investment and promotes the City’s economic development vision. An economic development project could be a business seeking relocation or expansion support from the City in the form of incentives or a developer seeking public participation in a large-scale, transformational project. In other words, it is a project that is requesting that the City or EDC invest or assume a portion of the risk associated with the project for it to materialize. Transformative projects are also considered economic development projects. Projects that are primarily residential developments or market-driven retail would not be considered economic development projects.

ready” sites that would be highly competitive. In addition, the lack of frontage on Interstate 10, within the City’s ability to influence and regulate development, limits Fulshear’s potential for industrial development. With its limited resources, the City would likely realize higher returns on investments related to infrastructure that can influence development patterns over the long term than on a single business recruitment project.

STRATEGIES AND ACTIONS

1.1. TOOLS. Develop a toolbox to support economic development efforts.

- 1.1.1.** Adopt a customer relationship management (CRM) system to document stakeholder (businesses, prospects, landowners, developers) interactions.
- 1.1.2.** Design and launch a Fulshear economic development website to facilitate information sharing and communication with current and potential stakeholders.
- 1.1.3.** Maintain subscriptions to key data sources and continue to fund relevant studies that can aid in data-driven decision-making. *Examples: PASA Demographic Study, Esri data and interactive mapping tools, CoStar subscription, Impact DataSource, JobsEQ.*
- 1.1.4.** Establish a policy and procedure to guide the City’s use of economic development incentives (*see also Strategy 2.4*).

1.2. PROSPECT AND PROJECT MANAGEMENT. Serve as the primary point of contact and project manager for high-impact business development deals and transformative projects to ensure these projects advance to completion after they are evaluated to meet the City’s criteria.

- 1.2.1.** Conduct an initial intake interview to determine if the project meets the City’s economic development investment criteria (*see Strategy 2.4*).
- 1.2.2.** For the projects selected to advance, follow the procedure established as part of Strategy 2.4.
- 1.2.3.** Provide staff support to advance the City’s transformative projects.
- 1.2.4.** Coordinate with other City staff to ensure the City presents a unified team, provides timely input, and communicates clearly and consistently with relevant stakeholders.
- 1.2.5.** Track and report progress as the projects move from initiation to planning to execution to completion.

CRM SYSTEMS FOR ECONOMIC DEVELOPMENT

Customer relationship management (CRM) systems are a powerful tool to help track and manage relationships. The cost of CRM systems can vary widely, and a handful of CRM tools have been customized for economic development. However, many economic developers use free or low-cost tools and customize them for their own needs. Below is a list of CRM tools that economic developers recommend.

Solutions Specific to Economic Development

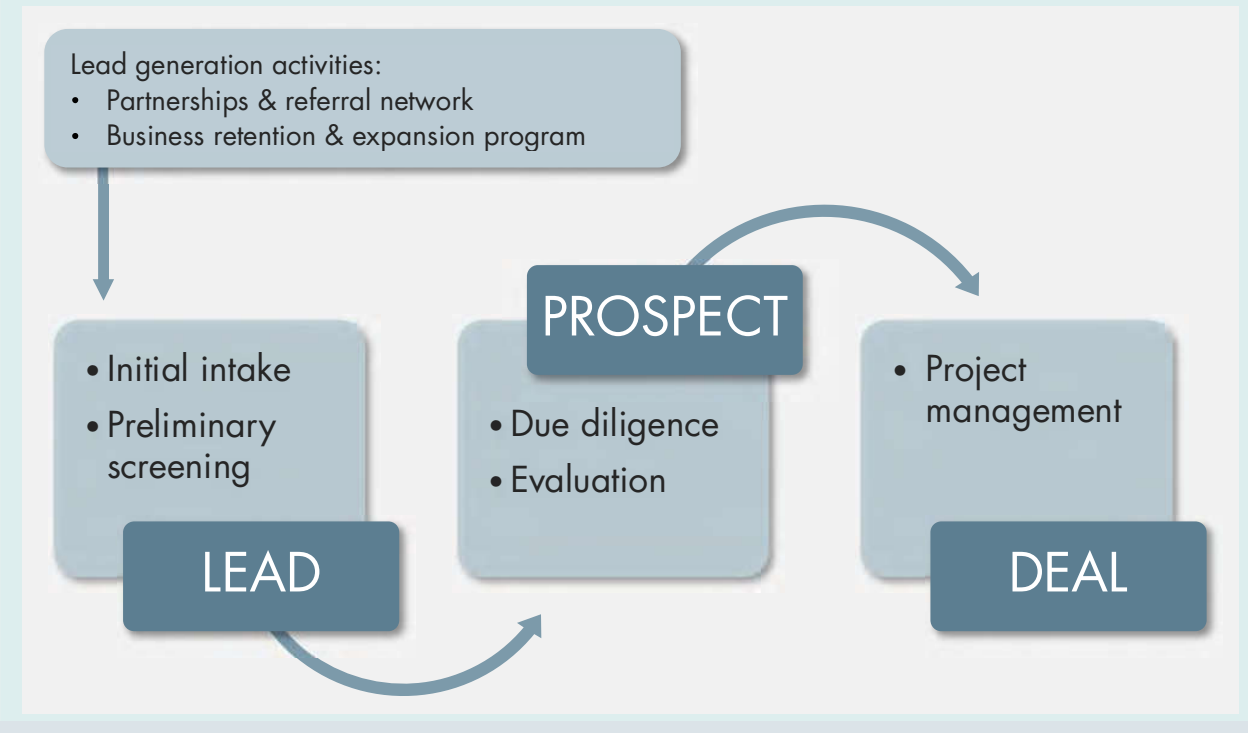
- Synchronist
- Executive Pulse
- Cloud Nine | Economic Development (works off Microsoft Dynamics CRM)

Other CRMs Used by Economic Developers

- HubSpot
- Insightly
- Salesforce.com, Inc.
- Microsoft Dynamics CRM

PROSPECT MANAGEMENT

The process by which potential projects are originated, screened, evaluated, and managed is prospect management. As the potential project advances from lead to prospect and from prospect to deal, there are “go/no go” decision points where some potential projects are filtered out and select projects are advanced.



- 1.3. PARTNERSHIPS.** Forge strong partnerships with regional economic development organizations, local governments, and key service providers to create a support network for current and future businesses in Fulshear.
 - 1.3.1.** Establish a lead generation network through participation in regional initiatives of Katy Area EDC, Fort Bend EDC, Waller County Economic Development Partnership (EDP), and Greater Houston Partnership to help identify businesses looking to locate in communities such as Fulshear. Educate the organizations about the types of leads Fulshear would like to see and any marketable sites that become available.
 - 1.3.2.** Assemble a portfolio of small business support service providers, such as the Fort Bend County Small Business Development Center, SCORE, the Houston Community College Office of Entrepreneurial Initiatives, the Houston Women’s Business Enterprise Alliance, and local chambers of commerce. Invite these providers to offer classes and/or hold office hours in Fulshear.
 - 1.3.3.** Encourage and enhance the creation of an ecosystem to support entrepreneurs in Fulshear through partnerships with organizations such as Houston Exponential, the University of Houston Wolff Center for Entrepreneurship, the Cannon coworking space, and Station Houston.

- 1.3.4.** Partner with Workforce Solutions, local school districts, and nearby community colleges to help Fulshear-based businesses connect with any needed workforce development services or with specific training programs.
- 1.3.5.** Strengthen working relationships with landowners and developers and grow the City’s reputation as a willing partner in high-impact projects.
- 1.4. BUSINESS FORMATION, RETENTION, AND EXPANSION.** Keep a pulse on the new and existing business community and help connect businesses with resources they need.
 - 1.4.1.** Continue to develop and maintain a database of Fulshear-based businesses.
 - 1.4.2.** Establish a visitation protocol, a list of information to be collected during each visit, and a goal of how many businesses to visit each year.
 - 1.4.3.** Maintain detailed notes on visits in the CRM system to document the relationships over time.
 - 1.4.4.** For any needs or challenges identified, help address the problems to the extent possible or refer the business to the appropriate resource(s).
 - 1.4.5.** Identify solutions or assistance for needs or challenges shared across multiple businesses.
 - 1.4.6.** Compile information collected from visits to track trends among employers and distribute these findings to the EDCs, the City manager, and the City Council in an annual report and presentation.
- 1.5. BUSINESS RECRUITMENT.** Selectively recruit new businesses to Fulshear.
 - 1.5.1.** Establish criteria or attributes of “ideal” businesses that Fulshear would like to attract to the City. This could include specific industries, wages, a job creation threshold, and/or spin-off activity potential.

BUSINESS RETENTION AND EXPANSION PROGRAMS

Businesses that are already in the community are well-positioned to create jobs and contribute to the tax base. Yet, often their achievements and positive developments are overshadowed by the headlines of a new business moving to town.

However, the effort and expense it can take to recruit a new business to town can be multiples of what it takes to support existing businesses while the outcomes and impact of the two can be similar.

An effective business retention and expansion program focuses on building relationships with existing businesses, establishing lines of communications such that any needs or challenges are voiced, and responding to those needs or challenges.

Addressing the needs and challenges of the existing businesses enables them to grow and thrive in Fulshear. One of the best means for doing this is to provide concierge services. The ability for a firm to have access to up-to-date information and contacts within its region is important for competitiveness. A business concierge, often an individual or collection of existing staff within an economic development organization, is a service through which local businesses can be connected with other businesses and resources in the region.

Examples of business concierge programs can be found here.

Thornton, Colorado

<https://businessinthornton.com/local-business/support-programs/>

State of Iowa

<http://www.iasourcelink.com/resources/business-concierge>

- 1.5.2.** Adopt the set of “best fit industries” as described in Appendix 4 (See “Best-Fit Industries”) to be the focus of any target marketing efforts undertaken to recruit new business to Fulshear.
- 1.5.3.** Have an established protocol for hosting prospects with on-site visits and community tours, including routes for a community tour, individuals who would be part of the tour, primary sales points or talking points, etc.
- 1.5.4.** Through the lead generation network, monitor requests for proposals (RFP) and requests for information (RFI) from businesses that are looking for a location in the area.
- 1.5.5.** For leads that fit the established criteria, prepare a response to the RFP and the RFI.
- 1.5.6.** Evaluate projects and prospects as outlined in Strategy 2.4.

BEST-FIT INDUSTRIES

One of Fulshear’s greatest assets is its access to an exceptional talent base. An occupational analysis of Fulshear’s laborshed revealed regional occupational strengths in architecture & engineering, computer & mathematical, and business & financial operations. This analysis is presented in Appendix 4.

The fastest growing industries in the Greater Houston region that are dependent on these occupational strengths include the following sectors.

- Corporate headquarters and offices
- Professional and business services
- Energy
- Technology

Any of these sectors would be good areas on which to focus business recruitment efforts.

GOAL 2. STRATEGIC INVESTMENT

Encourage the development of opportunity areas through the investment of the City’s and EDCs’ resources.

Growth management emerged as one of the top issues facing the City. Growth management, as defined by the Brookings Institution, “means specific regulatory policies aimed at influencing how growth occurs, mainly within a locality. These [policies] affect density, availability of land, mixtures of uses, and timing of development. Growth management seeks to accommodate growth rationally.”

As part of its growth management strategy, the City of Fulshear is undertaking multiple planning efforts to inform its regulatory policies, evaluate its future service needs, and identify infrastructure projects to be incorporated into its Capital Improvement Program (CIP). The City’s economic development efforts must be integrated into and aligned with these growth management efforts. This can be done by carefully targeting the City’s economic development corporations’ investments. Infrastructure investments, land acquisition and control, and direct project support are three ways the City and the EDCs can invest their resources to further economic development and manage growth. Aligning these investments can stimulate private investment in key areas in a deliberate way that is consistent with Fulshear’s growth management goals.

Much of the EDCs’ investments, in particular, should be focused on “setting the table” for future private investment in Fulshear’s key opportunity areas. “Setting the table” could include land use planning, infrastructure investments, aesthetic improvements, enhanced service quality, catalyst projects, incentives, promotions, and anchor attraction. It implies that the investments would catalyze multiple projects that involve multiple businesses or investors. It is a way of creating the conditions that induce investment at a larger scale rather than just for a single project with a single user. This approach can yield high returns for the City and spread the risk of its investments. However, it does generally require a longer time horizon and patience.

For exemplary or transformative projects that align closely with Fulshear’s economic development vision and guiding principles, the City and the EDCs should be prepared to provide direct project support through the use of incentives. These projects should be thoroughly vetted through a formal process that is managed by the Economic Development Department, and the agreements should be structured in ways that guarantee a positive return for the City, protect its investment, and mitigate the City’s risk exposure. Any project benefits should be weighed against the impact on the City’s future tax revenues and its fiscal sustainability.

PRIORITY PROJECTS

- County library meeting
- Incentives policy and procedure
- Fiscal and economic impact tool

OUTCOMES

- Growth in commercial development
- Private investment in opportunity areas

OPPORTUNITY AREAS

Opportunity areas offer high commercial or catalytic potential within the City’s current or future sphere of influence, where intervention might be needed to counter current market forces to realize the area’s high potential over the long term.

Four primary opportunity areas were identified in this planning process.

- Downtown
- The FM 359 corridor (outside of downtown)
- The intersection of FM 1093 and the future Texas Heritage Parkway
- The Texas Heritage Parkway corridor

In this context, the use of EDC funds should be viewed as investments. The EDCs should monitor and regularly evaluate their investment portfolios to ensure that the desired outcomes are being realized. The Economic Development Department, with help from the City’s Finance Department, can assist with this monitoring and evaluation.

STRATEGIES AND ACTIONS

- 2.1. TARGET INVESTMENT.** Designate opportunity areas as targeted investment zones and coordinate investments into these areas.
 - 2.1.1.** Engage key stakeholders in each of the opportunity areas.
 - 2.1.2.** Develop investment strategies for each of the opportunity areas.
 - 2.1.3.** Create and maintain an online investment prospectus that includes a vision, relevant datapoints, any relevant planning initiatives, projects underway, and incentives that could be available to support projects in the opportunity areas.
 - 2.1.4.** Market these opportunity areas to potential developers.
- 2.2. INFRASTRUCTURE INVESTMENT.** Identify and prioritize infrastructure projects that direct and foster growth in opportunity areas of the City.
 - 2.2.1.** Continue to proactively plan for growth and align infrastructure investments around these plans.
 - 2.2.2.** Evaluate the infrastructure needs of the opportunity areas and prioritize these infrastructure projects.
 - 2.2.3.** Coordinate these investments with the City’s CIP.
 - 2.2.4.** Pursue a strategy to secure investments in 10-gigabit

SPOKANE, WASHINGTON, TARGETED INVESTMENT PROGRAM

Adopted in 2011 and further refined in 2013, the Spokane targeted investment program seeks to align public investments in economic development, neighborhood planning, community development, and capital improvements with private investments. The goal of this program is to increase the impact of the city’s investments, resulting in more opportunities for business growth and better residential living environments.

The strategy is designed around four pillars.

Revitalization Planning: implementing the city’s comprehensive plan, identifying neighborhood opportunity areas, and aligning different implementation tools.

Targeted Area Development: creating tailored investment strategies, integrating plans and projects from different city departments, utilizing local nonprofit support, and creating market-driven economic opportunities.

Financial Incentive Planning: compiling a comprehensive list of available incentives, aligning growth strategies, stressing the “window of opportunity” to investors, and creating sustainable and dedicated funding sources for target areas.

Economic Development Assistance: packaging incentives and project portfolios for interested applicants, marketing and outreach activities, and responding to project and stakeholder needs.

The program was initially piloted on two target areas. In 2015, it was expanded to six target areas. To staff the program, there is one incentives expert and a designated expert for each of the target areas. Each area has a separate webpage with news and announcements, project descriptions and maps, and a detailed prospectus.

In addition to its own resources, the city has successfully secured a number of grants to help address some of the challenges in the targeted areas, including brownfield planning and redevelopment, transportation, and other technical assistance.

Through various outreach activities, Spokane’s city staff has promoted awareness of the program and the special incentives available. As a result, there has been an uptick in predevelopment applications in certain target areas and increased transactions and building rehabilitation in others. In one of the areas, the business association has requested the creation of a business improvement district to support the city’s efforts in their area.

For more information, visit: my.spokanecity.org/economicdevelopment/target-areas/

broadband and 5G wireless to ensure state-of-the-art telecommunications technology in the City, particularly in the designated opportunity areas. As broadband is a focus area of the Gulf Coast Economic Development District, explore opportunities for collaboration with it.

- 2.2.5.** Look for opportunities to improve infrastructure, aesthetics (streetscape and utility), and service quality during any infrastructure construction project. See Dig Once Policies.
- 2.2.6.** Collaborate with relevant public sector partners to support and fund priority projects, including federal, state, Fort Bend County, and special-purpose districts (county assistance districts, public improvement districts, road improvement districts, municipal utility districts, etc.).
- 2.2.7.** Annually, convene a group of major employers, local governments, utility providers, and area real estate developers/brokers to identify gaps or deficiencies in Fulshear’s infrastructure that act as a barrier to the growth of existing employers and recruitment of new companies. Work collectively to identify and implement solutions to the most critical infrastructure challenges.

2.3. LAND ACQUISITION AND UTILIZATION. Secure control of strategic land parcels that can catalyze commercial development or support business growth in Fulshear’s primary opportunity areas.

- 2.3.1.** Meet with Fort Bend County leaders to explore options for the City to gain control over future (re)development of the library. A full range of options should be considered, including a land swap, a joint county-city development (or even federal to include the post office), a public-private partnership (also joint county-city), a long-term lease, or outright purchase.
- 2.3.2.** Open lines of communication with major landowners in opportunity areas to forge positive relationships and seek opportunities to collaborate on priority projects and other potential catalysts.
- 2.3.3.** Work closely with Fort Bend County, school districts, and other public sector entities to identify any underutilized properties in their real estate portfolios that could be positioned for public or private real estate development in the opportunity areas.
- 2.3.4.** Be prepared to acquire strategic parcels where the opportunity exists and where there is a clear investment strategy and role for the City or the EDCs to play.

DIG ONCE POLICIES

Dig Once policies incentivize or mandate the installation of conduit whenever excavation occurs in the public right-of-way. This includes any public works project and also includes encouraging developers of new subdivisions to install conduit or other communications infrastructure in the rights-of-way of the subdivision. This means that whenever excavation occurs, an effort to install conduit is made, gradually increasing the coverage of the conduit network with every construction project. Over time, this makes the community ready for advanced broadband deployment and minimizes the necessity of additional excavation in the public right-of-way.

By maintaining ownership of the conduit network, a public entity can also generate revenues by leasing the conduit to broadband providers to provide fiber service. However, policies can also encourage voluntary joint trenching or coordination and effectively achieve the same outcome.

In the end, Dig Once policies make a community more attractive for broadband deployment while reducing the need for (and the disruption associated with) additional excavation to install fiber. It also creates a revenue generation opportunity for the entity that owns the conduit network.

2.4. DIRECT PROJECT SUPPORT. Support select projects that promote the City of Fulshear’s economic development vision, guiding principles, and desired outcomes.

- 2.4.1.** Package a set of incentives that can be selectively used to encourage and support priority projects and strategic investments in partnership with the private sector (businesses or developers). This could include fast-track permitting, bonuses for desired design features, fee rebates or discounts for desired design features, job creation incentives, or City/EDC participation (380 economic development agreements, tax abatements, low-cost loans, or other types of investments).
- 2.4.2.** Establish a clear policy, a transparent procedure, and a predictable process to govern the use of incentives and specific community benefits that must be realized to qualify for incentives.
- 2.4.3.** Conduct thorough due diligence on each qualifying project to verify its viability and the track record of associated senior leadership.
- 2.4.4.** Continue to use Impact DataSource to perform economic and fiscal impact analyses on any project that passes the due diligence phase to ensure a net positive return on investment for the City.
- 2.4.5.** Structure agreements that protect the City’s interests, clearly outlines performance requirements and expected outcomes, and provides for the necessary clawbacks and statutory assurances.
- 2.4.6.** Monitor the agreements and regularly report the outcomes and performance of the parties involved in the agreements.

DEFINITION

Direct project support is where the City/EDCs evaluate investment opportunities via established processes and procedures and decide whether to participate in a project, but an outside party realizes the project.

Examples of this type of project could be the expansion of a corporate regional office into Fulshear or the development of a technology park and innovation hub by a private developer.

GUIDELINES FOR EFFECTIVE AND RESPONSIBLE INCENTIVE USE

- Incentives should be aligned with the City’s economic development goals.
- Upfront data and analysis can reduce risk and improve outcomes.
- Due diligence that includes background research on applicants and business-case analysis for projects seeking major discretionary incentives help communities make good decisions.
- Evaluating project attributes relative to economic development goals and quantifying fiscal and economic impacts of proposed investments enable economic development organizations to determine whether projects can generate net benefits for the community.
- Good analysis can help explain and build support for decisions.
- Define performance requirements and monitor compliance with performance agreements to assess whether project milestones were reached.
- Be prepared to report on who is receiving incentives, how much is being spent, and the results of that spending.
- Establish policies to protect the community in the case of nonperformance.
- Regularly (every 3 to 5 years) evaluate the city’s portfolio of incentives to understand which programs are most helpful in achieving economic development goals.

Source: www.smartincentives.org.

GOAL 3. TRANSFORMATIVE PROJECTS

Preserve and enhance Fulshear’s character and quality of place through catalytic projects.

Quality of place plays an extremely important role in economic development. A community’s quality of place affects its ability to attract talent and the businesses that want access to that talent. As such, Fulshear’s future economic development success hinges on its quality of place.

As it grows and develops, Fulshear will need to continue to make concerted efforts to link its master-planned communities and create a unique sense of place, a solid identity, and a strong connection to Fulshear to maintain its competitive edge in attracting residents. Transformative projects that help define and differentiate Fulshear will be important tools to achieve these linkages, this quality of place, and competitiveness. These projects will also be important tools for stimulating private investment in the City’s primary opportunity areas. Creating and formalizing a structure for identifying, advancing, and managing these projects will help to systematize this approach to economic development going forward.

Fulshear has an opportunity to distinguish itself from surrounding communities in the ways that it develops. With the retail sector undergoing a significant restructuring, technological change accelerating, and the nature of work evolving, Fulshear can encourage forward-looking projects and deliberately position itself for long-term success by building for the future. To do this, the City and the EDC(s) can integrate education and forward-looking planning into the process for identifying transformative projects. Forward-looking projects will be long term in nature and will require patience.

While the structure will lend itself to ongoing project identification, the prioritization and adoption of projects will take place only periodically when there is a need for more projects, and only three to five projects will likely be active at a time. In addition, supporting forward-looking projects might mean intervening in a way that is counter to market forces. Projects that the City and the EDCs support should not be projects that would happen under current market conditions. They should be projects that promote the City’s economic development vision and guiding principles and that might require public intervention to counter market forces.

The planning process to develop this economic development strategy included stakeholder interviews, a community survey, a visioning workshop, and a town hall meeting. One of the outcomes of this input was a list of transformational projects. Of these projects, three emerged as priorities.

PRIORITY PROJECTS

- Project teams for downtown, lifestyle center, and park/open space
- Educational/inspirational programming at EDC meetings

OUTCOMES

- Increase in amenities
- Growth in commercial development (retail and office)
- Private investment in transformational projects

DEFINITION

Transformative projects are high-impact projects that have the potential to contribute significantly to the identity and quality of place of Fulshear. These are projects where the City/EDCs take an active role in project ideation and realization.



A Vibrant Downtown. With the Livable Centers study in hand, there is a consensus that downtown Fulshear should be the first priority. The study establishes a vision for a mixed-use center that serves as a unique activity node with a small-town charm. Activity in the downtown in response to the Livable Centers study is already increasing and will likely take off in the near-term. Catalyst projects could include an entrepreneurship and coworking hub and redevelopment of the library.



A Lifestyle Center. By combining a number of different proposed projects, a lifestyle center would be a package of amenities distinguished from downtown by its larger scale and capacity. Through careful design and phasing, a lifestyle center could create another vibrant activity node that would serve a larger region. This project would likely have a longer time horizon before the market would support it. Demand for regional retail and office space could be supported by complementary uses, such as higher education, health and wellness facilities, a retreat/conference center, an outdoor entertainment venue, and sports facilities.



Parks and Open Space. Parks and open space are important amenities that contribute significantly to quality of place and preserve the natural assets that attract residents to Fulshear. They provide recreational opportunities, connect neighborhoods, and serve as vital contributors to flood control. Fulshear has natural features—creeks, finger lakes, the Brazos River—that lend themselves to the creation of a network of nature preserves and greenbelts. This network would allow Fulshear to carry forth a key theme that is prevalent in Cross Creek Ranch, Fulshear’s largest community, and weave it throughout the community, while preserving and enhancing natural amenities that are a prominent feature of Fulshear’s identity. A catalyst project could include the acquisition of green space.

The following strategies and action provide a guide to realizing these transformative projects and for creating a structure to systematize a process for identifying and prioritizing new projects in the future.

STRATEGIES AND ACTIONS

3.1. PROJECT REALIZATION. Advance the top priority projects.

- 3.1.1. Assemble a collaborative team for each priority project that is composed of key experts and/or stakeholders with an Economic Development Department staff member as the project manager.
- 3.1.2. Establish a vision for each priority project. Note: a vision has already been established for downtown Fulshear through the Livable Centers study.
- 3.1.3. Identify any barriers that could be a challenge for project implementation and possible solutions to address them.
- 3.1.4. Create conditions that support each priority project through planning and infrastructure investment.
- 3.1.5. Identify and implement catalysts that will attract additional private investments to the project.
- 3.1.6. Create an investment prospectus that outlines the project vision, documents relevant information, and highlights any tools or incentives that could be leveraged. Use this prospectus to help cultivate interest in the project. Note: this can be done in tandem with the investment prospectuses for opportunity areas.

- 3.1.7. Regularly monitor and report progress on the project.

3.2. PROJECT IDENTIFICATION AND PRIORITIZATION. Create a structure for identifying and prioritizing future transformative projects on a regular basis.

- 3.2.1. At least quarterly, incorporate educational programming into EDC board meetings that informs board members and City staff of relevant trends on the distant horizon (10+ years out) and explores examples of how other cities are responding to these trends. This can help identify projects that can position Fulshear for future success. A list of topics can be identified at the beginning of each year and a subcommittee should be responsible for arranging for speakers or field trips.
- 3.2.2. Organize an annual or biannual visitation trip to another city to provide a hands-on learning experience for board members, City staff, and key stakeholders.
- 3.2.3. Conduct a community survey every 3 to 5 years to generate project ideas.
- 3.2.4. With this input, identify short-term and long-term projects with high-impact potential on an annual or biannual basis.
- 3.2.5. Bring projects to a joint City Council–EDC workshop, as needed, to prioritize projects against the City’s economic development vision, guiding principles, and desired outcomes.

FORT COLLINS COLORADO FUTURES COMMITTEE

In Fort Collins, a Futures Committee was formed to assist city councilmembers in their decision-making process as the city strives to position itself for future success. The Futures Committee integrates community desires with known fiscal, social, and environmental data to anticipate the distant future (30+ years).

The committee is composed of the mayor, two city council members, and a staff liaison. Generally, three to eight additional city staff members attend, depending on the topic. Topics have included the future of talent, artificial intelligence, disruptive technology, forces and trends shaping the future of Fort Collins, changing demographics, and autonomous vehicles.

Experts are invited to Futures Committee meetings to present on various topics. The presentation is followed by a discussion and a conversation about how this trend might affect the future of the city’s government or its built environment.

The activities of this committee have informed the city’s decision-making, policies, and programs. It keeps the city planning for the future and actively taking steps to prepare.

For more information, visit:

www.fcgov.com/council/futures.php

GOAL 4. ORGANIZATIONAL ALIGNMENT

Structure the City of Fulshear's economic development tools, resources, and oversight for efficient service delivery and investment management.

The City Council and the EDCs will need to adopt the strategic plan and align the City organization and its programming and resources with the plan. This alignment will enable the City to deliver economic development services and manage its economic development investments more efficiently and effectively. An important outcome of this alignment is the unification of the City's economic development efforts around a common vision with common goals and desired outcomes. This results in greater cohesion, consistency, and focus, which should amplify the City's impact in both the short term and long term.

The first step in this alignment will need to be the streamlining of the oversight and governance structure to enhance coordination and communication between the City Council, the EDCs, the Economic Development Department, and other City staff. TIP believes that a Type B corporation would meet the current and future needs for economic development success in Fulshear. This recommendation stems from the following:

- The emphasis on Quality of Place that emerged from the input.
- The important role that Quality of Place plays in economic development.
- The nature of the types of potential projects that are likely in Fulshear's future, which are less likely to be industrial development such as manufacturing, warehousing, and transportation/logistics (e.g. typical Type A projects).
- The Type A corporation can only undertake Type B projects while the city has a population of less than 7,500. Thus, after the 2020 Census, the Type A will no longer be able to do Type B projects without voter approval.
- The Type B sales tax provides more flexibility in the use of funds that is aligned with Fulshear's economic development vision and guiding principles. A Type B Corporation can undertake Type A projects and Type B projects.

Although law requires that Type B expenditures undergo a 60-day waiting period and public hearing, TIP does not believe this will materially affect Fulshear's ability to support the type of projects that it envisions. Having only one EDC, however, will materially streamline Fulshear's economic development delivery.

As the repeal of the Type A tax and dissolution of the Type A corporation will take time, there are interim steps that the City can take to streamline its oversight and governance structure. First, the co-adoption of the strategic plan will help to provide a roadmap for both EDCs and the City Council and guide activities immediately. Second, while each EDC must maintain separate boards of directors, the board members of one corporation may serve on the board of the other corporation. Increasing the overlap of board members can be a more immediate step – over the short-term, two Type B board members could be added to the Type A board and the overlap of board members can increase as subsequent appointments are made. Third, the Type B board may have up to four members who are city council members or city staff. As such, a city council member could serve on the Type B board rather than serving only as a council liaison.

To repeal the Type A tax and increase the Type B tax, the City will need to hold an election. As cities are allowed to have joint ballot propositions to lower, repeals, raise, or adopt, various municipal sales taxes, it should be allowed to do this as a joint ballot proposition. The City could consider including property tax relief in the same proposition

– for example, a repeal of Type A, an increase of Type B to three-quarters of a cent, and a quarter-cent to property tax relief.

In addition, the job responsibilities of the Economic Development Department staff and the Administrative Services Agreement (ASA) should be revised to reflect the strategic direction of this plan. Furthermore, formalizing processes and policies related to the City's investment decisions will provide more clarity and predictability for businesses and developers seeking assistance. Finally, infusing economic development into the City's culture across the entire organization will empower decision-making and efforts that seek to maximize economic development outcomes.

The following strategies and actions will help streamline the structure, update staffing responsibilities and duties, formalize processes, and integrate economic development into the culture. The next section includes an overview of roles and responsibilities for each of the economic development goals.

STRATEGIES AND ACTIONS

- 4.1. STREAMLINE.** Reorganize the oversight and governance structure to enhance coordination and communication by consolidating EDCs into a single Type B corporation.
 - 4.1.1.** Over the next 12 to 24 months, seek necessary legal counsel to determine the statutory procedure required to repeal the Type A tax, increase the Type B tax, and potentially dedicate a new tax to meet the City's budgetary/fiscal needs.
 - 4.1.2.** As positions on the Type A or Type B become available, use them as opportunities to increase overlap of the two boards.
 - 4.1.3.** Hold an election for a joint ballot proposition to revise the local economic development sales tax structure.
- 4.2. UPDATE.** Maintain current economic development staffing and organizational structure but align economic development programs, the requirements of the ASA, and the job duties/responsibilities with the strategic plan.
 - 4.2.1.** Review legacy programs and allocations, such as community events and the Type B community grant program in light of the economic development vision and strategic priorities of this plan and the growth in population that will restrict allowable projects in the near future.
 - 4.2.2.** Revise the ASA to incorporate the strategies of Goal 1: Business Development.
 - 4.2.3.** Update the job duties and responsibilities of the Economic Development Department staff to be consistent with the ASA and incorporate the strategies of Goal 1: Business Development.
 - 4.2.4.** Create a document that specifies the responsibilities and roles of the EDCs according to the strategic plan, fiduciary oversight, and the statutory oversight.
- 4.3. FORMALIZE.** Define and establish the process by which businesses and developers seek City (including EDC) participation or investment.
 - 4.3.1.** Create a small, working group composed of the Economic Development Department and select city staff that is charged with developing procedures and criteria for screening leads and evaluating prospects that centralizes intake through the Economic Development Department. The procedure and criteria should be formally adopted by the City Council and the EDCs.

4.3.2. Publish the screening procedures and criteria on the City’s economic development webpage and eventually its website to make it available for any lead to view and also for transparency.

4.4. INTEGRATE. Create a structure and build a culture that infuses economic development in decision-making across the City organization.

4.4.1. Conduct a series of City staff, council, and board member workshops to discuss ways to integrate economic development into decision-making across the City organization and to promote a common understanding of economic development.

4.4.2. Continue to utilize economic development staff as technical experts and resources for economic development issues and opportunities across the City organization.

4.4.3. Seek a pilot project to demonstrate how intentional decision-making through an economic development lens can amplify the economic development impact of investments the City is already making with marginal additional costs. An example is the placement of sleeving, at no cost to the City, in the FM 1093 median to allow for future gateway enhancements.

ROLES AND RESPONSIBILITIES

An overview of the roles and responsibilities of the Mayor, City Council, the EDC boards, the Economic Development Department, and other City staff within each of the goals is provided in Figure 3.

FIGURE 3. OVERVIEW OF ROLES AND RESPONSIBILITIES

	MAYOR	CITY COUNCIL	EDC BOARD(S)	ECO DEV DEPT.	OTHER CITY STAFF
1. Business Development	<ul style="list-style-type: none"> Serves as key ambassador and advocate of the City of Fulshear’s vision among corporate decision makers, real estate developers, and land owners. Participates, as needed, in relationship building activities and acts as representative of the City government as a whole in prospect visits and negotiations. Plays a leadership role in promoting a business-friendly climate across the city organization. 	<ul style="list-style-type: none"> Approves budget to support business development. Monitors outputs and outcomes of business development via council–manager form of governance. Approves EDC projects and budgets. 	<ul style="list-style-type: none"> Approve budget to support business development. Monitor outputs and outcomes of business development via the ASA with City. 	<ul style="list-style-type: none"> Primary point of contact for businesses starting, relocating, or expanding in Fulshear. Connects them to any needed services or resources. Manage relationships with economic development partners. Primary point of contact for any project seeking incentives or public assumption of risk—performs the initial intake screening. Serves as project manager and assembles project teams for projects that pass intake screening, due diligence, and evaluation. Under direction of City manager, coordinates evaluation of projects and proposed incentive consideration and approval process. 	<ul style="list-style-type: none"> Supports projects, as needed, in alignment with adopted strategy and plans, and as directed by the City manager.

	MAYOR	CITY COUNCIL	EDC BOARD(S)	ECO DEV DEPT.	OTHER CITY STAFF
2. Strategic Investment					
Target Investment	<ul style="list-style-type: none"> Approves designation of opportunity areas. 	<ul style="list-style-type: none"> Approves designation of opportunity areas. 	<ul style="list-style-type: none"> Approves designation of opportunity areas. 	<ul style="list-style-type: none"> Works with City staff and guides evaluation of opportunity areas to create targeted plans for each area. 	<ul style="list-style-type: none"> Assists Economic Development Dept. staff in creating targeted plans.
Infrastructure	<ul style="list-style-type: none"> Approves staff recommendations for CIP. Requests support from EDCs on certain CIP projects. Monitors investments and project progress. 	<ul style="list-style-type: none"> Approves staff recommendations for CIP. Requests support from EDCs on certain CIP projects. Monitors investments and project progress. 	<ul style="list-style-type: none"> Has input on CIP as it relates to economic development projects and opportunity areas. Coinvests on select CIP projects. Monitors investments and project progress. 	<ul style="list-style-type: none"> Acts on behalf of EDC to advocate for key infrastructure investments as they relate to economic development projects and opportunity areas. Recommends co-investment on select CIP projects. Recommends EDC-specific projects for consideration if/as required. 	<ul style="list-style-type: none"> Defines the CIP. Makes recommendations to the City Council. Serves as project manager for infrastructure projects. Active monitoring of project progress.
Land Acquisition/Control	<ul style="list-style-type: none"> Participates, as needed, in forging relationships with public sector entities and land owners. 	<ul style="list-style-type: none"> Coinvest in land acquisition, if necessary. 	<ul style="list-style-type: none"> Invest in land acquisition, if necessary. 	<ul style="list-style-type: none"> Forge relationships with landowners and other public sector entities' real estate managers. Evaluate potential parcels of land for acquisition with input from relevant City staff. 	<ul style="list-style-type: none"> Provide input and help with evaluation related to land acquisition and control.

	MAYOR	CITY COUNCIL	EDC BOARD(S)	ECO DEV DEPT.	OTHER CITY STAFF
Direct Project Support	<ul style="list-style-type: none"> Provides assistance and leadership, as needed, in deal closing and project completion. 	<ul style="list-style-type: none"> Adopt policy and procedures to govern incentive use. Approve any City incentives or investments of City resources (non-EDC). Approve EDC projects/investments if/as required as authorizing entity. Oversight on monitoring and compliance. 	<ul style="list-style-type: none"> Adopt policy and procedures to govern incentive use related to EDC funds. Members may participate as subject matter experts on project teams. Approve any use of EDC funds for projects. Oversight on monitoring and compliance for performance agreements related to EDC investments. 	<ul style="list-style-type: none"> Take the lead on drafting policies and procedures to govern incentives use with input from relevant City staff, EDCs, and City Council. Project management from intake to completion. Make recommendations for City and/or EDC participation after thorough due diligence and evaluation of the opportunity. Track and report on agreements to respective bodies. 	<ul style="list-style-type: none"> Help draft policies and procedures to govern incentives use. Serve on project teams as subject matter experts as needed. City Management, Public Works, and Development Services: project review, coordination, and support. Finance and Legal: assist with monitoring and compliance of performance agreements; assist in evaluation of project/prospects and development of agreement terms. Provide reports/data as required.
3. Transformative Projects	<ul style="list-style-type: none"> Assists project teams, as needed, and serves as a champion of the projects. Assists in securing additional stakeholder support for projects. 	<ul style="list-style-type: none"> Provides input on transformative project list through a joint workshop (annually). Approves project list (annually). Approve any City incentives or investment of City resources (non-EDC). Oversight on monitoring and compliance. 	<ul style="list-style-type: none"> EDC members organize quarterly educational activities to stimulate project ideation. Members may participate as subject matter experts on project teams. Approve any use of EDC funds for projects. Oversight on monitoring and compliance. 	<ul style="list-style-type: none"> Serves as project manager on transformative projects from initiation to completion. Actively monitor and report progress. 	<ul style="list-style-type: none"> Serve on project teams as subject matter experts as needed. City Management, Public Works, and Development Services: project review, coordination, and support. Contribute to ideation based on respective areas of subject matter expertise.

IMPLEMENTATION AND MEASURING PERFORMANCE

Tracking progress on implementation and measuring performance will enable the City of Fulshear to evaluate its ongoing economic development efforts and adjust, as necessary. Progress can be tracked using an implementation matrix. This matrix records each action and tracks the following.

- Responsible party
- Implementation status
- Timeframe for implementation
- Comments/notes

This matrix can become a “living document” and can assist the City in assessing its progress on implementation from year to year. It will evolve over time and can be used as a compass to indicate if strategy implementation is leading in the right direction. This matrix is provided in a separate file to be maintained by the Economic Development Department and should be used to report progress annually.

Acquiring tools and updating policies and procedures will require staff resources and will likely influence the capacity of the City to implement other short-term strategies. Thus, the timeframes assigned to each task in the implementation matrix are meant to be suggestions and may be adjusted over time.

In addition, a set of performance measures should be used to indicate if the strategies are achieving their desired outcomes. A set of indicators can also be used to keep a pulse on the economic health of the City related to the overall desired outcomes.

Impact and outcomes from the implementation of these strategies and actions will likely take time. Many of the strategies will take years to yield results, and some of the transformative projects could take more than 20 years to realize outcomes. Thus, tracking performance measures should be viewed as an exercise to document and track results to establish benchmark levels and changes in activity over time. Once benchmarks and trends are established, it may make sense to set more specific goals to work towards. The proposed measures are listed in Figure 4.

FIGURE 4. PROPOSED PERFORMANCE MEASURES

OUTPUT/OUTCOME	MEASURES	SOURCE
GOAL 1: BUSINESS DEVELOPMENT		
Business support	Business visits Businesses assisted or referred	Primary collection (CRM)
Growth in commercial development	Total commercial (SF) of economic development projects	Primary collection (CRM)
Private investment	Value of investment (\$) of economic development projects Investment by project type	Primary collection (CRM)
More economic opportunities	Jobs created by economic development projects	Primary collection (CRM)
GOAL 2: STRATEGIC INVESTMENT		
Growth in commercial development	Total commercial (SF) in opportunity areas	Primary collection (CRM)

	MAYOR	CITY COUNCIL	EDC BOARD(S)	ECO DEV DEPT.	OTHER CITY STAFF
4. Organizational Alignment	<ul style="list-style-type: none"> • Makes future EDC board member appointments with the goal of overlapping boards. • Champions the plan and a culture of decision-making through an economic development lens. • Plays a leadership role as the authorizing entity for EDCs in making appointments and removals of EDC directors. 	<ul style="list-style-type: none"> • Makes future EDC board member appointments with the goal of overlapping boards. • Determine steps forward for calling an election for the joint ballot proposition based on legal counsel and staff recommendations. • Adopt formalized process and policies. • Champion the plan and a culture of decision-making through an economic development lens. • Sets City’s strategic vision and goals (policy). • Serves as authorizing entity for EDCs— approving appointments and removal directors. 	<ul style="list-style-type: none"> • Adjust ASA to align with strategic plan. • Adopt formalized process and policies. • Champion the plan and a culture of decision-making through an economic development lens. 	<ul style="list-style-type: none"> • Work with City staff to draft joint ballot propositions. • Work with staff and the City manager to revise job descriptions. • Work with EDC to adjust the ASA accordingly. • Work with the City manager and relevant staff to define and formalize process and policy recommendations. • Champion the plan and a culture of decision-making through an economic development lens. 	<ul style="list-style-type: none"> • Work with legal counsel to determine parameters for elections related to modifications of Type A and Type B sales tax. • Make recommendations to City Council on joint ballot propositions. • City manager works with staff to define and formalize process and policy recommendations. • Champion the plan and a culture of decision-making through an economic development lens.

OUTPUT/OUTCOME	MEASURES	SOURCE
Private investment in opportunity areas	Investment by opportunity area	Primary collection (CRM)
More economic opportunities	Jobs supported by strategic investments	Primary collection (CRM)
Increased tax revenues	Estimated property and sales tax revenues supported by strategic investments	Primary collection (CRM)
GOAL 3: TRANSFORMATIVE PROJECTS		
Increase in amenities	Map of amenities by type—value of investment, size (acres/SF), any other relevant success measure	Primary collection (CRM)
Growth in commercial development	Total commercial (SF) in transformative projects	Primary collection (CRM)
Private investment in transformative projects	Investment by transformative project	Primary collection (CRM)
More economic opportunities	Jobs supported by transformative project	Primary collection (CRM)
Increased tax revenues	Estimated property and sales tax revenues supported by transformative project	Primary collection (CRM)
ECONOMIC HEALTH INDICATORS		
Tax-base diversification and balance	Tax revenues by source	City of Fulshear
	Taxable sales	Texas Comptroller of Public Accounts
	Sales tax revenues by industry	
	Top 10 sales taxpayers	
	Nonexempt taxable value	Fort Bend County Central Appraisal District
	Property taxes by land type	
Business growth	Total business establishments	Infogroup via Labor Market and Career Information, Texas Workforce Commission
	Establishments by industry	
Economic opportunity and diversification	Total employment	Emsi (ZIP Code only) or JobsEQ
	Employment by industry	
	Earnings per worker	

APPENDIX 1. ECONOMIC ASSESSMENT

To provide a common framework for recommendations, TIP Strategies conducted an economic assessment of the City of Fulshear. The team began by compiling data about the City, where available, with comparisons to Fort Bend County, the Houston–The Woodlands–Sugar Land metropolitan statistical area (MSA), the state of Texas, and the US, where appropriate. As part of the assessment, TIP also prepared an analysis of the City’s strengths, weaknesses, opportunities, and threats (SWOT). Results of this analysis, commonly referred to as a SWOT analysis, are presented on page 32. The purpose of the assessment is to understand the City’s relative economic position and highlight its competitive advantages and disadvantages.

The findings presented in this section are based on the following elements.

- A review of relevant studies, plans, and other material provided by the the City of Fulshear and others;
- A review of economic, demographic, financial, and land use data from primary and secondary sources, including the City of Fulshear, the US Census Bureau, the US Bureau of Labor Statistics, Economic Modeling Specialists International (Emsi), Esri geographic information analysis, Fort Bend County, Population and Survey Analysts (PASA), and TIP Strategies’ research;
- Findings from community site visits, interviews, and focus groups with about 50 community representatives and stakeholders; and
- TIP Strategies’ 20 years of experience working with communities across the country and compiling best practices.

KEY FINDINGS

Findings from the data analysis are summarized below. More detailed discussions and statistics can be found in each of the sections that follow.

POPULATION AND DEMOGRAPHICS

- The City is undergoing extremely rapid population growth. PASA estimates that by 2030 the City will have 30,000 residents in its city limits and up to 60,000 in its eextraterritorial jurisdiction (ETJ).
 - The population is generally young, highly educated, and high income.
 - Although it is a small percentage of the population, there is a pocket of residents who live in poverty.

WORKFORCE AND EDUCATION

- Fulshear is part of a large labor force in Fort Bend County that is experiencing record low unemployment.
- The City has a high male labor force participation, which is reflective of the number of single-income families in the area.
- The most common occupations of residents are management, business, science, and arts. One in ten residents work remotely.
- Commuting patterns show a swapping of populations during the day, where highly educated workers commute out and service and construction workers commute in.

- Fulshear has strong school districts that graduate more than 6,000 students each year, most of whom are college bound.
- Higher education opportunities are growing in Katy and Rosenberg.

INDUSTRY AND EMPLOYMENT

- Job growth has been strong in Fulshear and Fort Bend County.
- Healthcare, retail, lodging/restaurants, education, and construction are the largest sectors and account for more than 50 percent of the employment base in Fort Bend County.
- The concentration of energy employment in Fort Bend is high.
- There is a general mismatch between the jobs in Fort Bend and the occupations of the residents.

LAND USE AND DEVELOPMENT

- Eighty-nine percent of land area within city limits is zoned residential.
- Home values are higher than the Fort Bend average and neighborhoods continue to grow rapidly. Three master-planned communities, in particular, have been key sources of growth in the City and in the ETJ: Cross Creek Ranch, Fulbrook on Fulshear Creek, Tamarron.
- Land ownership is concentrated and most owners live in Texas.
- Johnson Development is developing three of the five largest master-planned communities that will be the major sources of growth over the next 10 years.

FISCAL ANALYSIS

- Fulshear is less dependent on tax receipts and more dependent on licenses and permits than most cities.
- Fulshear’s property tax base has increased by a factor of almost 15 since 2009.
- Fulshear’s sales tax has increased considerably and is largely reliant on the retail sector.
- Peer comparison highlights.
 - Fulshear’s tax is base strong, but its extremely low property tax rate (related to development agreements) puts it at the bottom of its peer group in terms of property tax revenue potential.
 - Richmond and Rosenberg have more diversified property tax bases, but have lower values per square foot.
 - Sugar Land has the highest commercial and residential values per square foot.
 - Fulshear’s residential tax base has one of the highest values per square foot. Its commercial tax base has one of the lowest values per square foot.

The SWOT analysis is presented on the following page. This analysis considers the key findings from the data analysis and incorporates input from Fulshear’s stakeholders and steering committee.

FIGURE 5. SWOT ANALYSIS

 STRENGTHS	 WEAKNESSES
<ul style="list-style-type: none"> • Intellectual/human capital • Small-town charm • Close-knit community • Strong attachment to history (identity) • Beauty/nature • Strong schools • Well-positioned to absorb Houston growth • Proactive planning for growth • Access to talent via reverse commute (Westpark & I-10) • Sales tax revenue from county assistance district and road improvement district • Solid tax base (taxable value) 	<ul style="list-style-type: none"> • Cross Creek Ranch residents have little connection to Fulshear/downtown (“Don’t turn right.”) • Little downtown walkability • Low daytime population • Rebate to municipal utility districts (MUD) limit City’s fiscal resources • Slow to build infrastructure needed for new businesses • Mobility/traffic • Flooding in some areas of town and ETJ • Dependence on low wage/low skill employment sectors
 OPPORTUNITIES	 THREATS
<ul style="list-style-type: none"> • Regional employment center (business district/office space) • Coworking, drawing at-home workers into downtown • Higher education/knowledge hub (related to oil and gas) • Enhance public, open space—city park like Rosenberg’s • Youth sports complex • Resort/retreat center • Higher speed broadband to attract business • Texas Heritage Parkway—new design, retail, office, etc. • Livable Centers and character of downtown • Capitalizing on unmet regional needs (Katy, Rosenberg) • Different types of housing—“missing middle” 	<ul style="list-style-type: none"> • Lack of diversified economy—no hotels or higher education, few employment opportunities, dependency on residential tax base and retail sales • Perception that Fulshear is difficult to do business with • Rising property values pushing out older, long-time residents • Fiscal limitations and funding of plans to influence growth • Residents have to leave Fulshear to get services • Lack of housing for people who work in Fulshear

POPULATION AND DEMOGRAPHICS

RAPID POPULATION GROWTH. The City of Fulshear has experienced explosive population growth. Since the 2010 census, the City has grown 885 percent from just over 1,135 residents to an estimated 10,044 in 2017. In fact, Fulshear was the fastest-growing city with a population greater than 10,000 in the US, based on the most recent US Census estimates.

Fulshear’s growth rate was much higher than the comparison geographies, though the comparison geographies are also growing rapidly for their relative sizes. Fort Bend County, in general, is one of the Houston MSA’s fastest-growing suburban counties; and the Houston MSA is one of the fastest-growing metro areas in the US.

According to a recent study done by PASA, the City of Fulshear now has more than 12,000 residents within the city limits and more than 16,000 in its ETJ. Over the next 10 years, PASA estimates that the City of Fulshear will have between 28,000 and 32,000 residents and the ETJ will have between 45,000 and 60,000.

YOUNG, HIGHLY EDUCATED, HIGH-INCOME POPULATION. The population of the City of Fulshear has a particularly young population with a small cohort of seniors and large cohorts of experienced working age and youth, which is indicative of the City’s popularity among families. More than 60 percent of the residents 25 years and older have a bachelor’s degree or higher, which is more than twice that of the US. The population of Fulshear is less diverse than Fort Bend County and the Houston MSA, in general, but it does have a relatively large Asian population. While the share of foreign-born population in Fulshear is higher than that of the US, it is not as high as Fort Bend County, which has the highest share of foreign-born population of the comparison geographies. The median household income of Fulshear is \$174,194, which is more than double the median household income of the Houston MSA. The poverty rate in Fulshear is extremely low. Just 3 percent of the population is below the poverty level.

WHY IT MATTERS

The most important resource available to a community is its people. As a result, a basic understanding of the composition of the population and its characteristics is an essential first step in conducting an economic assessment.

- *Population.* Trends should be linked to comprehensive service and infrastructure planning to ensure that the resources of the community are used in an efficient and effective manner.
- *Demographic characteristics.* Data on the various segments of a given population (age, race, gender) can help organizations gauge the relative economic health of the people in the region and determine their service needs.
- *Educational attainment.* This indicator is of particular interest to companies looking to relocate or expand in an area. Along with demographic characteristics, like age, educational attainment data help employers assess the potential labor pool.

Data from this section were obtained primarily from two US Census Bureau programs: the Population Estimates Program (population and components of change) and the American Community Survey (demographic characteristics and housing). Population forecasts are included from a study conducted by Population and Survey Analysts for the City of Fulshear.

FIGURE 6. POPULATION ESTIMATES, IN THOUSANDS

GEOGRAPHY	2010	2011	2012	2013	2014	2015	2016	2017
City of Fulshear	1.1	1.2	1.9	2.9	4.3	5.8	7.9	10.0
Fort Bend County	585	606	625	652	684	714	742	765
Houston MSA	5,920	6,058	6,184	6,330	6,497	6,664	6,798	6,892
Texas	25,146	25,644	26,078	26,479	26,954	27,455	27,905	28,305

FIGURE 7. COMPARATIVE POPULATION TRENDS, INDEXED TO 2010

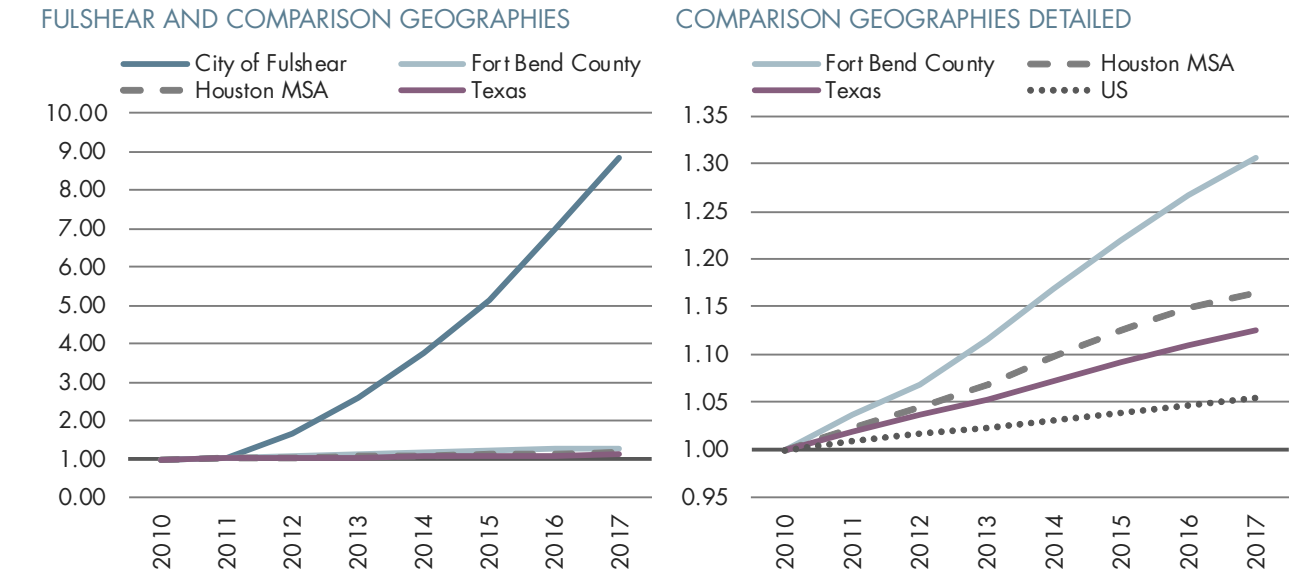


FIGURE 8. POPULATION GROWTH SCENARIOS 2019–2028

	2019	2023	2028
City of Fulshear			
Low	14,056	21,301	28,131
Moderate	14,141	22,022	30,622
High	14,204	22,520	31,860
ETJ			
Low	18,203	28,036	44,796
Moderate	18,271	29,811	57,520
High	18,339	30,548	60,724

Sources: (Figure 6 and Figure 7) US Census Bureau, Population Estimates Program; (Figure 8) Population and Survey Analysts, City of Fulshear Demographic Update.

Note: Total population change includes a residual—a change in population that cannot be attributed to any specific demographic component—which is not shown here. As a result, the sum of the components of change might not equal net population change.

FIGURE 9. AGE STRUCTURE

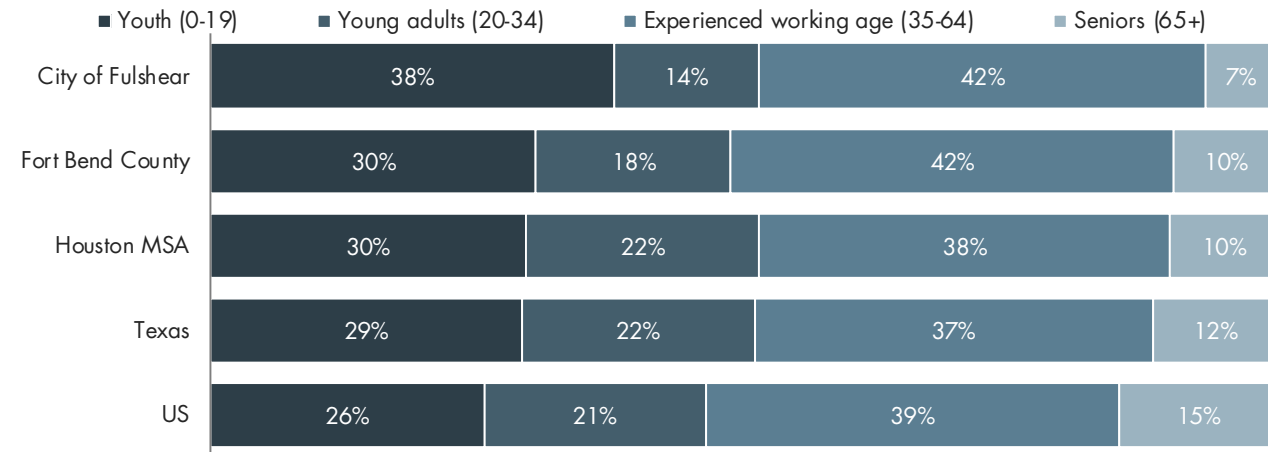


FIGURE 10. EDUCATIONAL ATTAINMENT

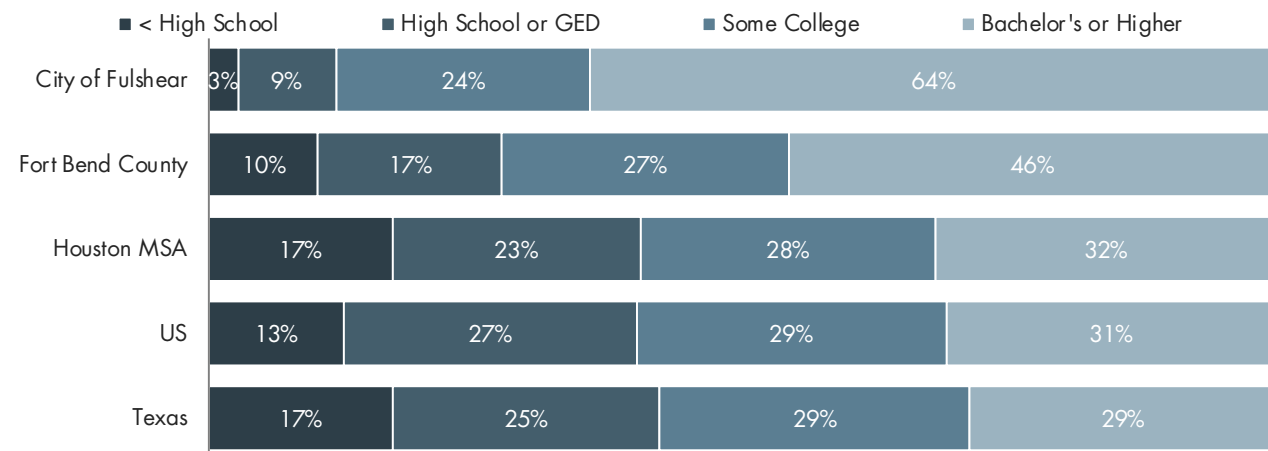
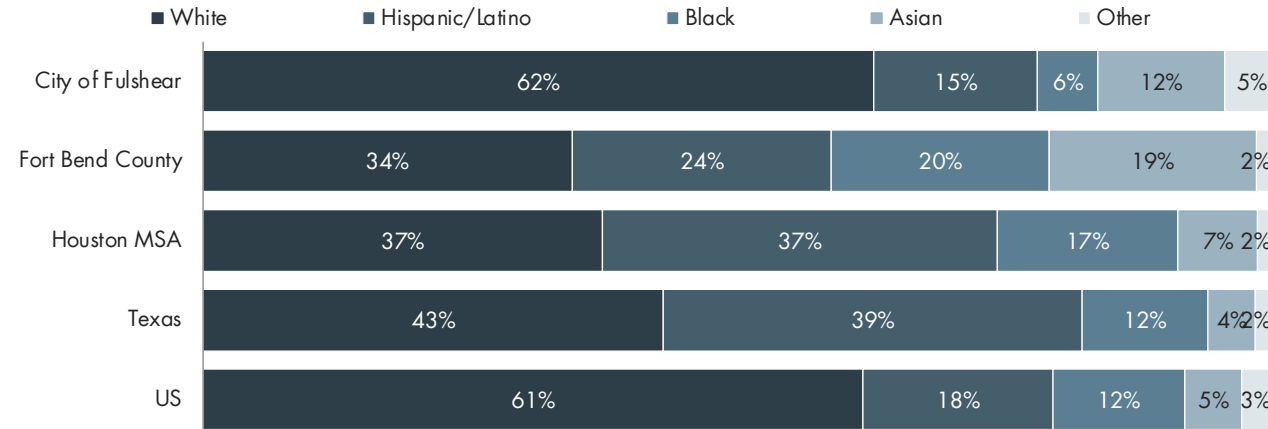


FIGURE 11. POPULATION DIVERSITY



Source: (all figures) US Census Bureau, American Community Survey; 5-year averages for the period 2013–2017.
 Note: Due to rounding, shown percentages in these figures and others might not equal 100 percent.

FIGURE 12. FOREIGN BORN, PERCENT OF POPULATION

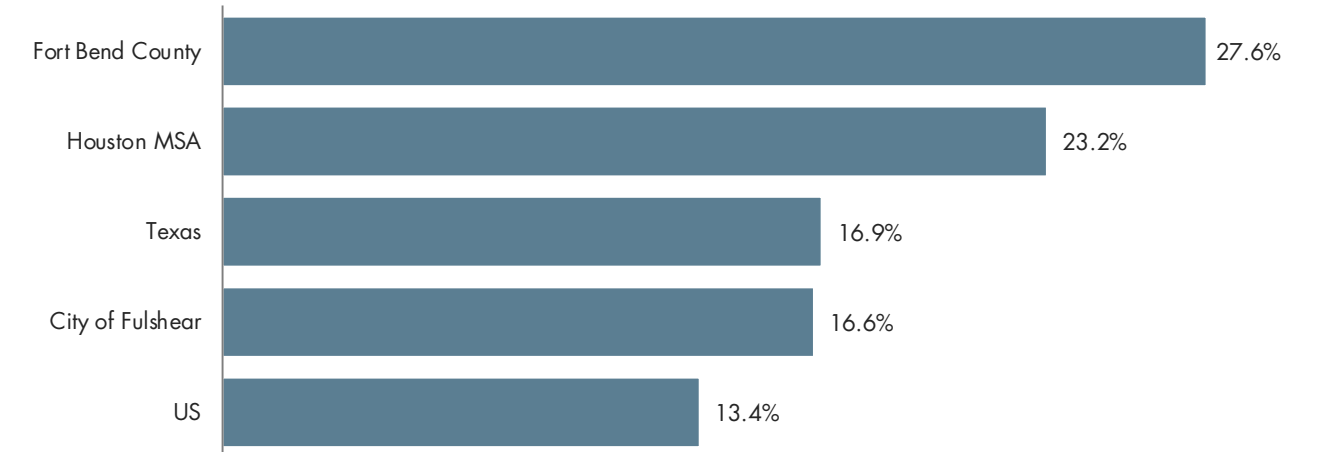


FIGURE 13. MEDIAN HOUSEHOLD INCOME

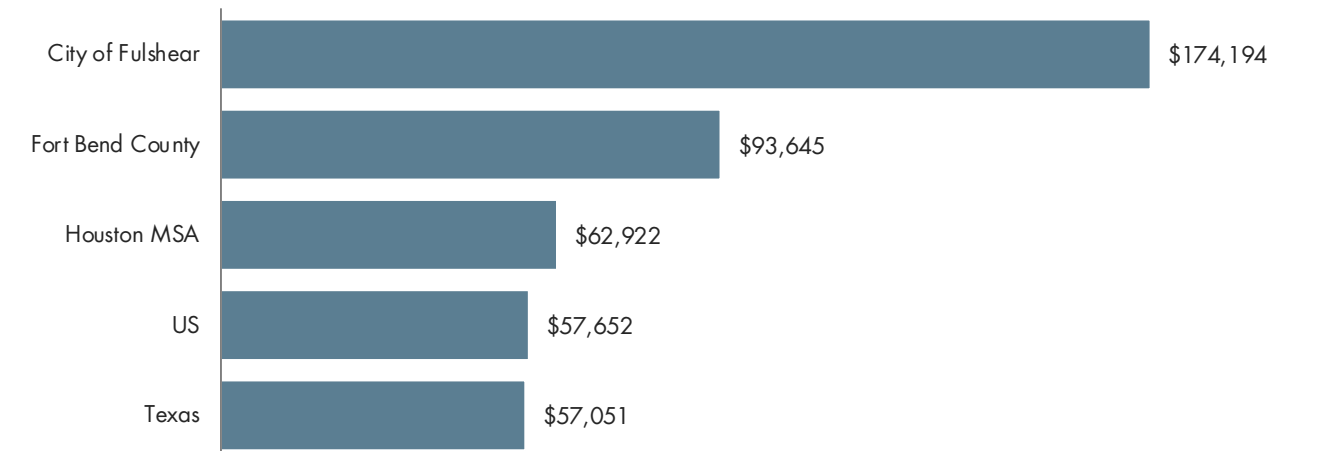
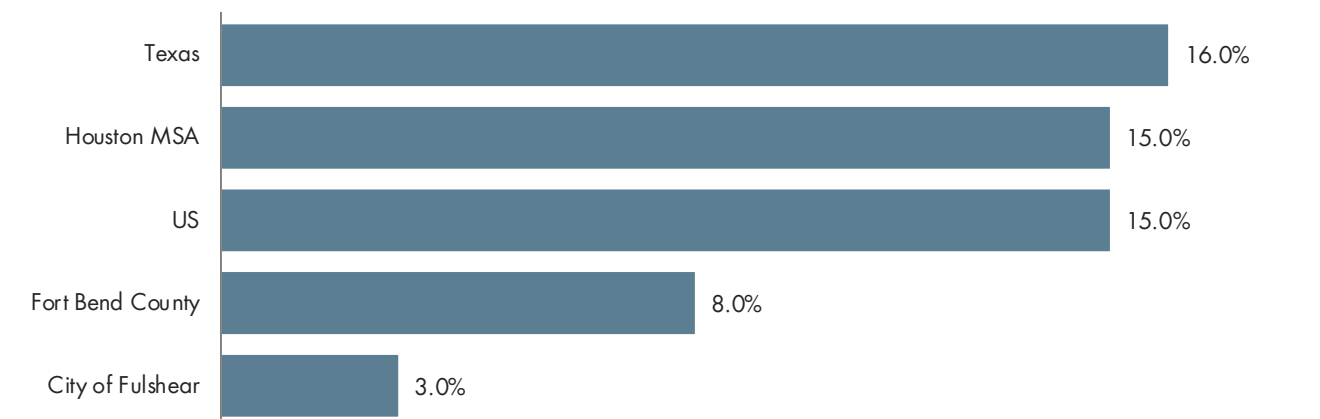


FIGURE 14. POVERTY RATE
 PERCENT OF POPULATION BELOW POVERTY LEVEL



Source: (all figures) US Census Bureau, American Community Survey; 5-year averages for the period 2013–2017.

WORKFORCE AND EDUCATION

Detailed labor market information is provided by the Bureau of Labor Statistics only for counties and cities of more than 25,000 residents. Thus, some statistics are not available for Fulshear.

LARGE LABOR FORCE, LOW UNEMPLOYMENT. In 2018, the civilian labor force of Fort Bend County was 379,000, which is more than 10 percent of the total labor force in the Houston MSA. The unemployment rate averaged 4.0 percent, which was lower than the unemployment rate of the Houston MSA (4.3) but slightly higher than that of the state (3.9) and the US (3.9). With unemployment this low, the economy is considered to be at full employment.

HIGH LABOR FORCE PARTICIPATION. Fulshear has a high labor force participation rate compared to the state and the US. By gender, Fulshear has a notably high male participation rate and low female participation rate, likely a reflection of single-income households.

PROFESSIONAL WORKFORCE. Two-thirds of employed residents in Fulshear work in management, business, science, and arts occupations. Another 18 percent work in sales and office. The top industries that Fulshear’s employed residents work in are education and healthcare, manufacturing, professional and business services, and oil and gas. A comparatively high percentage of employed residents in Fulshear work from home. Almost one in ten employed residents work from home in Fulshear, which is twice the rate of Texas, overall. On average, employed residents travel 40 minutes to work, which is 30 percent longer than the average for the Houston MSA.

MOBILE WORKERS. Fulshear is a net exporter of labor—more people leave the City each day for work than commute in. Few residents live and work in Fulshear. This indicates a mismatch between the skills residents have and the jobs that are available in Fulshear. The industries with the largest number of net outbound commuters are education, oil and gas, and professional services. The industries with the largest number of net inbound commuters are restaurants, personal services, and government. The majority of the people commuting into Fulshear to work are commuting between 10 to 24 miles (39 percent) or less than 10 miles (38 percent). On average, however, the commuting distance for inbound commuters has increased over the last 10 years. The majority of people commuting out of Fulshear for work are commuting 10 to 24 miles (47 percent) or 25 to 50 miles (31 percent). On average, however, the commuting distance for outbound commuters has decreased over the last 10 years. Fewer residents are commuting more than 25 miles to work. The largest sources of workers for Fulshear are Houston, Rosenberg, and Weston Lakes. The largest destinations for workers from Fulshear are Houston, Katy, and Sugar Land.

WHY IT MATTERS

Analyzing labor market information and workforce characteristics provides greater visibility into a region’s most important economic development asset: its talent pool. Labor availability, mobility, and educational infrastructure help define the current and future supply of labor in the regional labor market.

Data in this section are drawn from the following sources.

- *Federal agencies.* Public data sources used in this section include the US Bureau of Labor Statistics (for data on the labor force, including unemployment rates), the American Community Survey, the Longitudinal Employer-Household Dynamics (commuting data), and the National Center for Education Statistics.
- *State agencies.* Texas Public Education Information Resource provides data on educational and employment outcomes based on data from the Texas Education Agency and the Texas Workforce Commission.

STRONG SCHOOLS. The City of Fulshear straddles two school districts—Lamar Consolidated Independent School District (CISD) and Katy ISD. Both school districts are included in the list of the Houston area’s top 20 schools, with Lamar CISD earning an “A” and Katy ISD earning an “A+.” Lamar CISD has a total enrollment of 30,000, graduating 1,600 students each year. Katy ISD has a total enrollment of 75,000, graduating 4,800 students each year.

COLLEGE BOUND. Of the high school graduates from Lamar CISD, almost 50 percent enroll in Texas public colleges or universities. About one-third of these students attend Wharton County Junior College. The 4-year universities with the highest enrollment from Lamar CISD are University of Houston, Texas State University, and Texas A&M University. Of the high school graduates from Katy ISD, about 40 percent enroll in Texas public colleges or universities. Almost one-quarter of these students attend Lone Star College–CyFair. The 4-year universities with the highest enrollment from Katy ISD are Texas A&M University, University of Houston, and the University of Texas at Austin. Note: 28.8 percent of Lamar CISD high school graduates and 41.5 percent of Katy ISD high school graduates could not be located, which means they might have moved out of state, enrolled in a college or university outside of Texas, or are not working or enrolled in college.

WORKFORCE CONNECTIONS. Of the high school graduates, 22 percent from Lamar CISD and 15 percent from Katy ISD went directly into the workforce. The majority of these recent graduates works in retail or accommodations and food services.

POSTSECONDARY OPPORTUNITIES. The City of Fulshear is not in a community college district and does not have a higher education campus but is between the Houston Community College, Wharton County Junior College, and Blinn College service areas. There are 2-year campuses of Houston Community College in Katy, Alief, and Stafford; Texas State Technical College in Rosenberg; and Blinn College in Sealy. In addition, there is a University of Houston-Victoria campus in Katy and a University of Houston campus in Sugar Land. The University of Houston is constructing an 80,000-square-foot facility in Katy that will feature nursing and engineering programs and will be joined by Houston Community College and the University of Houston-Victoria on adjacent campuses near Interstate 10 and Highway 99/Grand Parkway.

FIGURE 15. LABOR MARKET OVERVIEW, 2018
IN THOUSANDS

GEOGRAPHY	CIVILIAN LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	UNEMPLOYMENT RATE
Fort Bend County	379	364	15	4.0%
Houston MSA	3,408	3,262	146	4.3%
Texas	13,832	13,298	534	3.9%
US	162,075	155,761	6,314	3.9%

FIGURE 16. UNEMPLOYMENT RATES

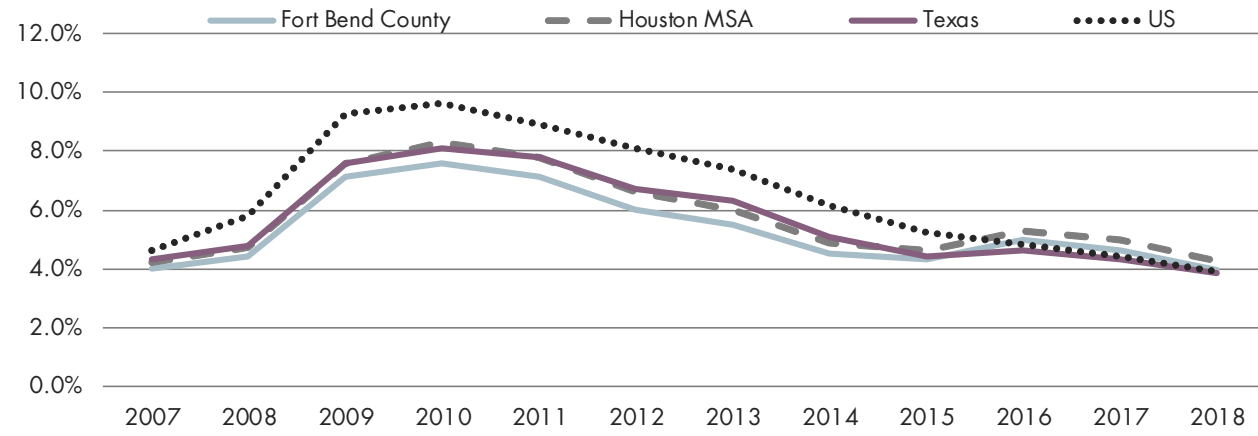


FIGURE 17. LABOR FORCE PARTICIPATION BY GENDER

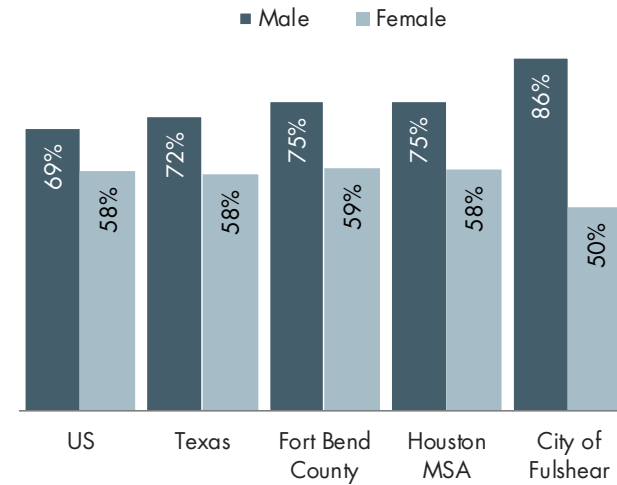
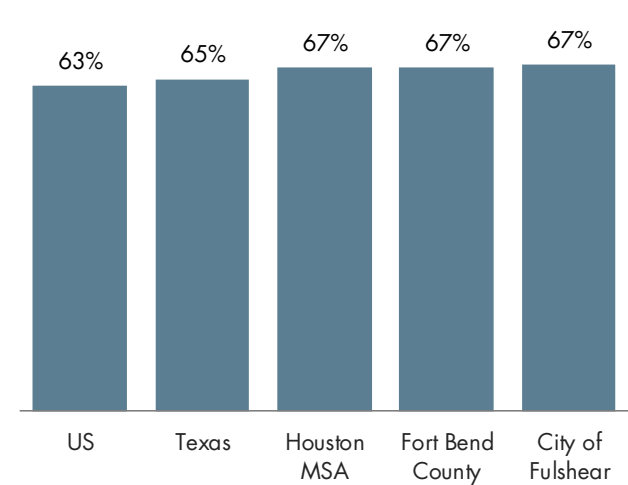


FIGURE 18. TOTAL LABOR FORCE PARTICIPATION



Sources: (Figure 15 and Figure 16) US Bureau of Labor Statistics, Current Population Survey (national numbers) and Local Area Unemployment Statistics (state and local numbers); (Figure 17 and Figure 18) US Census Bureau, American Community Survey; 5-year averages for the period 2013–2017.

Note: Local Area Unemployment Statistics do not cover cities with populations under 25,000.

FIGURE 19. OCCUPATION OF EMPLOYED RESIDENTS

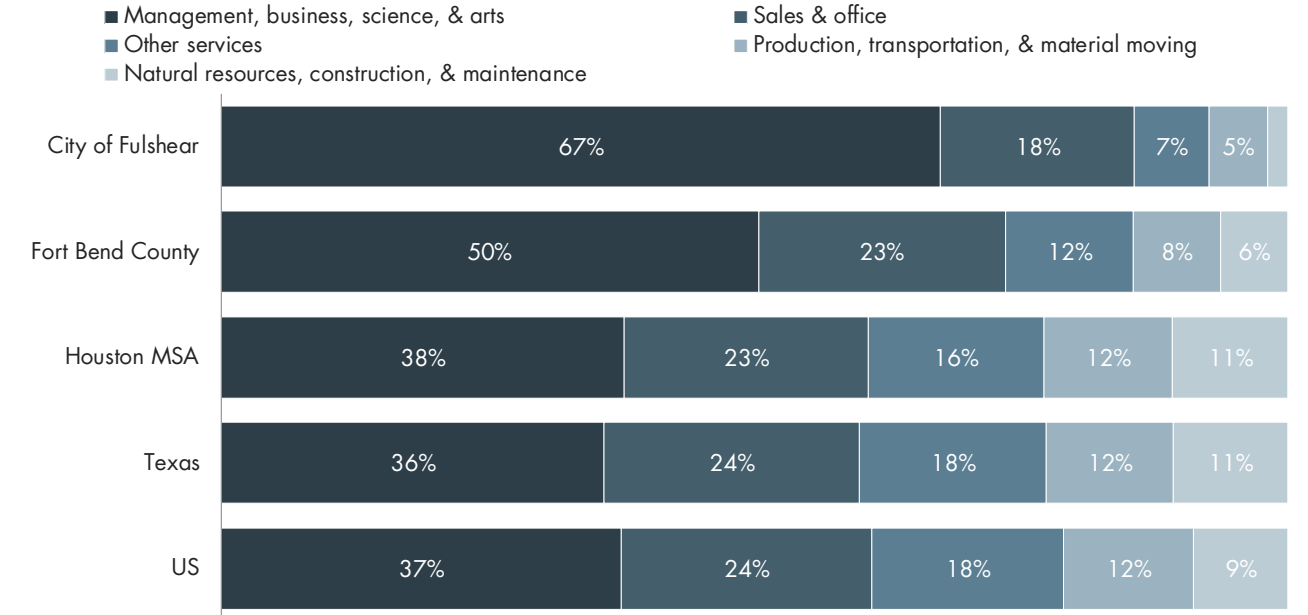


FIGURE 20. INDUSTRY OF EMPLOYED RESIDENTS

	City of Fulshear	Fort Bend County	Houston MSA	Texas	US
Education & health care	16%	25%	20%	22%	23%
Retail trade	6%	11%	11%	11%	11%
Professional & business services	15%	14%	13%	11%	11%
Manufacturing	16%	9%	10%	9%	10%
Restaurants, bars, hotels, & recreation	6%	7%	8%	9%	10%
Finance, insurance, & real estate	10%	7%	6%	7%	7%
Construction	5%	6%	9%	8%	6%
Transportation, logistics, & utilities	2%	5%	6%	6%	5%
Personal & other services	1%	4%	5%	5%	5%
Government	2%	3%	3%	4%	5%
Wholesale trade	3%	4%	4%	3%	3%
Media & IT	2%	2%	1%	2%	2%
Oil, gas, mining, & agriculture	15%	5%	4%	3%	2%

Source: US Census Bureau, American Community Survey; 5-year averages for the period 2013–2017.

FIGURE 21. WORKING AT HOME
PERCENT OF WORKERS AGE 16 OR OLDER

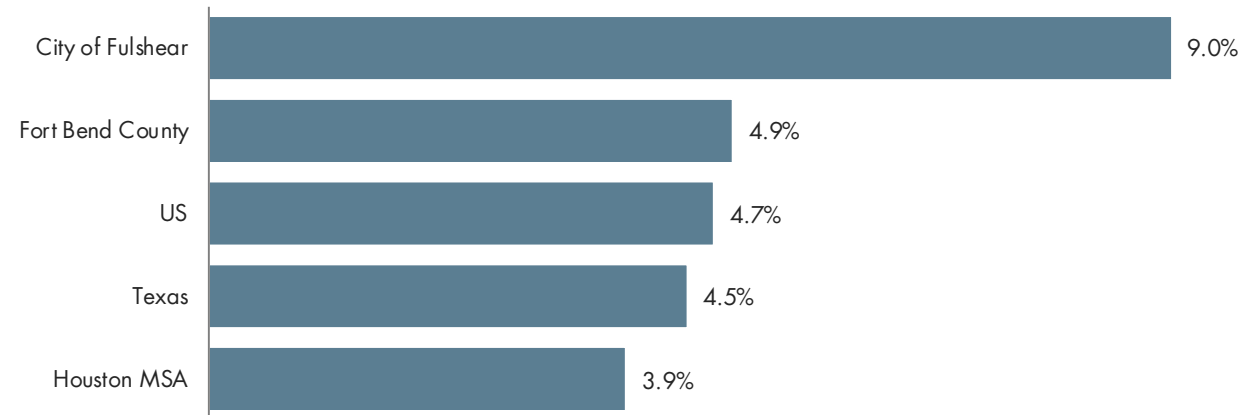


FIGURE 22. AVERAGE TRAVEL TIME TO WORK
IN MINUTES

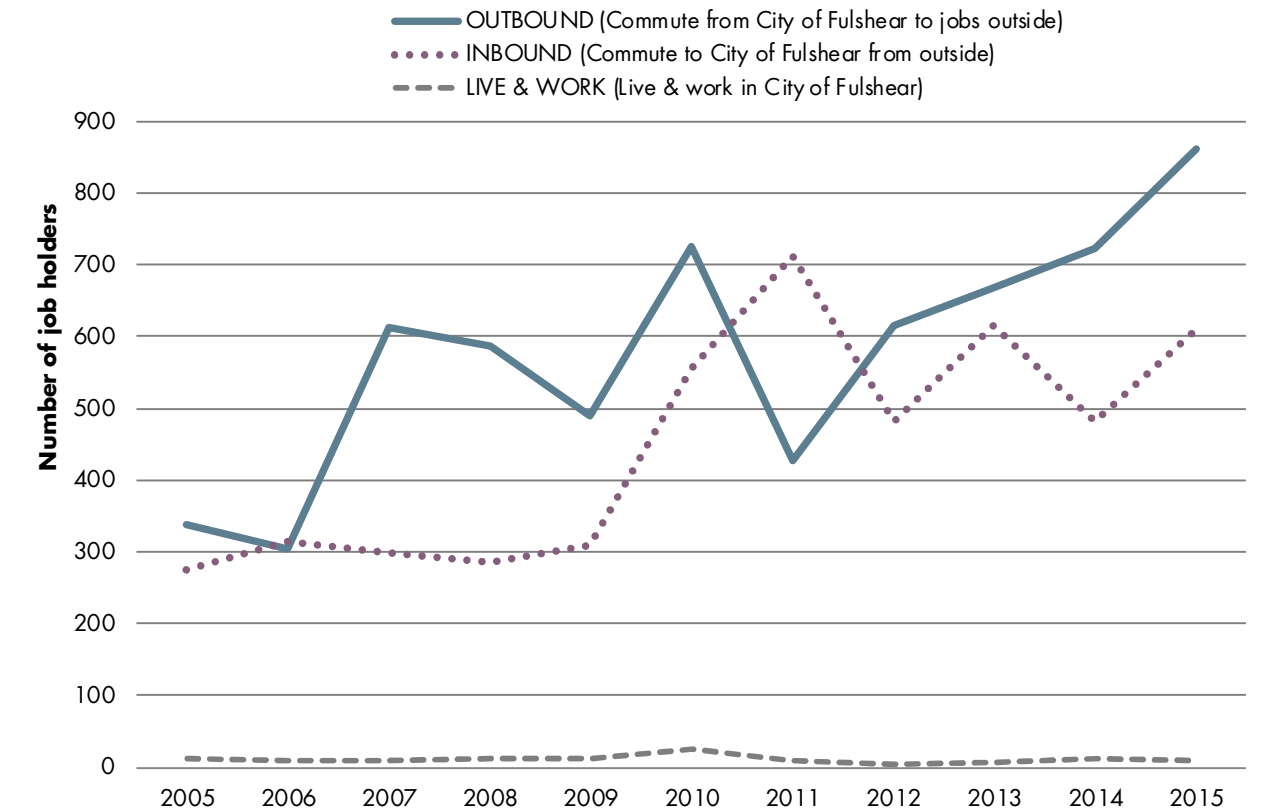


Source: (all figures) US Census Bureau, American Community Survey; 5-year averages for the period 2013–2017.

FIGURE 23. INFLOW/OUTFLOW FOR CITY OF FULSHEAR, 2015
FLOW OF WORKERS TO/FROM THE CITY

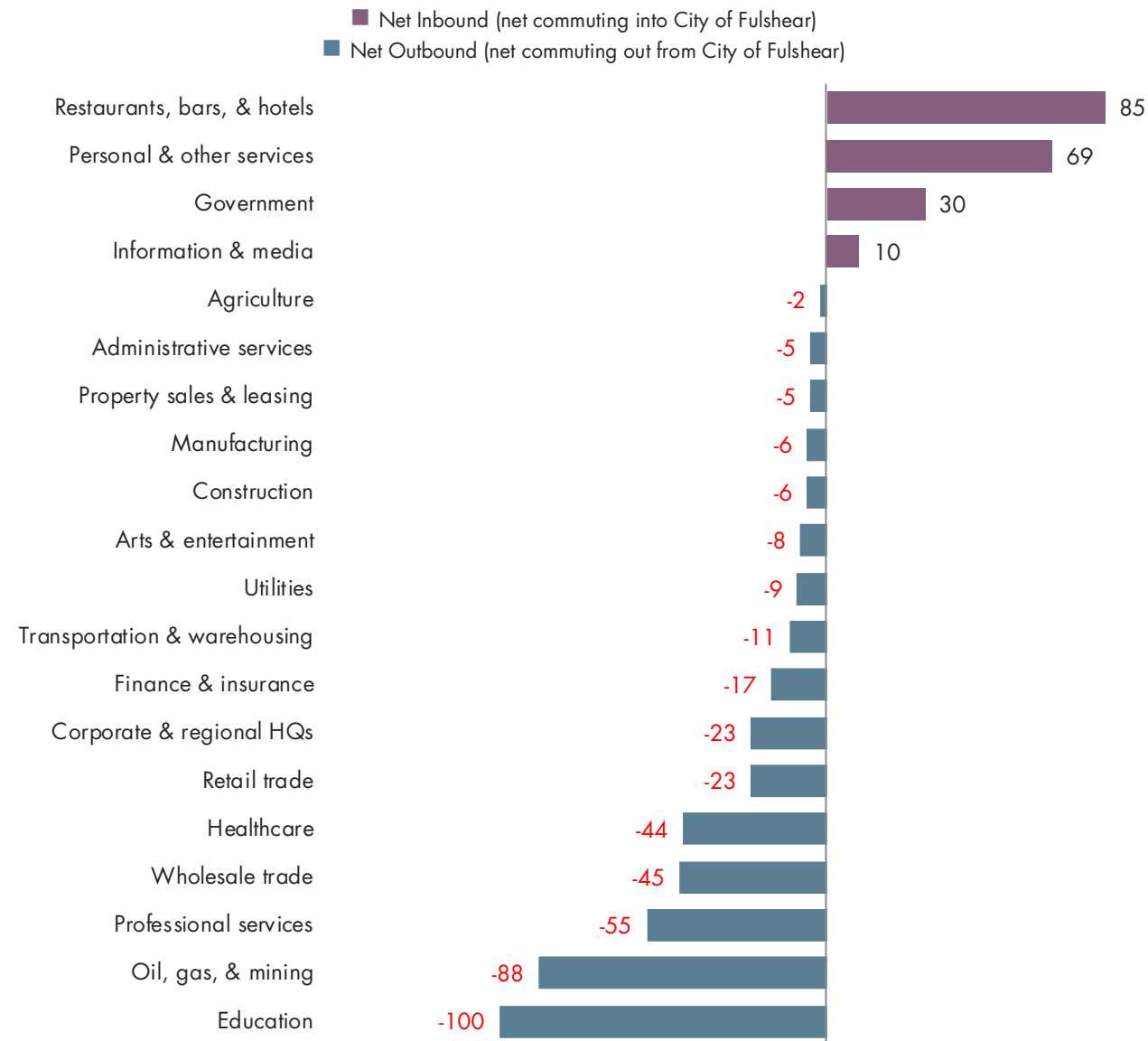


FIGURE 24. COMMUTING FLOWS, 2005 TO 2015



Source: US Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics.
Note: (Figure 23) Overlay arrows are for illustrative purposes and do not indicate directionality of worker flow between home and employment locations.

FIGURE 25. NET COMMUTING FLOWS BY NAICS INDUSTRY SECTOR, 2015
NET FLOWS = INBOUND - OUTBOUND FLOWS



Source: US Census Bureau, LEHD Origin-Destination Employment Statistics.
Note: NAICS is the North American Industry Classification System, which classifies businesses by type of economic activity.

FIGURE 26. DISTANCE TRAVELED, 2005 VS. 2015
SHARE OF JOBHOLDERS

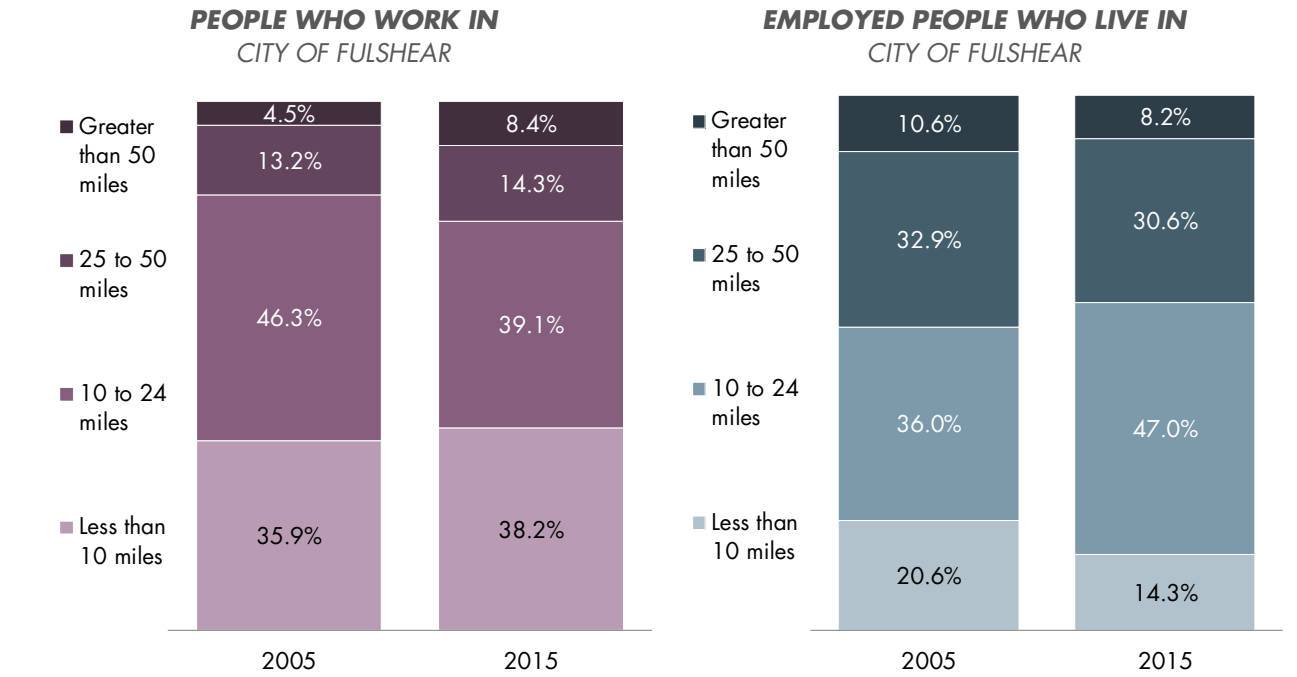
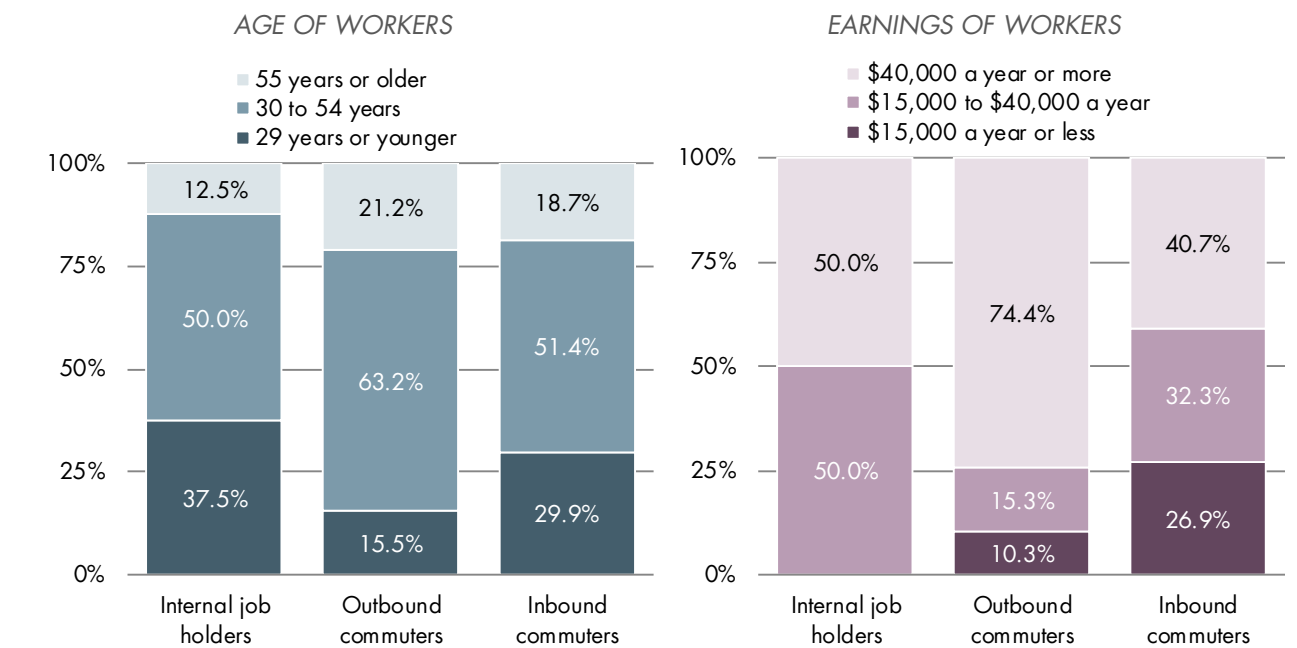


FIGURE 27. CITY OF FULSHEAR SELECTED JOBHOLDER CHARACTERISTICS, 2015
SHARE OF WORKERS BY TYPE OF COMMUTING FLOW (INTERNAL, OUTBOUND, INBOUND)



Source: (all figures) US Census Bureau, LEHD Origin-Destination Employment Statistics.

FIGURE 32. TEXAS PUBLIC HIGH SCHOOL GRADUATES—TEXAS PUBLIC COLLEGE ENROLLMENT AND EMPLOYMENT OUTCOMES, 2015–2016

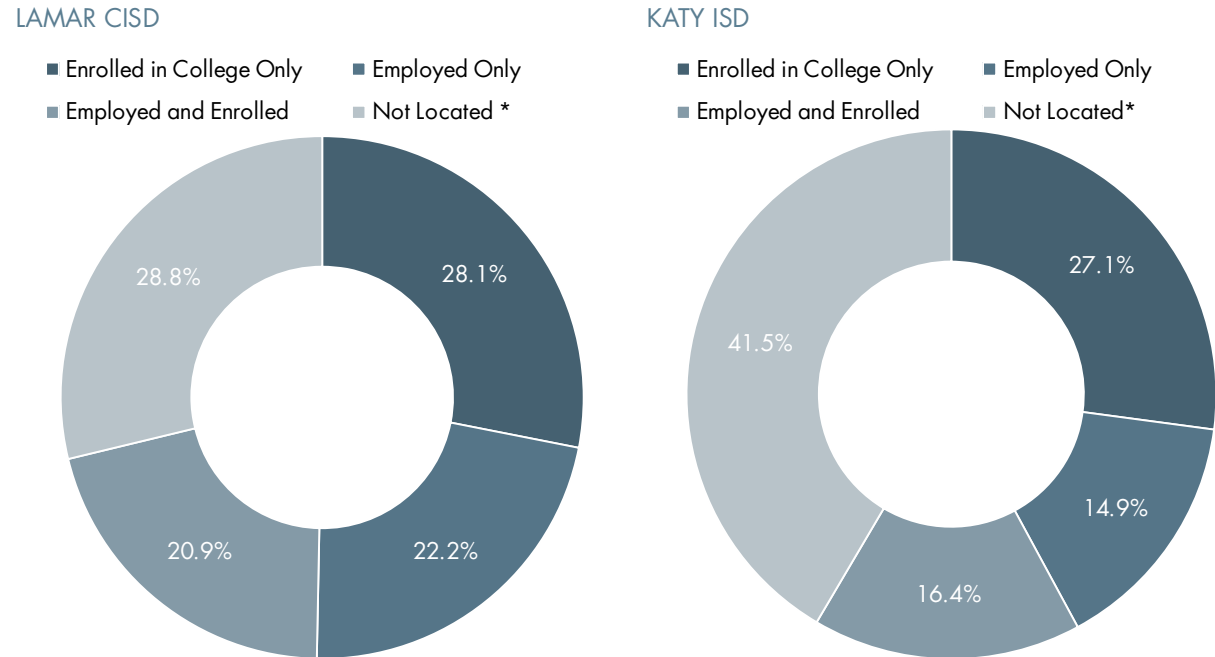


FIGURE 33. TOP TEXAS PUBLIC COLLEGES AND UNIVERSITIES BY FALL COLLEGE ENROLLMENT OF HIGH SCHOOL GRADUATES, 2015–2016

HIGHER ED. INSTITUTION	# OF STUDENTS	%
Wharton County Junior College	275	33.1%
University of Houston	64	7.7%
Texas State Univ.–San Marcos	52	6.3%
Texas A&M University	49	5.9%
Blinn College	43	5.2%
U. of Texas at Austin	43	5.2%
Houston Community College	41	4.9%
U. of Texas at San Antonio	28	3.4%
Texas Tech University	25	3.0%
Sam Houston State University	24	2.9%
All Other	186	22.4%
Total	830	

HIGHER ED. INSTITUTION	# OF STUDENTS	%
Lone Star College–CyFair	482	23.0%
Texas A&M University	223	10.6%
University of Houston	205	9.8%
Houston Community College	181	8.6%
Blinn College	173	8.3%
U. of Texas at Austin	161	7.7%
Texas State Univ.–San Marcos	105	5.0%
Texas Tech University	76	3.6%
Sam Houston State University	55	2.6%
U. of Texas at San Antonio	53	2.5%
All Other	381	18.2%
Total	2,095	

*Not Located—High school graduates not found either as college enrolled (in a Texas public college or university in the fall semester following graduation) or employed (not found in the fourth quarter of Texas employment data as reported by the Texas Workforce Commission).
Source: (all figures) Texas Public Education Information Resource.

FIGURE 34. TOP INDUSTRIES OF EMPLOYMENT AND WAGES DURING 2016 FOURTH QUARTER FOR ALL EMPLOYED

INDUSTRY	# OF STUDENTS	%	MEDIAN WEEKLY WAGE
Accommodations and Food Services	281	38.44%	\$183.79
Retail Trade	262	35.84%	\$156.68
Healthcare and Social Assistance	47	6.43%	\$206.72
Admin. and Support, Waste Mgmt., and Remediation Svcs.	36	4.92%	\$174.74
Arts, Entertainment, and Recreation	19	2.60%	\$113.37
Other Services	19	2.60%	\$150.00
Construction	10	1.37%	\$684.77
Educational Services	10	1.37%	\$144.23
Transportation and Warehousing	10	1.37%	\$163.09
Manufacturing	8	1.09%	\$352.36
All Other	29	3.97%	\$152.74
Total	731	100.0%	

FIGURE 35. TOP INDUSTRIES OF EMPLOYMENT AND WAGES DURING 2016 FOURTH QUARTER FOR ALL EMPLOYED

INDUSTRY	# OF STUDENTS	%	MEDIAN WEEKLY WAGE
Retail Trade	597	39.6%	\$168.58
Accommodations and Food Services	474	31.4%	\$157.93
Arts, Entertainment, and Recreation	95	6.3%	\$97.09
Admin. and Support, Waste Mgmt., and Remediation Svcs.	61	4.0%	\$67.92
Other Services	59	3.9%	\$162.80
Educational Services	47	3.1%	\$87.30
Healthcare and Social Assistance	44	2.9%	\$220.05
Professional, Scientific, and Technical Services	23	1.5%	\$147.50
Wholesale Trade	20	1.3%	\$116.55
Construction	17	1.1%	\$366.39
All Other	72	4.8%	\$230.00
Total	1,509	100%	

Source: (all figures) Texas Public Education Information Resource.

FIGURE 36. EDUCATIONAL INSTITUTIONS IN GREATER HOUSTON AREA
10-, 20-, AND 30-MILE RINGS AROUND FULSHEAR

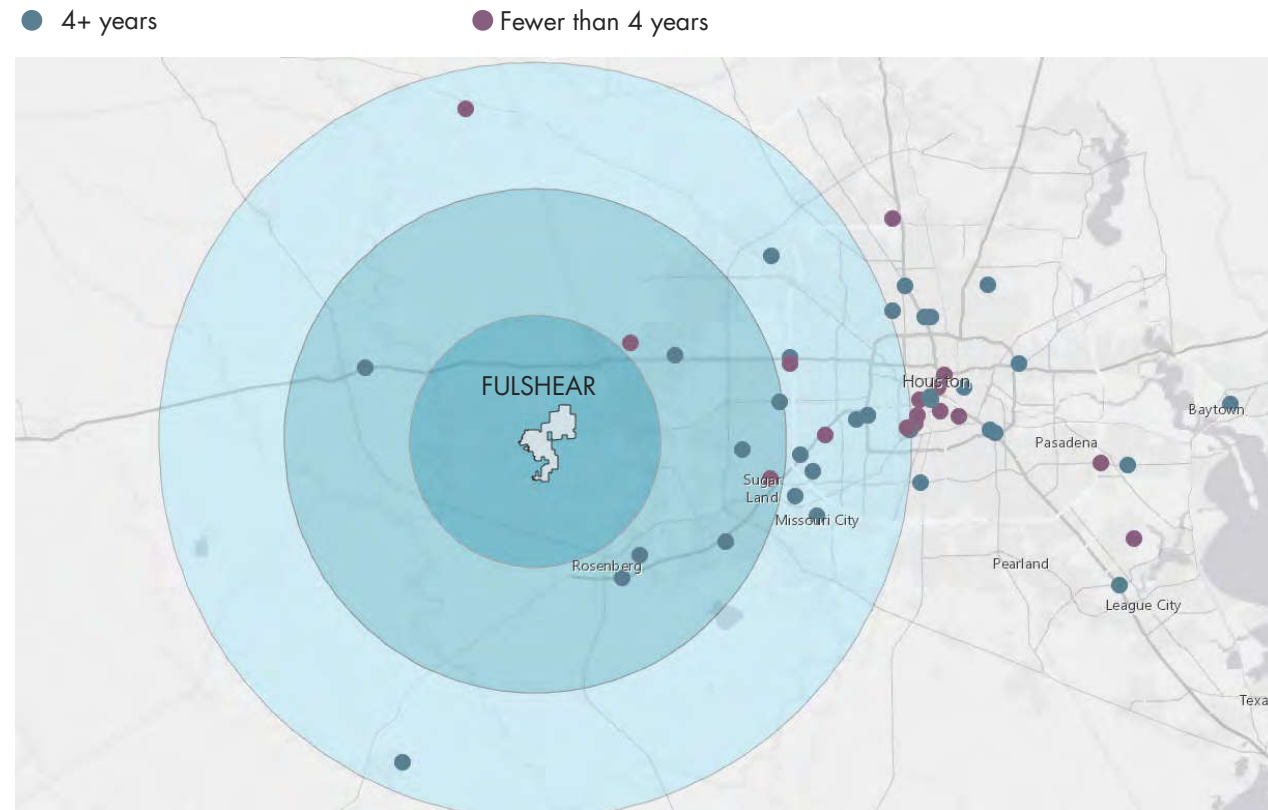


FIGURE 37. COMMUNITY COLLEGE SERVICE AREAS



Sources: (Figure 36) Esri, Community Analyst; Integrated Postsecondary Education Data System (IPEDS); TIP Strategies; (Figure 37) Texas Association of Community Colleges.

INDUSTRY AND EMPLOYMENT

STRONG JOB GROWTH. Over the last 10 years, employment in the Fulshear area has grown from 1,883 in 2008 to 2,158 in 2018. This small employment base makes annual job growth more variable in comparison to Fort Bend County and the other comparison geographies. Employment in Fort Bend County has grown from 155,440 in 2008 to 213,707 in 2018. Fort Bend County has consistently outperformed the Houston MSA, the state of Texas, and the US in annual job growth over this time period.

DIVERSIFIED ECONOMY. The five largest employment sectors in Fort Bend County are healthcare and social assistance; retail trade; lodging, restaurants, and bars; education; and construction. These five sectors account for more than half the jobs in Fort Bend County. Manufacturing and professional services are also sizeable, accounting for 13,000 jobs each. The sectors expected to add the largest number of jobs over the next 5 years are healthcare and social assistance; retail trade; and lodging, restaurants, and bars.

ENERGY CAPITAL. The construction, personal services, and manufacturing sectors represent the highest shares of employment in Fulshear while healthcare; retail; and lodging, restaurants, and bars represent the highest shares of employment in Fort Bend County. These trends are fairly typical of suburban geographies such as Fulshear and Fort Bend County. Location quotients show industry concentrations relative to the US. The sector with the highest location quotient in Fort Bend County, the Houston MSA, and Texas is mining (including oil and gas). This demonstrates the strength of the energy sector in these geographies.

OCCUPATIONAL STRUCTURE AND DEMAND. The occupational categories with both the highest number of jobs and the highest share of jobs in Fort Bend County are office and administrative support, sales and related, and food preparation. This pattern and occupational structure are similar to that of the state and the nation. In comparison to the US, Fort Bend County has a larger percentage of low skill jobs and a smaller percentage of high skill jobs. This is reflective of the strength of its retail and lodging, restaurants, and bars sectors. Over the next 5 years, the county is expected to have more than 158,850 openings. Openings include both new jobs and replacement jobs that are open because a worker left that occupation.

WAGES. The median hourly earnings in Fort Bend County are, for the most part, in line with the national median. In 17 out of 22 occupational categories, the median hourly wages in Fort Bend County are within 10 percent of the US median. The two occupational categories with a median more than 10 percent higher than the US median are (1) education, training, and library; and (2) architecture and engineering. The three categories with a median more than 10 percent lower than the US median are farming, fishing, and forestry; building/grounds cleaning and maintenance; and healthcare support.

WHY IT MATTERS

Understanding the characteristics and industrial make-up of a region's employment base can provide greater visibility into its economic resilience. Growth trends provide insight into the region's ability to weather and recover from external shocks. Employment by industry provides information on the degree of diversification or dependency of the economy and highlights which industries are economic drivers. This information helps to identify weaknesses in the economic structure of the region and craft strategies to strengthen the economy. By looking at the growth and decline of industry employment levels over time, employment and wage data can be used to identify regional industry and occupational strengths, inform decisions on target industry initiatives and incentives, and help illustrate whether an area is gaining or losing ground relative to the state or the nation.

ABOUT THE DATA

Data in this section are drawn from Emsi, a proprietary data provider that estimates employment by industry and occupation. The company integrates economic, labor market, demographic, and education data from over 90 government and private sector sources, creating a comprehensive and current database. Emsi offers data at the national, state, county, and ZIP Code levels. As a result, numbers for Fulshear are in the 77441 ZIP Code.

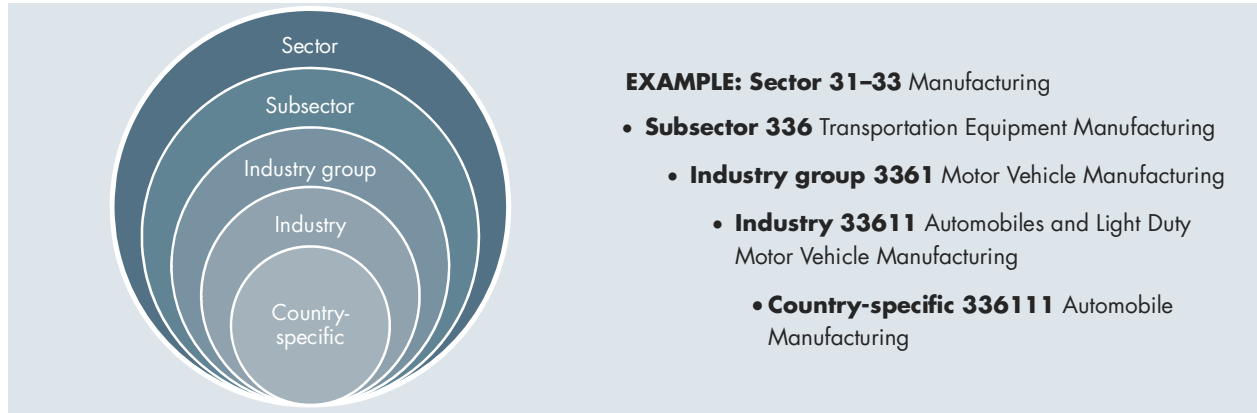
CLASSIFICATION SYSTEMS

Much of the data presented in this section is organized under one of two federal classification systems.

The **North American Industry Classification System (NAICS)**, pronounced nakes) was developed under the direction and guidance of the Office of Management and Budget (OMB) as the standard for use by federal statistical agencies in classifying business establishments for the collection, tabulation, presentation, and analysis of statistical data describing the US economy. The classification system was developed jointly with government agencies in Canada and Mexico to allow for a high level of comparability in business statistics among the North American countries. It classifies industries into 20 sectors based on production processes. These sectors are broken into subsectors, industry groups, and individual industries, with an additional level of detail to accommodate industry codes specific to the three countries.

The **Standard Occupational Classification (SOC)** system is used by federal statistical agencies to classify workers into categories for the purpose of collecting, calculating, or disseminating data. This system groups all occupations in which work is performed for pay or profit according to the type of work performed and, in some cases, on the skills, education, or training needed to perform the work at a competent level. Under the current (2018) SOC system, workers are classified into 1 of 867 detailed occupations, which are combined to form 459 broad occupations, 98 minor groups, and 23 major groups.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) STRUCTURE AND EXAMPLE



STANDARD OCCUPATIONAL CLASSIFICATION (SOC) SYSTEM STRUCTURE AND EXAMPLE

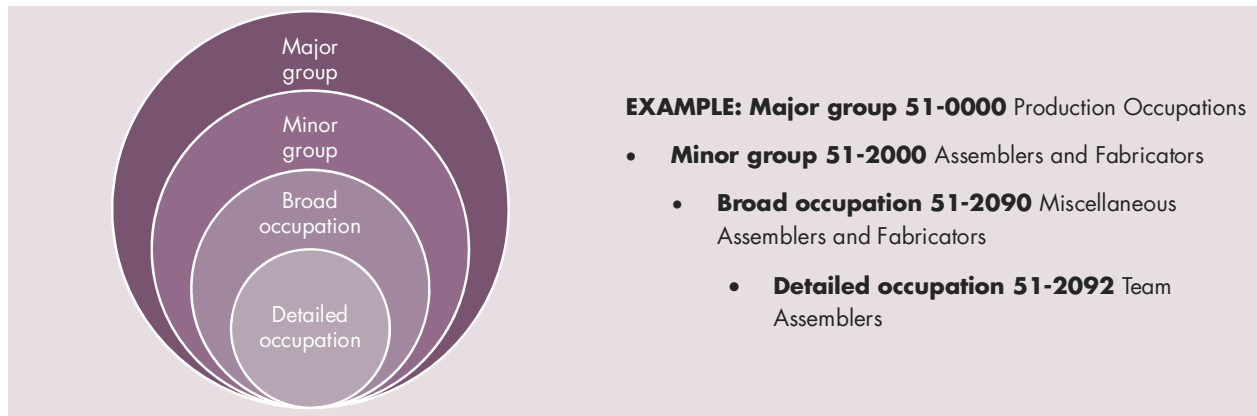


FIGURE 38. ANNUAL JOB GROWTH (PERCENT)

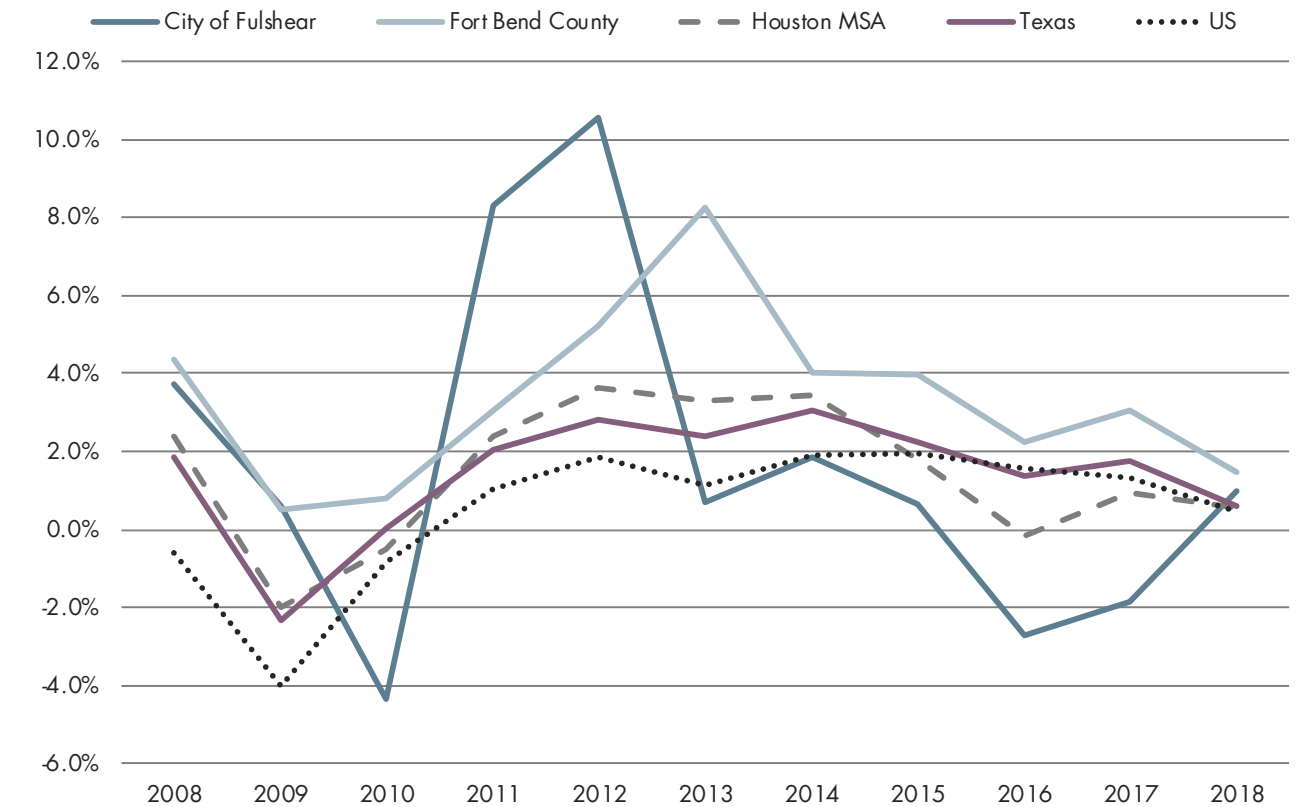


FIGURE 39. FULSHEAR EMPLOYMENT

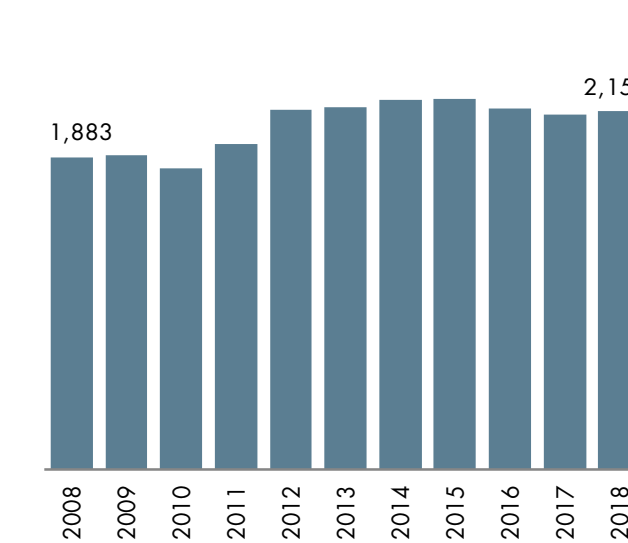
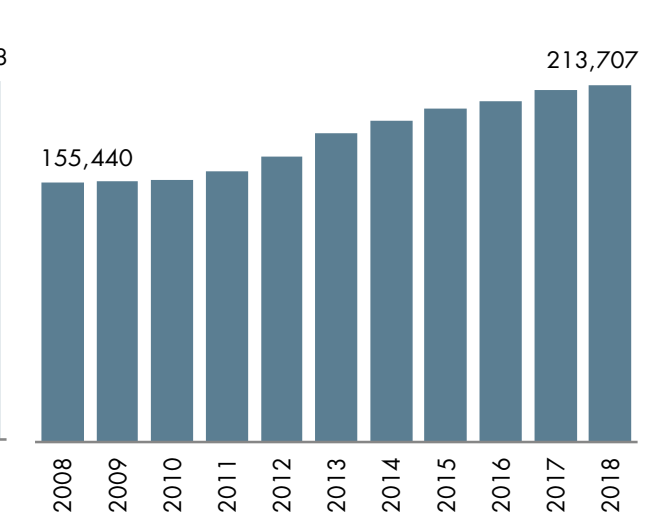
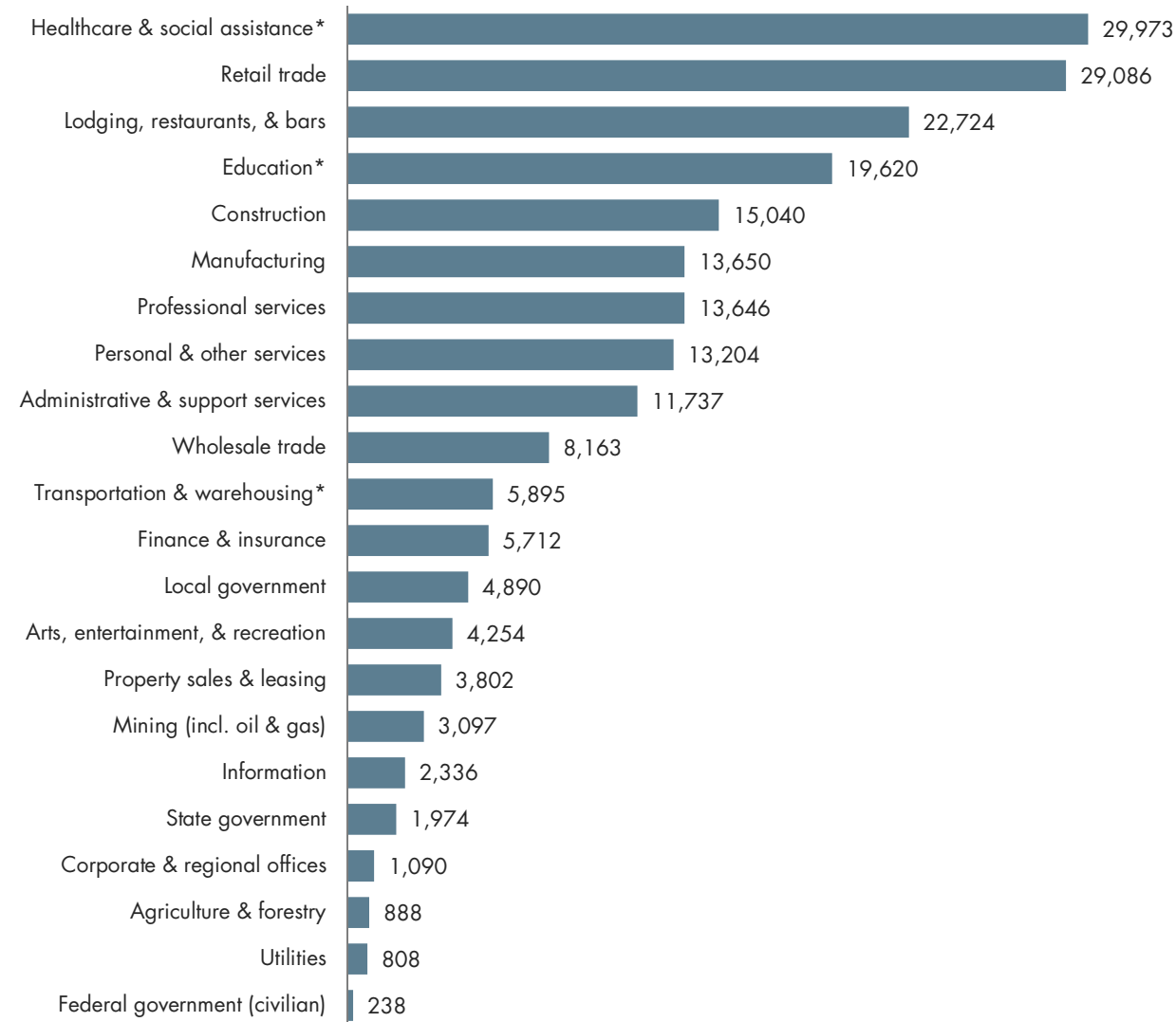


FIGURE 40. FORT BEND COUNTY EMPLOYMENT



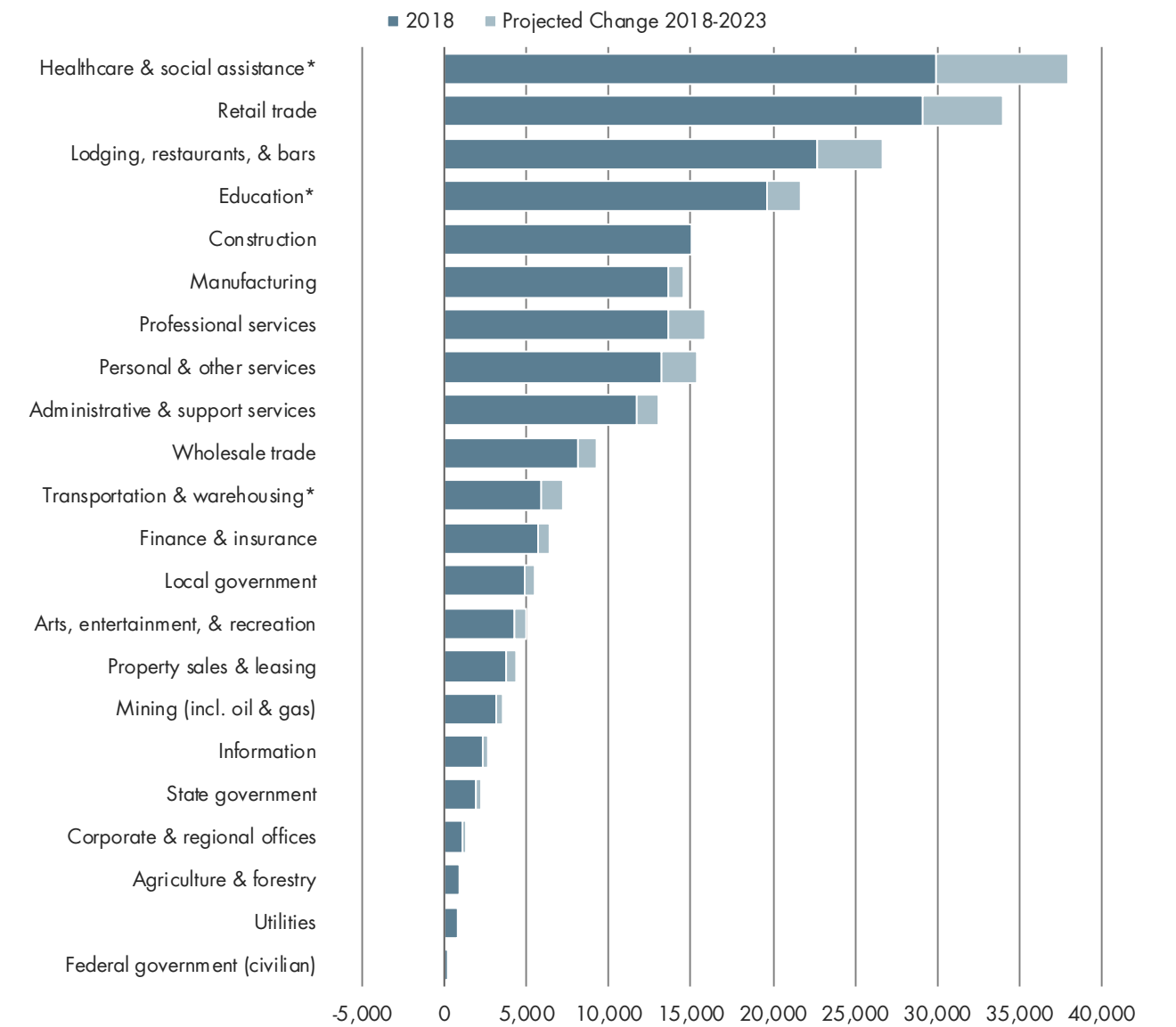
Source: (all figures) Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
 Note: City of Fulshear corresponds to ZIP Code 77441 and not city limit boundaries.

FIGURE 41. FORT BEND COUNTY JOB BASE BY INDUSTRY SECTOR, 2018



*Includes related public sector employment (e.g., education includes public schools, colleges, and universities; healthcare & social assistance includes public hospitals; and transportation & warehousing includes US Postal Service workers).
Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 42. FORT BEND COUNTY TOTAL EMPLOYMENT BY INDUSTRY
2018 JOB BASE WITH PROJECTED 5-YEAR CHANGE



*Includes related public sector employment (e.g., education includes public schools, colleges, and universities; healthcare & social assistance includes public hospitals; and transportation & warehousing includes US Postal Service workers).
Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 43. INDUSTRY DISTRIBUTION (PERCENT OF TOTAL)
COMPARISON OF CITY OF FULSHEAR WITH SELECTED GEOGRAPHIES AND US

NAICS Code & Description	City of Fulshear	Fort Bend County	Houston MSA	Texas	US
23 Construction	16.4%	7.1%	8.0%	6.9%	5.6%
81 Personal & other services	12.2%	6.2%	5.3%	5.0%	4.9%
31-33 Manufacturing	11.9%	6.4%	6.9%	6.5%	8.0%
72 Lodging, restaurants, & bars	10.1%	10.7%	8.9%	9.0%	8.7%
56 Administrative & support services	10.1%	5.5%	7.2%	6.7%	6.3%
54 Professional services	8.7%	6.4%	7.4%	6.4%	6.5%
48-49 Transportation & warehousing*	6.5%	2.8%	4.6%	4.3%	4.0%
71 Arts, entertainment, & recreation	4.9%	2.0%	1.3%	1.3%	1.7%
42 Wholesale trade	4.2%	3.9%	4.9%	4.5%	3.8%
44-45 Retail trade	4.2%	13.7%	9.9%	10.3%	10.3%
53 Property sales & leasing	3.5%	1.8%	2.1%	2.0%	1.7%
52 Finance & insurance	2.6%	2.7%	3.3%	4.3%	4.1%
61 Education*	1.8%	9.3%	10.2%	10.0%	9.3%
62 Healthcare & social assistance*	1.6%	14.1%	11.3%	12.0%	13.5%
9039 Local government	0.9%	2.3%	2.4%	2.9%	3.6%
21 Mining (incl. oil & gas)	0.2%	1.5%	2.4%	1.7%	0.4%
22 Utilities	0.2%	0.4%	0.5%	0.4%	0.4%
51 Information	0.2%	1.1%	1.0%	1.6%	1.9%
9029 State government	0.2%	0.9%	0.5%	1.1%	1.4%
11 Agriculture & forestry	0.0%	0.4%	0.2%	0.8%	1.2%
55 Corporate & regional offices	0.0%	0.5%	1.3%	1.0%	1.4%
9011 Federal government (civilian)	0.0%	0.1%	0.6%	1.2%	1.4%

*Includes related public sector employment (e.g., education includes public schools, colleges, and universities; healthcare & social assistance includes public hospitals; and transportation & warehousing includes US Postal Service workers).
Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Note: City of Fulshear corresponds to ZIP Code 77441 and not city limit boundaries.

FIGURE 44. INDUSTRY CONCENTRATION (LOCATION QUOTIENTS)
COMPARISON OF CITY OF FULSHEAR WITH SELECTED GEOGRAPHIES AND US

NAICS Code & Description	City of Fulshear	Fort Bend County	Houston MSA	Texas	US
23 Construction	2.98	1.28	1.45	1.24	1.00
71 Arts, entertainment, & recreation	2.86	1.15	0.74	0.75	1.00
81 Personal & other services	2.54	1.29	1.10	1.03	1.00
53 Property sales & leasing	2.08	1.06	1.26	1.15	1.00
48-49 Transportation & warehousing*	1.63	0.70	1.15	1.09	1.00
56 Administrative & support services	1.61	0.88	1.14	1.06	1.00
31-33 Manufacturing	1.51	0.81	0.88	0.82	1.00
54 Professional services	1.34	0.99	1.14	0.98	1.00
72 Lodging, restaurants, & bars	1.18	1.24	1.03	1.03	1.00
42 Wholesale trade	1.12	1.02	1.30	1.19	1.00
52 Finance & insurance	0.63	0.67	0.81	1.07	1.00
21 Mining (incl. oil & gas)	0.47	3.59	5.83	4.22	1.00
44-45 Retail trade	0.41	1.34	0.96	1.00	1.00
9029 State government	0.26	0.66	0.35	0.75	1.00
22 Utilities	0.25	1.09	1.46	1.09	1.00
9039 Local government	0.25	0.65	0.67	0.82	1.00
61 Education*	0.19	0.99	1.09	1.07	1.00
62 Healthcare & social assistance*	0.12	1.05	0.84	0.89	1.00
51 Information	0.03	0.59	0.55	0.85	1.00
11 Agriculture & forestry	0.00	0.35	0.15	0.67	1.00
55 Corporate & regional offices	0.00	0.36	0.92	0.68	1.00
901199 Federal government (civilian)	0.00	0.08	0.43	0.85	1.00

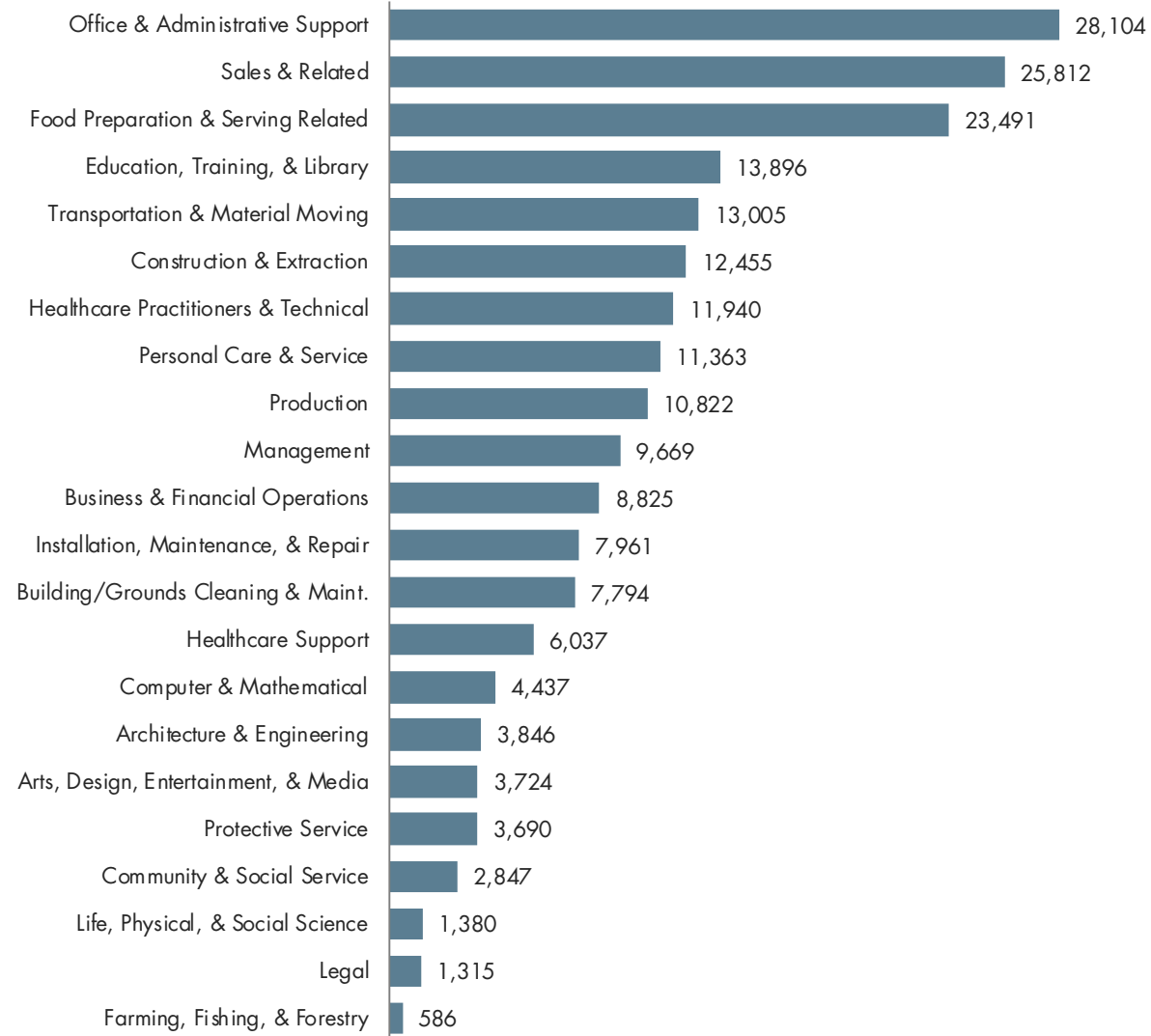
Location quotients. Location quotient (LQ) analysis is a statistical technique used to suggest areas of relative advantage based on a region’s employment base. LQs are calculated as an industry or occupation’s share of total local employment divided by the same industry or occupation’s share of employment at the US level.

$$\frac{(\text{local employment in industry} \times / \text{total local employment—all industries})}{(\text{national employment in industry} \times / \text{total national employment—all industries})}$$

If local and national employment levels in the industry are perfectly proportional, the LQ will be 1.00. LQs greater than 1.25 are presumed to indicate a comparative advantage; those less than 0.75 suggest areas of weakness but also point to opportunities for future growth to address gaps in underserved local markets.

*Includes related public sector employment (e.g., education includes public schools, colleges, and universities; healthcare & social assistance includes public hospitals; and transportation & warehousing includes US Postal Service workers).
Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Notes: City of Fulshear corresponds to ZIP Code 77441 and not city limit boundaries. Occupations with LQs over 1.25 are highlighted.

FIGURE 45. FORT BEND COUNTY EMPLOYMENT BY OCCUPATION



Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
 Note: Excludes military and unclassified occupations.

FIGURE 46. OCCUPATIONAL DISTRIBUTION (PERCENT OF TOTAL)
 COMPARISON OF CITY OF FULSHEAR WITH SELECTED GEOGRAPHIES AND US

SOC Code & Description	City of Fulshear	Fort Bend County	Houston MSA	Texas	US
43 Office & Administrative Support	13.3%	13.2%	14.9%	15.8%	14.7%
35 Food Preparation & Serving Related	11.3%	11.0%	8.7%	8.7%	8.4%
41 Sales & Related	10.1%	12.1%	10.3%	10.5%	10.0%
47 Construction & Extraction	10.1%	5.8%	6.7%	5.7%	4.5%
37 Building/Grounds Cleaning & Maint.	7.5%	3.6%	3.7%	3.6%	3.7%
53 Transportation & Material Moving	7.5%	6.1%	7.0%	6.9%	6.7%
51 Production	7.0%	5.1%	5.6%	5.1%	5.8%
11 Management	6.3%	4.5%	4.6%	4.5%	5.6%
13 Business & Financial Operations	6.1%	4.1%	5.0%	4.8%	5.2%
39 Personal Care & Service	3.8%	5.3%	3.8%	4.0%	4.3%
49 Installation, Maintenance, & Repair	3.7%	3.7%	4.3%	4.3%	3.9%
17 Architecture & Engineering	2.4%	1.8%	2.6%	1.8%	1.7%
27 Arts, Design, Entertainment, & Media	2.0%	1.7%	1.5%	1.6%	1.8%
15 Computer & Mathematical	1.9%	2.1%	2.5%	2.8%	2.9%
25 Education, Training, & Library	1.4%	6.5%	5.8%	5.8%	5.7%
29 Healthcare Practitioners & Technical	1.4%	5.6%	5.1%	5.2%	5.6%
21 Community & Social Service	1.3%	1.3%	1.1%	1.3%	1.7%
33 Protective Service	1.0%	1.7%	2.3%	2.3%	2.3%
31 Healthcare Support	0.8%	2.8%	2.2%	2.6%	2.7%
19 Life, Physical, & Social Science	0.2%	0.6%	0.9%	0.6%	0.8%
23 Legal	0.2%	0.6%	0.8%	0.8%	0.8%
45 Farming, Fishing, & Forestry	0.2%	0.3%	0.2%	0.5%	0.8%

Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
 Notes: Excludes military and unclassified employment. Three largest occupations are highlighted. City of Fulshear corresponds to ZIP Code 77441 and not city limit boundaries.

FIGURE 47. OCCUPATIONS BY SKILL LEVEL

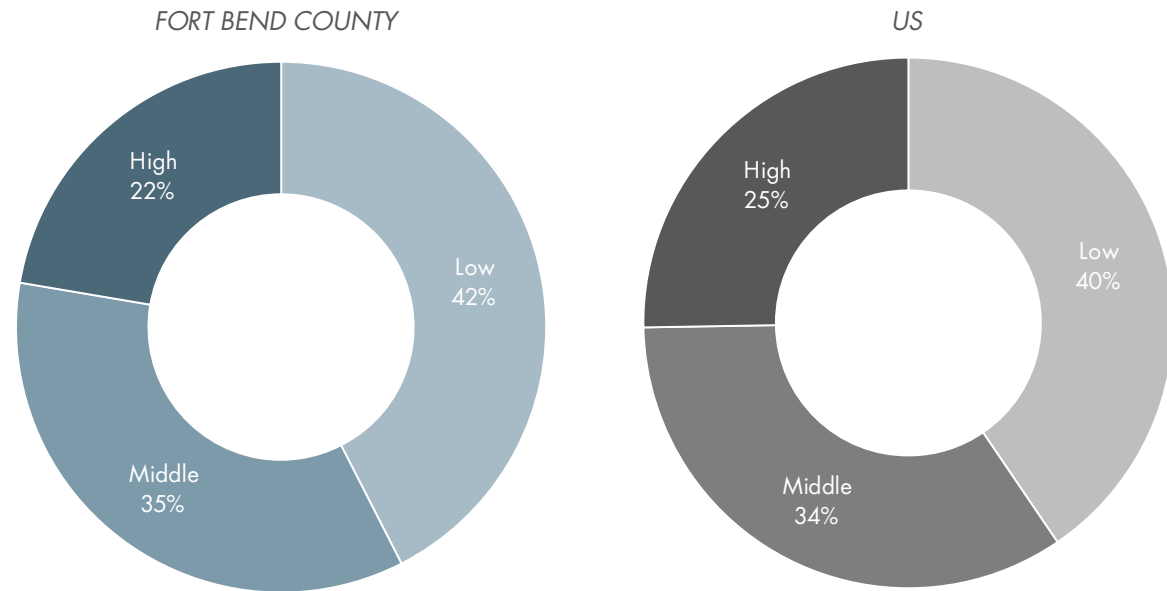
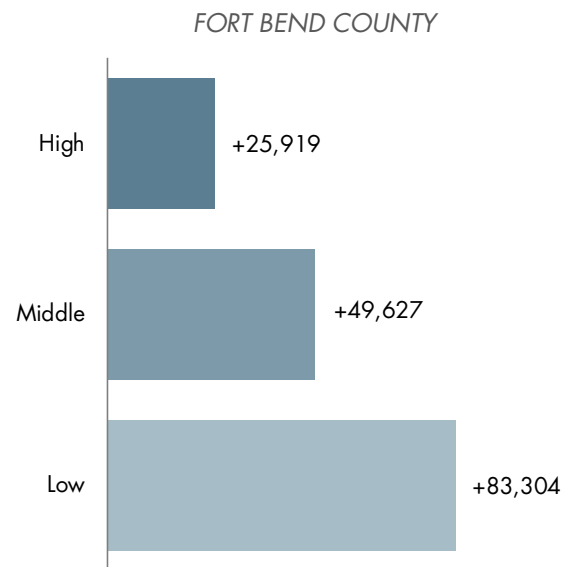


FIGURE 48. OPENINGS BY SKILL LEVEL
2018-2023



COMPONENTS OF OCCUPATIONAL DEMAND

Openings. Openings provide a more comprehensive measure of demand for a given occupation. Numbers are comprised of two components: new jobs and replacement jobs.

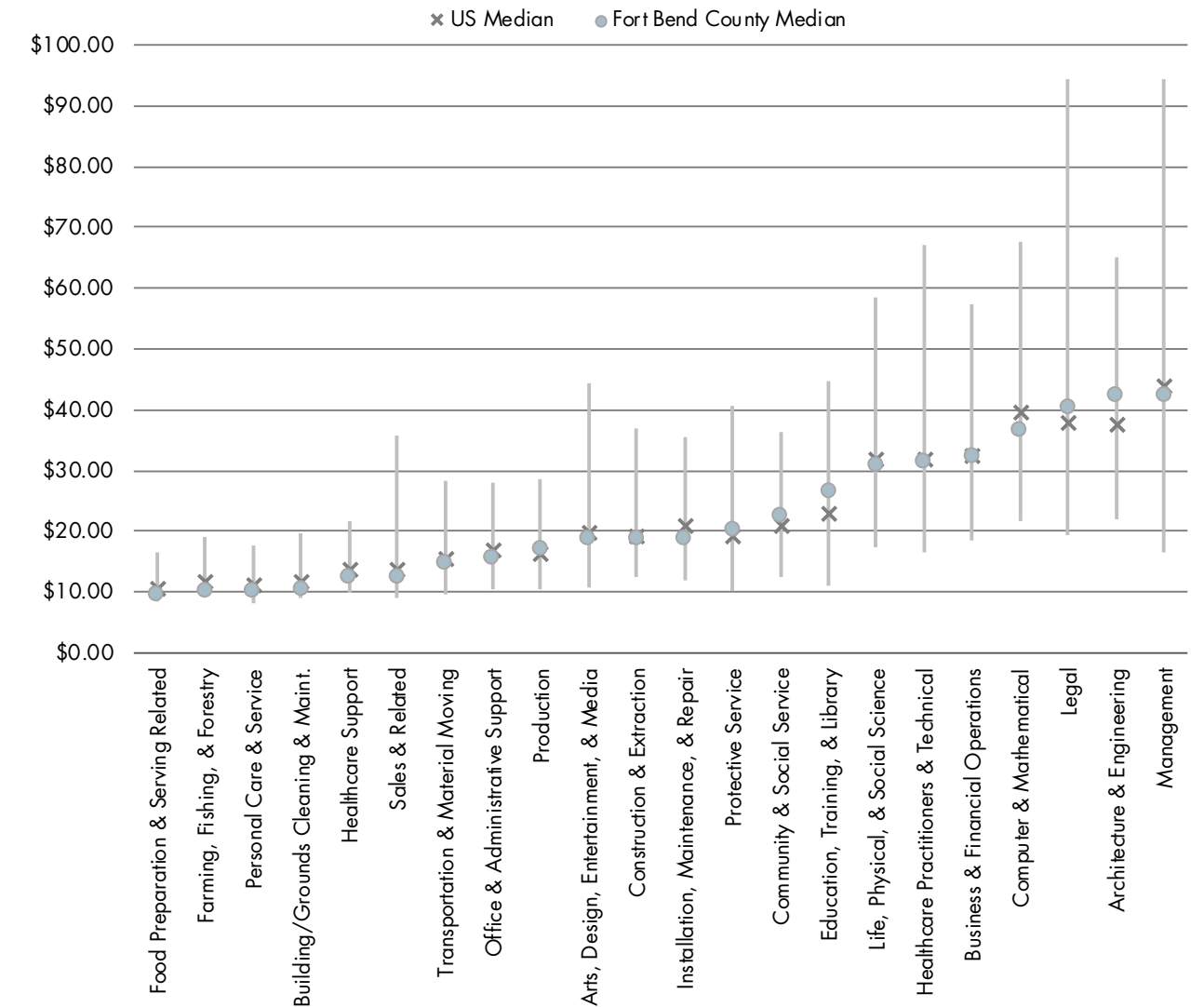
New Jobs. New jobs are an estimate of net job change during the period of analysis. These represent new positions that did not exist previously.

Replacement Jobs. Anticipated replacement demand, or separations, represents existing positions that must be filled due to workers leaving the occupation for reasons including retirement, changing careers, or dropping out of the labor force. This calculation is produced by the US Bureau of Labor Statistics as part of its Employment Projections program.

Source: (all figures) Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Note: “Middle skill” jobs require at least a high school diploma but less than a 4-year degree. “High skill” jobs require a bachelor’s degree or higher.

FIGURE 49. FORT BEND COUNTY WAGES IN THE CONTEXT OF THE NATIONAL WAGE RATES
BY MAJOR OCCUPATIONAL GROUP

Markers = Median hourly wage rates for US (x) and Fort Bend County (dot)
Line = US wage range from the 10th to the 90th percentile



Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Note: Numbers exclude military occupations.

LAND USE AND DEVELOPMENT

ZONING. Fulshear’s zoning is dominated by residential uses. In fact, 89 percent of the land area in the city is zone residential or rural residential. The exceptions are the downtown district around the historic core (4 percent), and commercial uses (6 percent) along FM 1093. There is currently only one small area of industrial zoned land, which is along FM 1093.

HOUSING CHARACTERISTICS. The median home value in Fulshear is \$415,900, which is extremely high, relative to the comparison geographies. In comparison to the median household income, housing in Fulshear is less affordable than in Fort Bend County at-large and the Houston MSA, but more affordable than the US. Nearly all the houses in Fulshear are detached, owner-occupied, and single family. The number of residential building permits grew steadily between 2013 and 2018, with a slight dip in 2017. In 2018, the number of residential permits exceeded 1,000. The permits have been concentrated in Cross Creek Ranch and Fulbrook on Fulshear Creek within the city limits and in Tamarron in the ETJ.

LAND OWNERSHIP. The largest landowner in Fulshear and its ETJ is Foster Farms and the next largest is Highland Management. Most of the top 20 landowners control large parcels; although D.R. Horton, Inc., owns an inventory of lots. More than three-quarters of the landowners in Fulshear and its ETJ are from Texas, but only 17 percent of these landowners live in Fulshear.

LARGE, MASTER-PLANNED COMMUNITIES. Fulshear already has a some fairly large master-planned communities in both its city limits and its ETJ. Cross Creek Ranch is the largest and is in the city limits. Firethorne is similarly large, but in the ETJ. Tamarron is the third largest and is also in the ETJ. According to research collected by PASA, five communities will have more than 5,000 residents by 2028—the three communities mentioned above as well as Jordan Ranch and Fulshear Farms. Polo Ranch, Foster Farms, Fulshear Lakes, and Harrison Interests Tracts are expected to begin putting houses on the ground over the next 10 years. Three of the five largest master-planned communities (Cross Creek Ranch, Jordan Ranch, and Fulshear Farms) in Fulshear are being developed by Johnson Development.

WHY IT MATTERS

An examination of the land use and development patterns can indicate the trajectory of a city’s growth toward buildout. It can uncover inconsistencies between a community’s desired economic development outcomes and likely future land uses. In addition, land ownership trends and structure greatly influence future development. This section helps inform the types of interventions or investments that the City could undertake to manage its growth and shape its future.

FIGURE 50. CITY OF FULSHEAR ZONING MAP

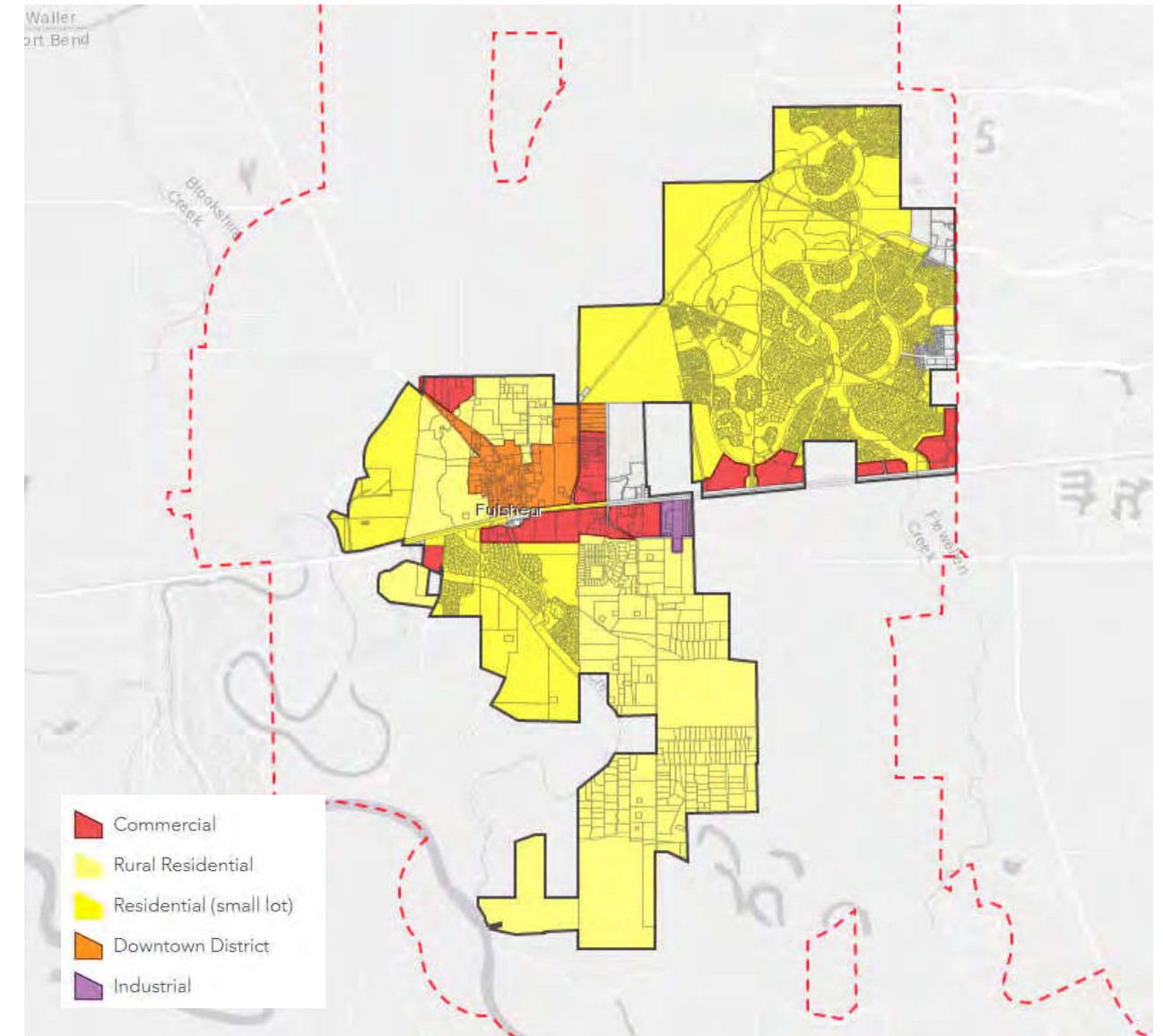


FIGURE 51. CITY ZONING BY TYPE

	AREA (SF)	PERCENT OF TOTAL
Residential (small lot)	172,904,692	56.0%
Rural Residential	101,954,552	33.0%
Commercial	18,924,762	6.1%
Downtown District	13,076,586	4.2%
Industrial	1,903,231	0.6%

Sources: (Figure 50) City of Fulshear; (Figure 51) City of Fulshear; TIP Strategies.
 Note: Zoning not available for all City parcels.

FIGURE 52. MEDIAN HOME VALUE
OWNER-OCCUPIED UNITS

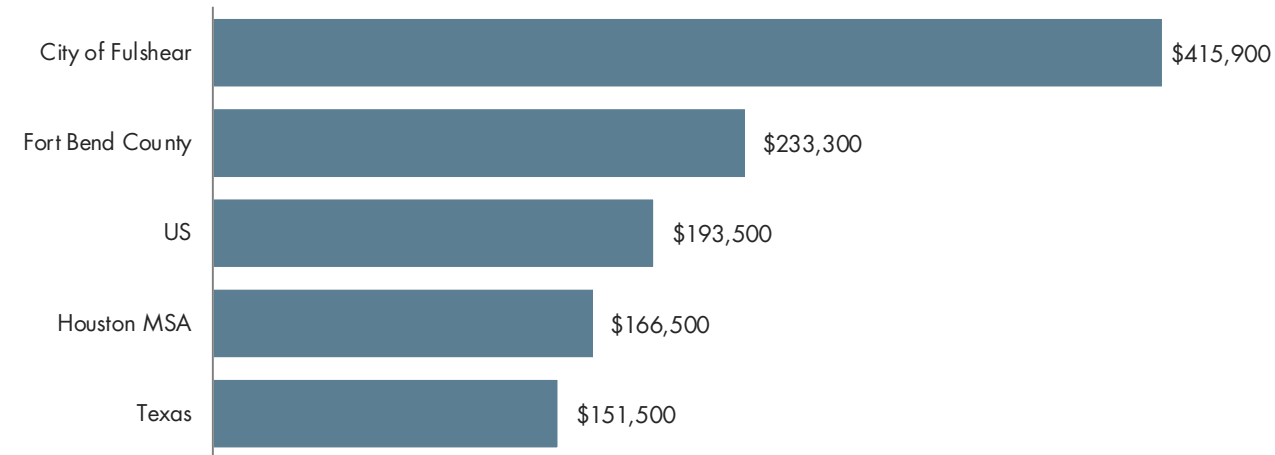


FIGURE 53. HOUSING AFFORDABILITY INDEX
RATIO OF MEDIAN HOME VALUE TO MEDIAN HOUSEHOLD INCOME*



*Can also be interpreted as the number of years of household income needed to buy a median-priced home.
Source: (all figures) US Census Bureau, American Community Survey; 5-year averages for the period 2013–2017.

FIGURE 54. COMPOSITION OF HOUSING STOCK

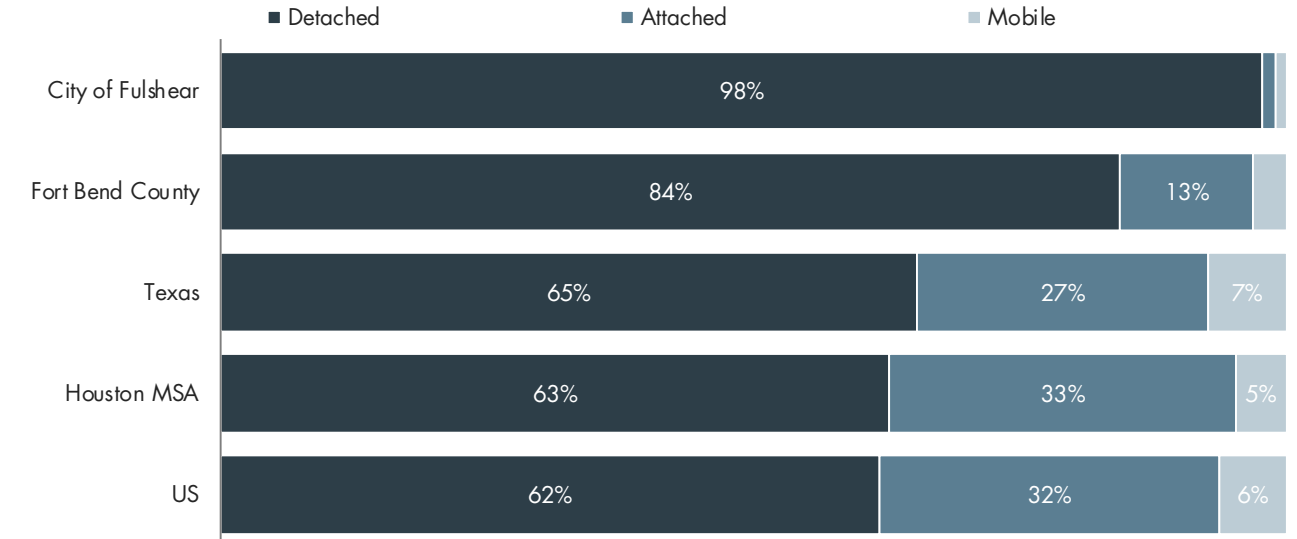
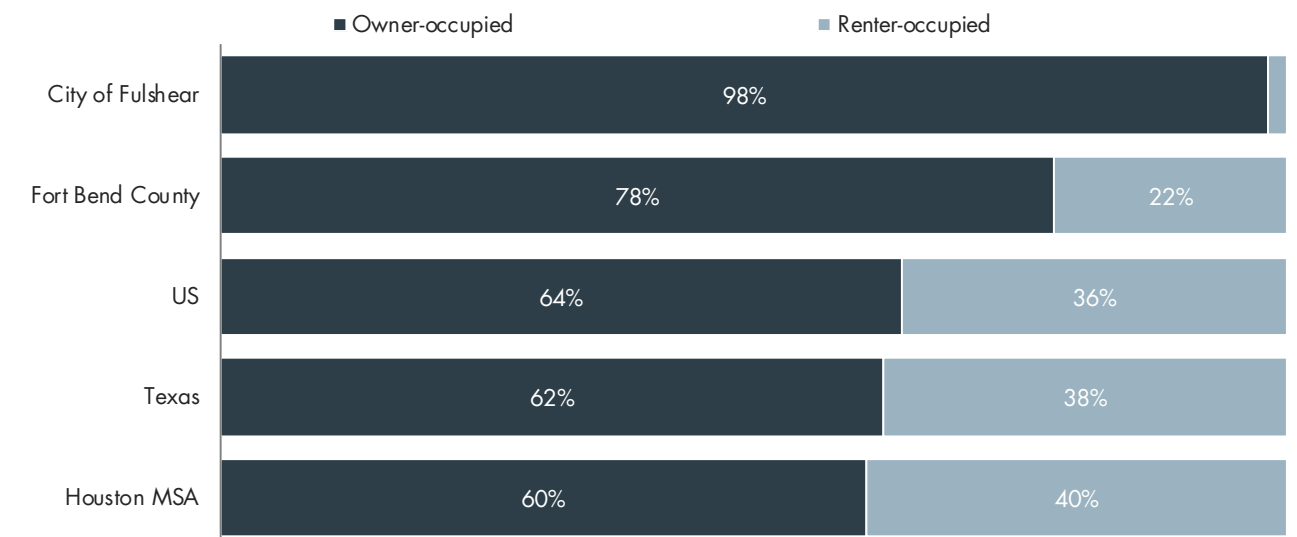


FIGURE 55. OCCUPANCY TYPE
SHARE OF OCCUPIED HOUSING STOCK BY OWNERSHIP/RENTAL STATUS



Source: (all figures) US Census Bureau, American Community Survey, 5-year averages for the period 2013–2017.

FIGURE 56. PERMITS BY TYPE (2013–2018)

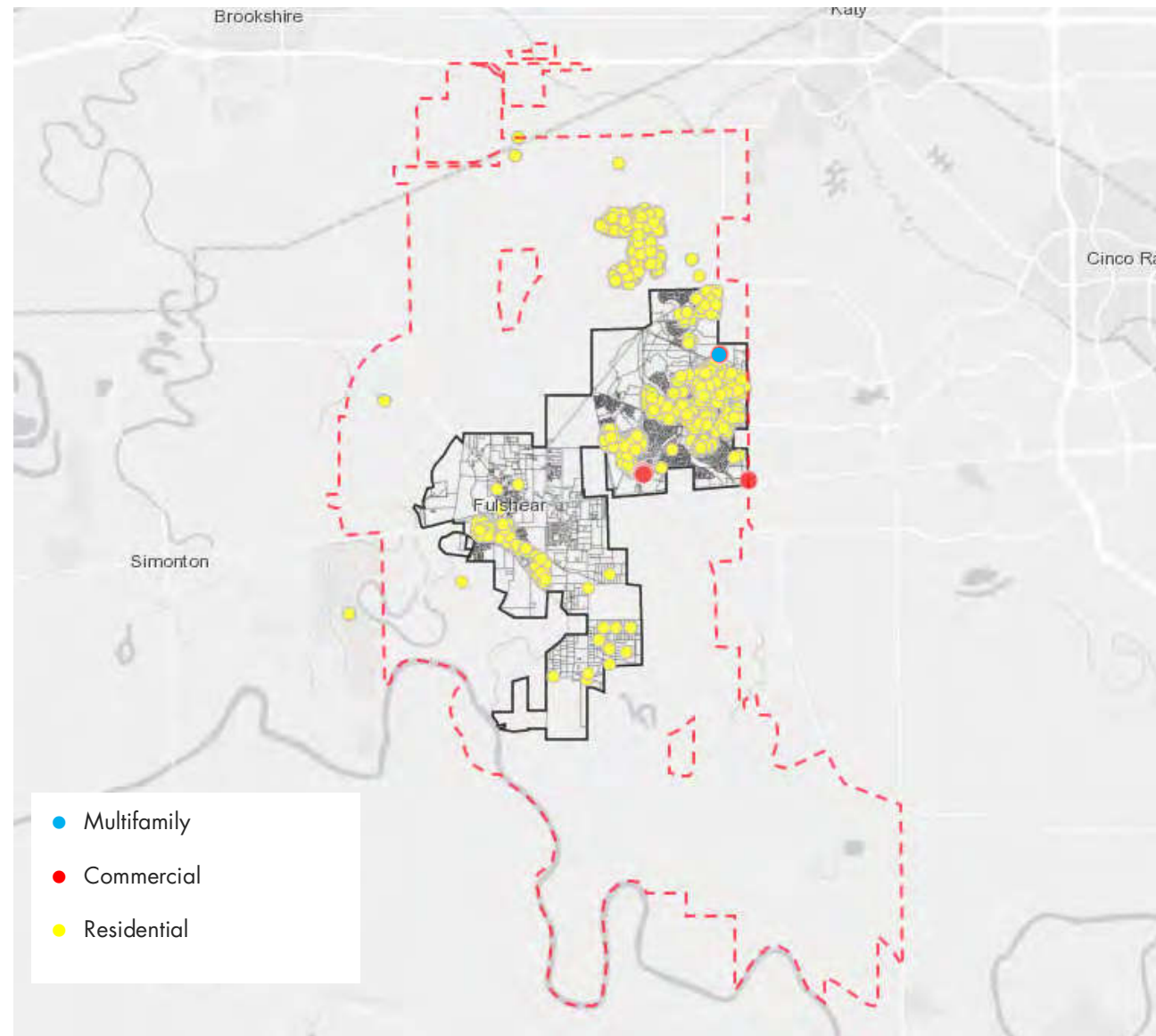
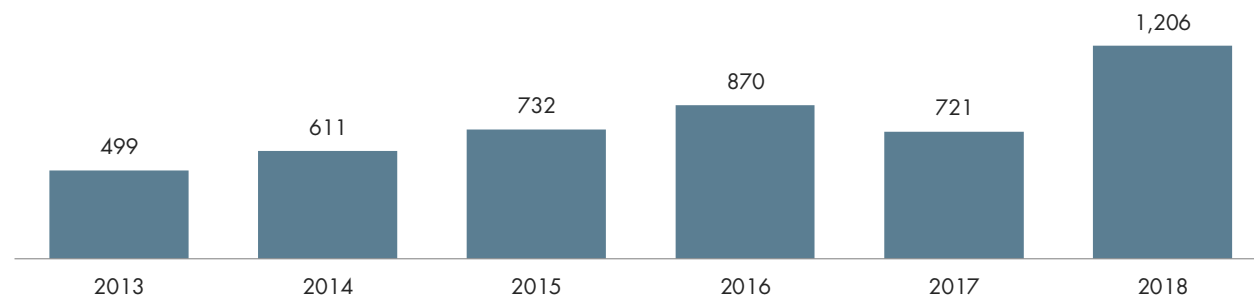


FIGURE 57. RESIDENTIAL PERMITS, 2013–2018



Source: (all figures) City of Fulshear.

FIGURE 58. TOP 20 LANDOWNERS BY TOTAL SQUARE FOOTAGE, 2018
CITY OF FULSHEAR AND ETJ

NAME	NUMBER OF PARCELS	CITY OF OWNER	SF
Foster Farms Inc.	1	Galveston	102,109,854
Highland Management Inc.	13	Houston	64,864,362
F, H, & L 2012 Trust U/T/A 2012 et al.	2	Katy	50,809,237
Fort Bend County	321	Richmond	40,005,993
D.R. Horton—Texas LTD	415	Sugar Land	35,622,017
CCR Texas Holdings LP	54	Houston	25,090,211
Henriksen Ronald W "A" Trust & Ronald W Henriksen "B" Trust	8	Houston	25,027,053
Huggins Ranch Ltd.	11	Dallas	22,762,469
Fulshear Lakes Ltd.	5	Houston	21,727,959
City of Fulshear	515	Fulshear	21,097,678
Fulshear FF Texas Holdings LP	3	Houston	20,078,090
CCR Loan Subsidiary 1 LP	445	Houston	17,798,668
Fort Bend MUD #169	67	Houston	16,384,804
Fulshear Land Investment Partners Ltd.	14	Houston	13,880,802
Rogers Road Investors LP	3	Richmond	12,710,549
Fulshear Equine LLC	15	Houston	12,449,656
Fulbrook Homeowners Association Inc.	58	Katy	10,461,300
Anderson Farm Partners	2	Richmond	9,050,432
Muske 187 J V	1	Houston	8,166,144
Fulbrook Partners LTD	27	Houston	7,473,016

FIGURE 59. LANDOWNERS BY GEOGRAPHY, 2018
CITY OF FULSHEAR AND ETJ

TYPE	SF	PERCENT
SF Owned by Landowners from outside TX	244,744,419	22%
SF Owned by Landowners from TX	846,834,697	78%
<i>SF Owned by Landowners from Fulshear</i>	<i>145,122,575</i>	<i>17%</i>
Total SF	1,091,579,116	

Sources: (all figures) Fort Bend County Appraisal District; TIP Strategies.

FIGURE 60. FULSHEAR COMMUNITIES POPULATION PROJECTIONS

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<i>City Limits</i>											
Cross Creek Ranch	10,242	12,004	13,631	15,005	16,320	17,576	18,868	20,168	20,812	21,317	21,695
Downtown Area	316	363	327	346	399	491	586	681	807	957	1,120
Fulbrook on Fulshear Creek	1,023	1,245	1,457	1,682	1,920	2,187	2,469	2,753	3,035	3,317	3,601
Fulshear Run	106	177	262	348	439	611	767	923	964	993	1,025
Polo Ranch	0	34	158	307	518	751	984	1,217	1,466	1,715	1,964
<i>ETJ</i>											
Churchill Farms	1,863	1,959	1,979	1,999	2,019	2,039	2,059	2,080	2,101	2,122	2,143
Firethorne	9,205	9,757	9,954	10,286	10,762	11,241	11,595	11,957	12,118	12,289	12,469
Foster Farms	0	0	3	3	3	37	194	351	772	1,275	1,832
Fulbrook	669	730	759	788	814	839	864	889	914	937	960
Fulshear Farms	0	0	0	201	469	998	1,756	2,514	3,508	4,597	5,768
Fulshear Lakes	0	0	58	235	557	984	1,503	2,022	2,752	3,524	4,330
Harrison Interests Tract	0	0	0	0	27	211	584	957	1,738	2,675	3,691
Jordan Ranch	667	1,148	1,810	2,555	3,428	4,458	5,542	6,631	7,573	8,505	9,220
Tamarron	3,089	3,997	4,632	5,309	5,991	6,789	7,692	8,599	9,530	10,456	11,377

Sources: Population and Survey Analysts, City of Fulshear Demographic Update April 2019.

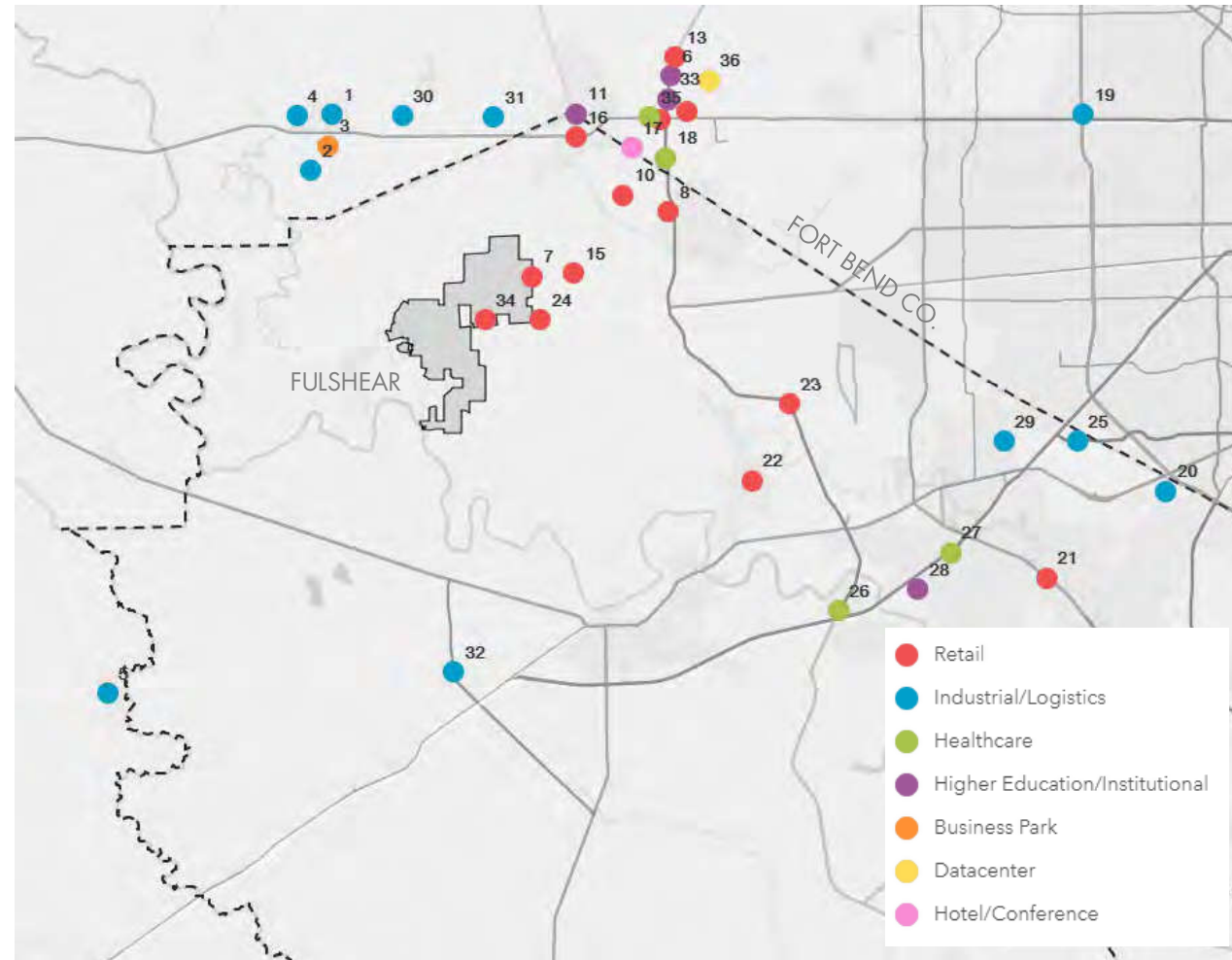
The largest communities, in terms of population, are expected to be Cross Creek Ranch, Firethorne, Tamarron, Jordan Ranch, and Fulshear Farms. Figure 61 summarizes relevant information about each of these developments.

FIGURE 61. SUMMARY OF MAJOR MASTER-PLANNED COMMUNITIES

	CROSS CREEK RANCH	JORDAN RANCH	FULSHEAR FARMS	FIRETHORNE	TAMARRON
Developer	Johnson Development	Johnson Development	Johnson Development	Jefferson Development	D.R. Horton
Size	3,200 acres 7,000 homes	1,350 acres 2,800 homes	1,250 acres	1,400 acres 3,400 homes	4,000+ homes
Dedicated Commercial Property	200 acres	450,000 SF (Jordan Crossing & Texas Heritage Parkway)			
Municipal Utility Districts	Fort Bend MUDs 169, 170, 171, 172, 173	Fulshear MUD 3A & 3B	Fort Bend MUD 195; Fort Bend-Waller Co. MUD 1	Fort Bend MUD 151	Fort Bend MUD 182

Sources: TIP Strategies Research. Population and Survey Analysts, City of Fulshear Demographic Update April 2019.

FIGURE 62. MAJOR DEVELOPMENTS NEAR FULSHEAR



Sources: Texas A&M Data Center, TexasTalks database; Community Impact Newspaper; TIP Strategies. Data as of March 2019.

FIGURE 62. MAJOR DEVELOPMENTS NEAR FULSHEAR (CONTINUED)

	DESCRIPTION	CITY	ZIP	TYPE
1	New, 150-acre Class A business park (Costco owned)	Brookshire	77423	Industrial/Logistics
2	MAN Energy Solutions HQ	Brookshire	77423	Industrial/Logistics
3	Twinwood business park, 650 acres	Brookshire	77423	Business Park
4	Amazon distribution center	Brookshire	77423	Industrial/Logistics
5	\$170M solar farm	East Bernard	77435	Industrial/Logistics
6	New, 46-acre University of Houston campus	Katy	77449	Higher Ed./Institutional
7	New Cross Creek Ranch H-E-B supermarket	Fulshear	77449	Retail
8	LaCenterra at Cinco Ranch	Katy	77494	Retail
9	16-acre Asian Town reaches full buildout	Katy	77449	Retail
10	80,000 SF of retail at Marcel Plaza	Katy	77494	Retail
11	Katy downtown plaza	Katy	77493	Higher Ed./Institutional
12	Costco	Katy	77494	Retail
13	Grand Morton Town Center—60,000 SF retail	Katy	77449	Retail
14	Katy Grand, retail, Phase II	Katy	77450	Retail
15	Stableside at Falcon Landing, Phase II	Katy	77494	Retail
16	Village at Katy, 84-acre mixed use	Katy	77494	Retail
17	Hyatt Regency at Katy Boardwalk	Katy	77494	Hotel
18	Encompass Health Rehabilitation Hospital	Katy	77494	Healthcare
19	1.7 million SF CityPark Logistics Center	Missouri City	77043	Industrial/Logistics
20	477,255 SF industrial project	Missouri City	77489	Industrial/Logistics
21	Star Cinema Grill builds 12-screen theater	Missouri City	77459	Retail
22	Harvest Green: 300,000 SF upscale shopping, dining, entertainment	Richmond	77406	Retail
23	1.4 million SF retail planned in four developments	Richmond	77406	Retail
24	Walmart Supercenter	Richmond	77406	Retail
25	Matrix Metals moves HQ from Richmond	Stafford	77477	Industrial/Logistics
26	\$15M. Memorial Hermann Health System expansion	Sugar Land	77479	Healthcare
27	\$60M Houston Methodist Hospital expansion	Sugar Land	77479	Healthcare
28	New \$54M University of Houston College of Technology bldg.	Sugar Land	77479	Higher Ed./Institutional
29	\$50M warehouse and manufacturing space	Sugar Land	77478	Industrial/Logistics
30	Goya Foods processing center doubles in size since opening	Brookshire	77423	Industrial/Logistics
31	Igloo Products Corp. 420,000 SF distribution center	Katy	77494	Industrial/Logistics
32	Dollar Tree distribution center	Rosenberg	77471	Industrial/Logistics
33	Houston Community College campus	Houston	77449	Higher Ed./Institutional
34	Cross Creek Town Center	Fulshear	77441	Retail/Office
35	Memorial Hermann Sports Park	Katy	77494	Healthcare
36	DownUnder GeoSolutions data center and supercomputer	Katy	77449	Datacenter

Sources: Texas A&M Data Center, TexasTalks database; Community Impact Newspaper; TIP Strategies. Data as of March 2019.

FISCAL ANALYSIS

SOURCES OF REVENUE. The top five revenue sources for the City of Fulshear are licenses and permits, property tax, charges for services, sales tax, and franchise tax. Property tax and sales tax receipts account for 35 percent of all General Fund revenues. By comparison, property tax and sales tax receipts account for more than 70 percent of the city of Sugar Land’s General Fund revenues.

PROPERTY TAX. The City of Fulshear’s taxable assessed value has increased by a factor of almost 15 since 2009, growing from \$92 million in 2009 to \$1.3 billion in 2018. The residential tax base in Fulshear has grown from 34 percent of total real property assessed value to 66 percent while agriculture has declined from 40 percent to 7 percent. The share of commercial uses has varied from a high of 39 percent in 2010 to a low of 19 percent in 2016. The largest taxpayers are Cross Creek Ranch, H-E-B, and Trendmaker Homes. The property tax rate stayed about \$0.20 per \$100 of assessed value until 2013. Since 2013, the tax rate has gradually been reduced to \$0.16 per \$100 of assessed value. As a result, the potential property tax revenues per resident have declined.

SALES TAX. The City of Fulshear’s sales tax revenues have increased considerably over recent years as more commercial activity has come online. The year-over-year changes in taxable sales in Fulshear has been consistently positive since the Great Recession (2007–2009) and generally outperforms the Houston MSA and the state of Texas. The “spikiness” of the City’s sales tax growth trends is a reflection of its relatively small base. Fulshear is more dependent on retail sales than the Houston MSA and the state. This should evolve, however, as the City’s commercial tax base develops and matures.

PEER COMPARISON. To better understand the City of Fulshear’s fiscal situation, TIP Strategies examined a set of Fort Bend County peers. These peers were Sugar Land, Missouri City, Richmond, Rosenberg, and Simonton. Fulshear’s sales tax base is similarly structured to Richmond’s. Non-retail and food/accommodation sales tax sources account for much smaller portions of Fulshear’s tax base than they do in the other peer communities. Fulshear has one of the highest per capita net taxable property values of its peers, but one of the smallest per capita property tax revenues. This is due to Fulshear’s low property tax rate—the lowest of its peers—which is related to development agreements that the City of Fulshear currently has in place. If Fulshear were to raise its property tax rate to \$0.47, which is the average of its peers, it would generate more than \$4 million in additional property tax revenues. Fulshear and Simonton are the only cities of the peer group that do not have debt.

WHY IT MATTERS

Tax base diversification is a frequent goal of economic development planning. Ensuring that the community is not overly reliant on a particular type of revenue or on a handful of industries or employers can help protect against economic swings and enable communities to maintain adequate, consistent service levels. Having a diversified revenue stream can also help achieve a balance in the tax burdens of various groups (e.g., residents, businesses, and consumers). As a result, having a solid understanding of the sources of revenue and trends in collection is an essential step in crafting appropriate strategies.

Data presented in this section were compiled from the City’s *Comprehensive Annual Financial Report* for the fiscal year ended September 30, 2018 (the most recent report available at the time of analysis), and from quarterly sales tax reports published by the Texas Comptroller of Public Accounts.

A comparison of land area and appraised value by current land use provides insights into the health of Fulshear’s property tax base relative to its Fort Bend County peers. Fulshear’s residential tax base is about 11 percent of its land area, but 68 percent of the total appraised value. This is demonstrative of Fulshear’s strong neighborhoods and high home values. Rosenberg has the next highest multiple of share of value to share of land area and is half of Fulshear’s. On the other hand, Fulshear’s commercial tax base represents a small share of both the area and value. In terms of the share of residential versus commercial, Rosenberg is the most diversified with about 45 percent of the total appraised value coming from residential uses and 41 percent coming from commercial uses. Richmond is the only city where commercial uses account for a higher share of its total appraised value than residential uses. On a value per square foot basis, Sugar Land is the highest for both residential and commercial uses.

FIGURE 63. TOP FIVE REVENUE SOURCES FOR FULSHEAR, FY 2018
IN THOUSANDS

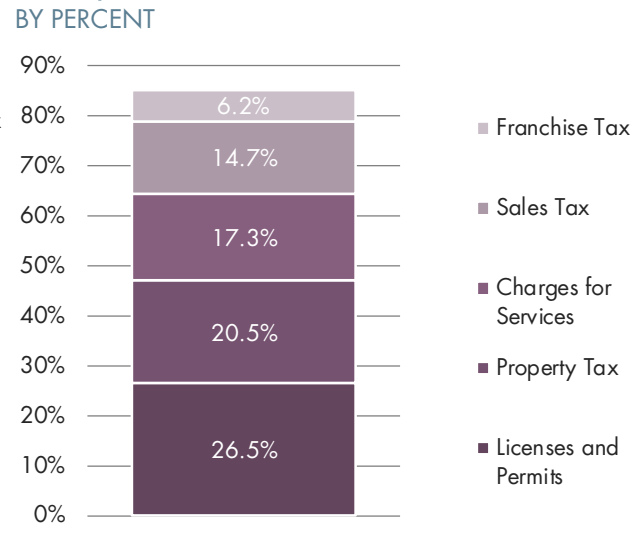
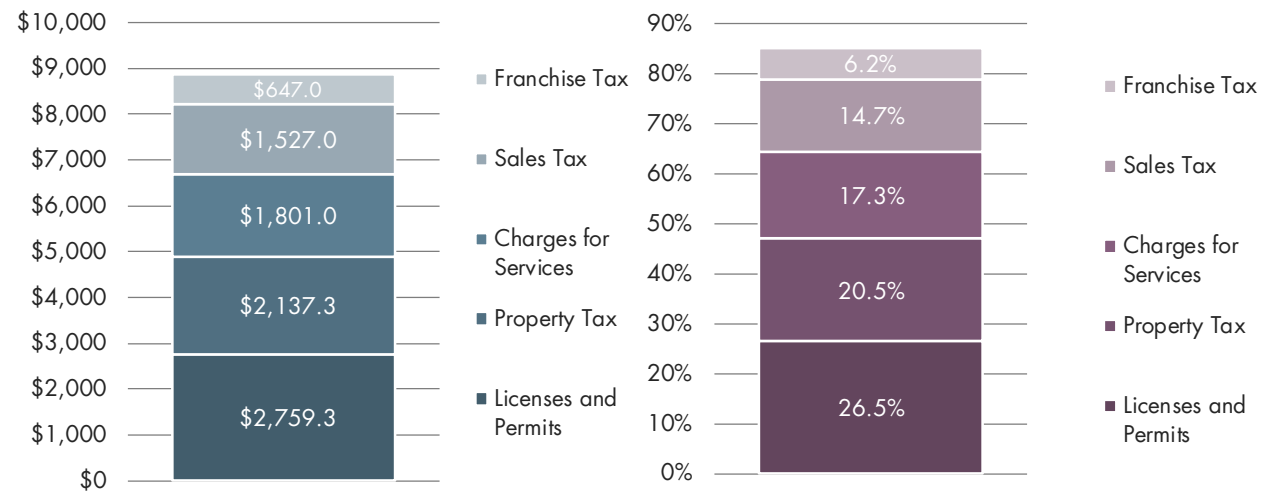
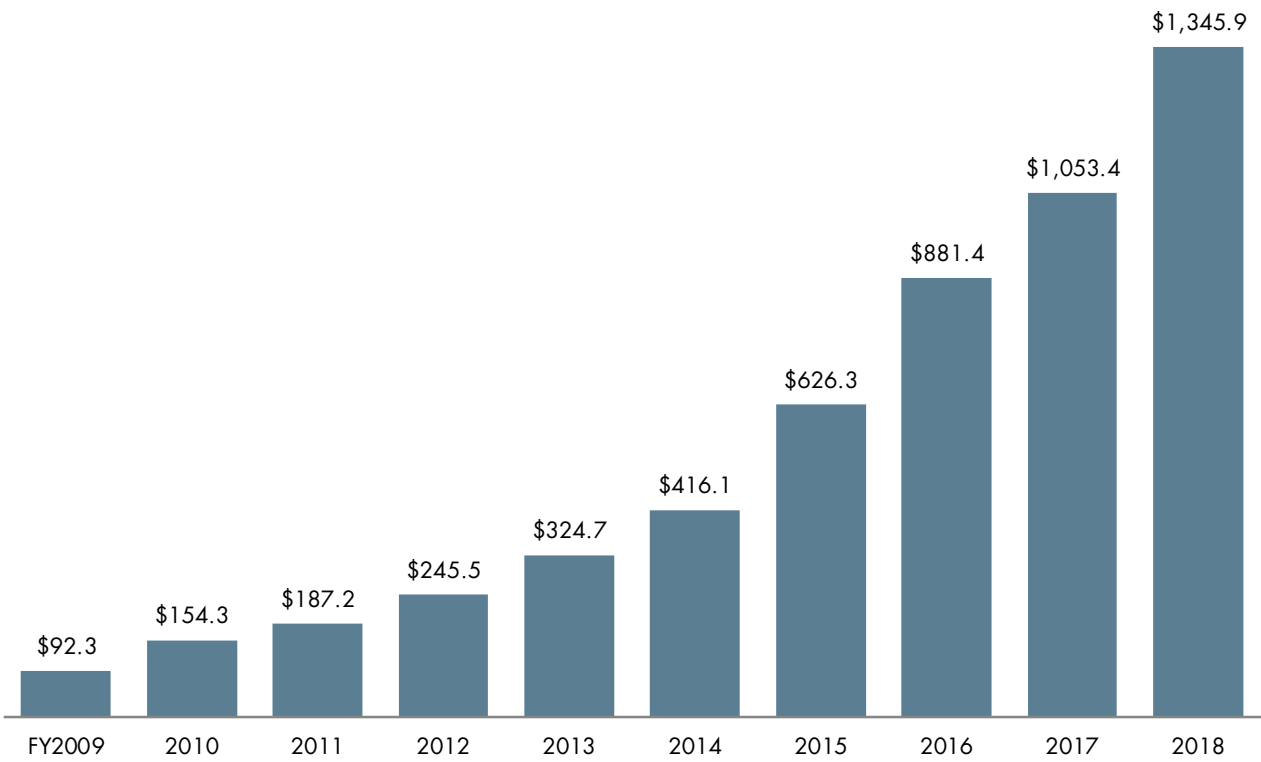


FIGURE 64. ASSESSED VALUE OF TAXABLE PROPERTY
2009–2018, IN MILLIONS



Source: (Figure 63 and Figure 64) Fulshear Comprehensive Annual Financial Report, FY2018.

FIGURE 65. ASSESSED VALUE OF REAL PROPERTY BY TYPE
2009–2018

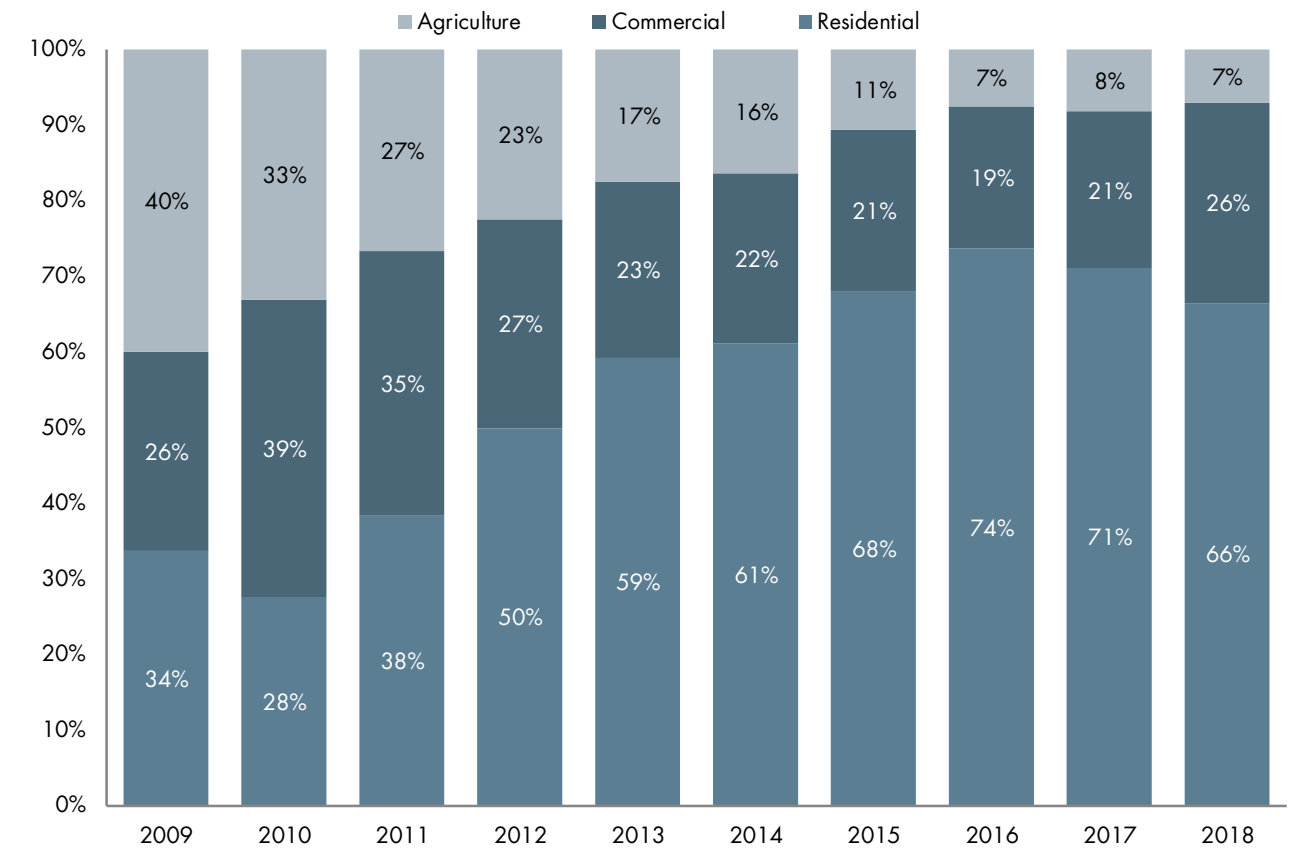


FIGURE 66. TOP 10 PROPERTY TAXPAYERS IN FULSHEAR, 2018

	COMPANY	2018 TAXABLE ASSESSED VALUE	% OF ALL TAXABLE ASSESSED VALUE
1	CCR Loan Subsidiary 1, LP	\$14,325,910	0.95%
2	H-E-B grocery company	\$11,110,190	0.74%
3	Trendmaker Homes	\$10,813,220	0.72%
4	DHK Fulshear, LP	\$9,931,480	0.66%
5	TLM-CCR Phase II, LLC	\$9,858,110	0.65%
6	Taylor Morrison Homes of Texas, Inc.	\$7,801,840	0.52%
7	A-S 132 S Fry Road—FM 1463, LP	\$7,621,295	0.51%
8	CCR 21, LLC	\$7,506,260	0.50%
9	Texas Petroleum Group, LLC	\$5,985,860	0.40%
10	Stefano-Ratcliff Interest Inc.	\$154,820	0.01%
	Top 10 Total	\$85,108,985	5.66%

Source: (Figure 65 and Figure 66) Fulshear Comprehensive Annual Financial Report, FY2018.

FIGURE 67. TRENDS IN PROPERTY TAX RATES AND PER CAPITA REVENUES
2009-2018

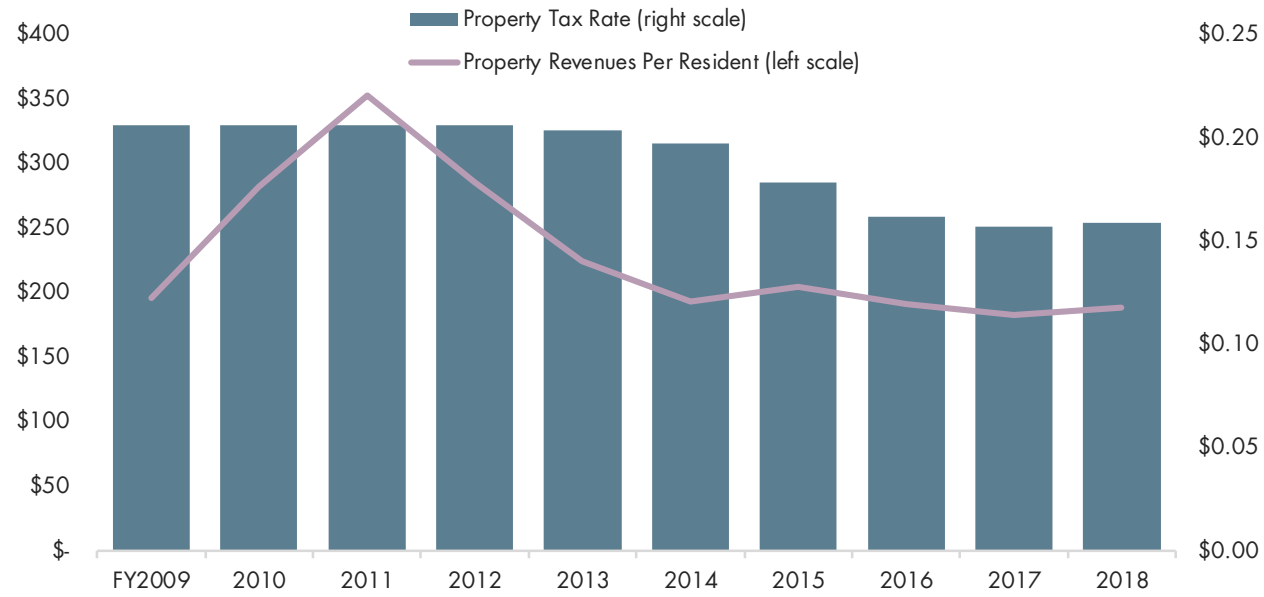
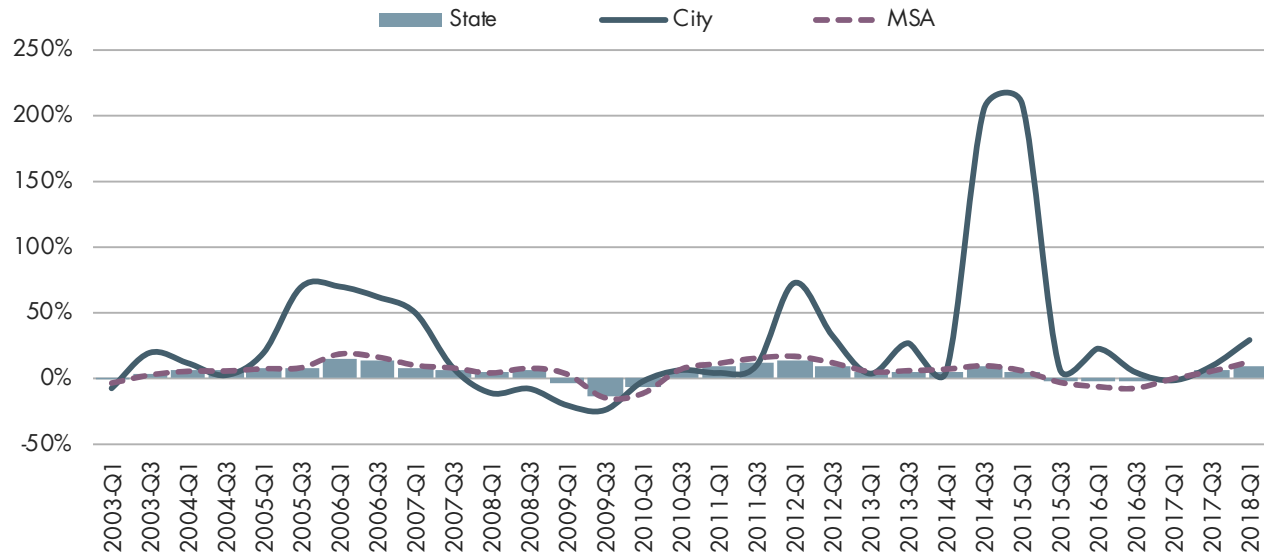
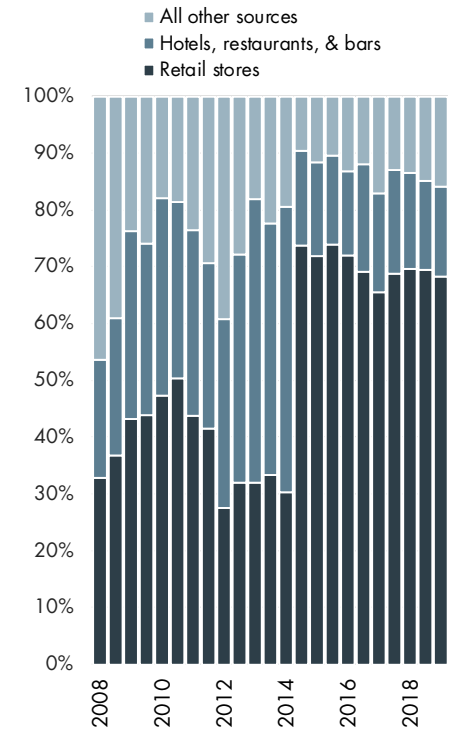


FIGURE 68. TAXABLE SALES GROWTH
PERCENT CHANGE FROM THE SAME QUARTER A YEAR EARLIER

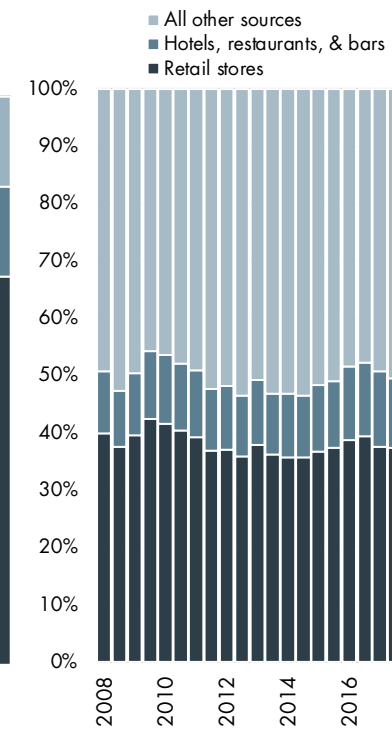


Sources: (Figure 67) Fulshear *Comprehensive Annual Financial Report*, FY2018; (Figure 68) Texas Comptroller of Public Accounts.
Note: (Figure 68) is based on amount subject to tax.

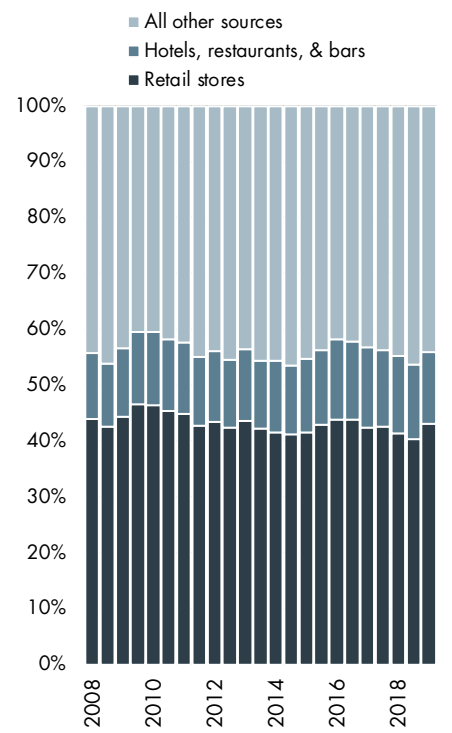
FIGURE 69. DISTRIBUTION OF THE SALE TAX BASE
CITY OF FULSHEAR



HOUSTON MSA

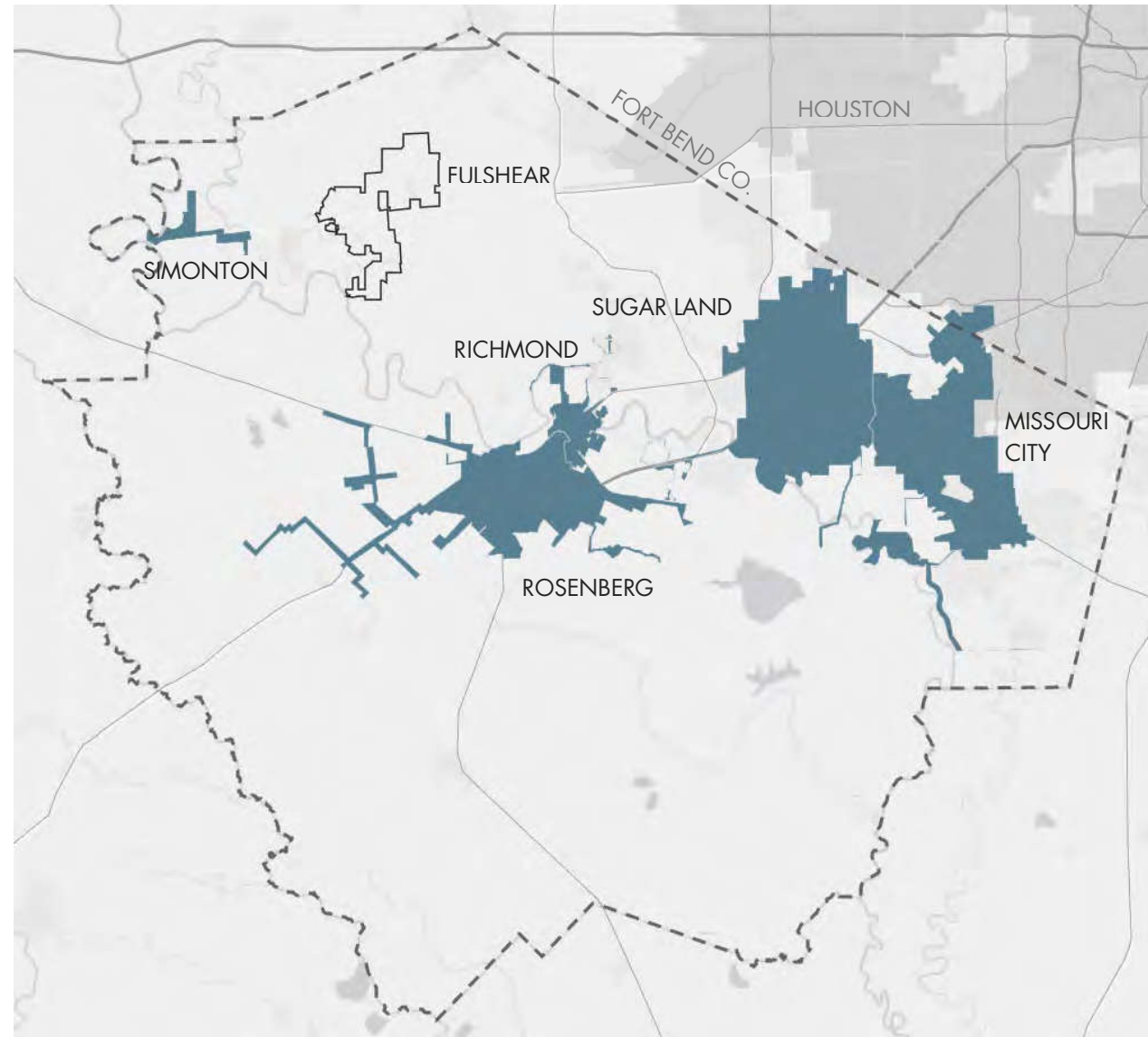


TEXAS



Source: Texas Comptroller of Public Accounts.
Note: Shows amount subject to tax (only Q1 and Q3 shown for clarity). "All other sources" includes wholesale trade, construction, manufacturing, and all other industry sectors.

FIGURE 70. FORT BEND COUNTY PEERS



Sources: TIP Strategies, Esri.
 Note: Katy, Texas, lies only partially within Fort Bend County and was, therefore, excluded from this peer analysis.

FIGURE 71. SALES TAX BASE COMPARISON (IN THOUSANDS), 2018

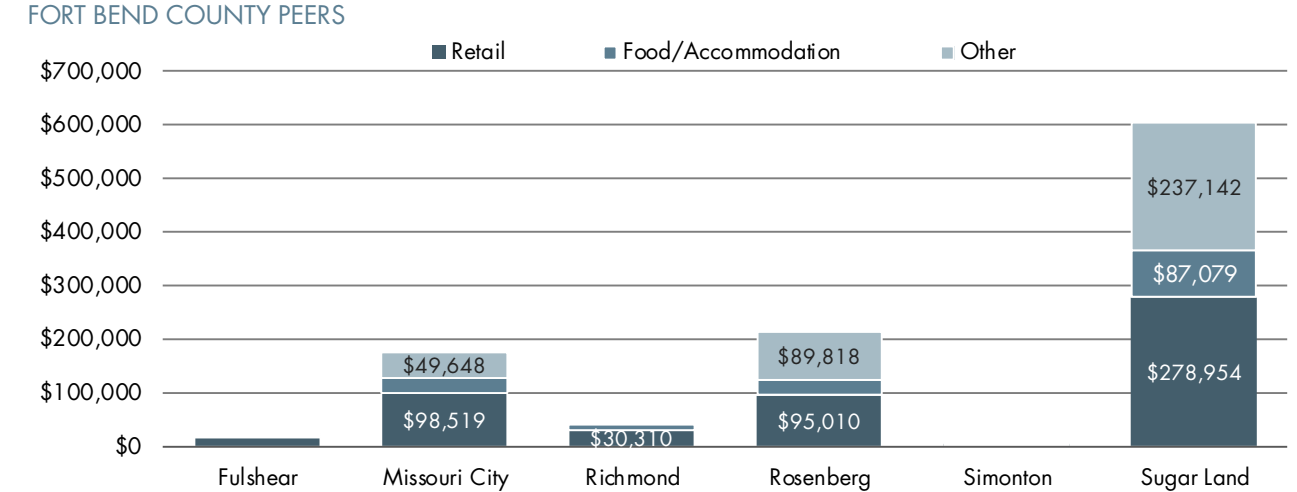


FIGURE 72. SALES TAX COMPARISON BY PERCENT OF TOTAL, 2018

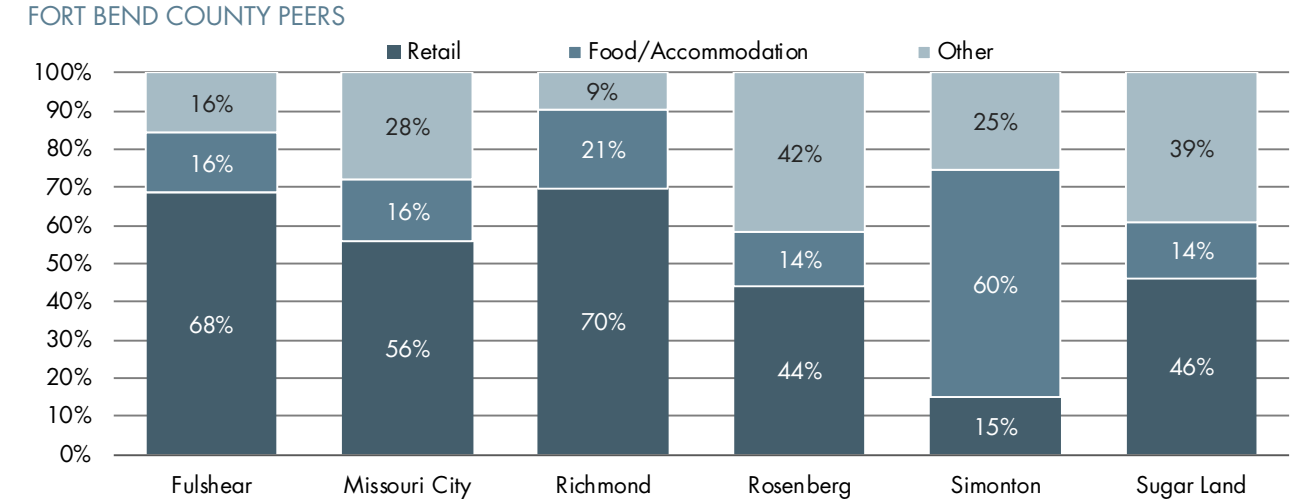


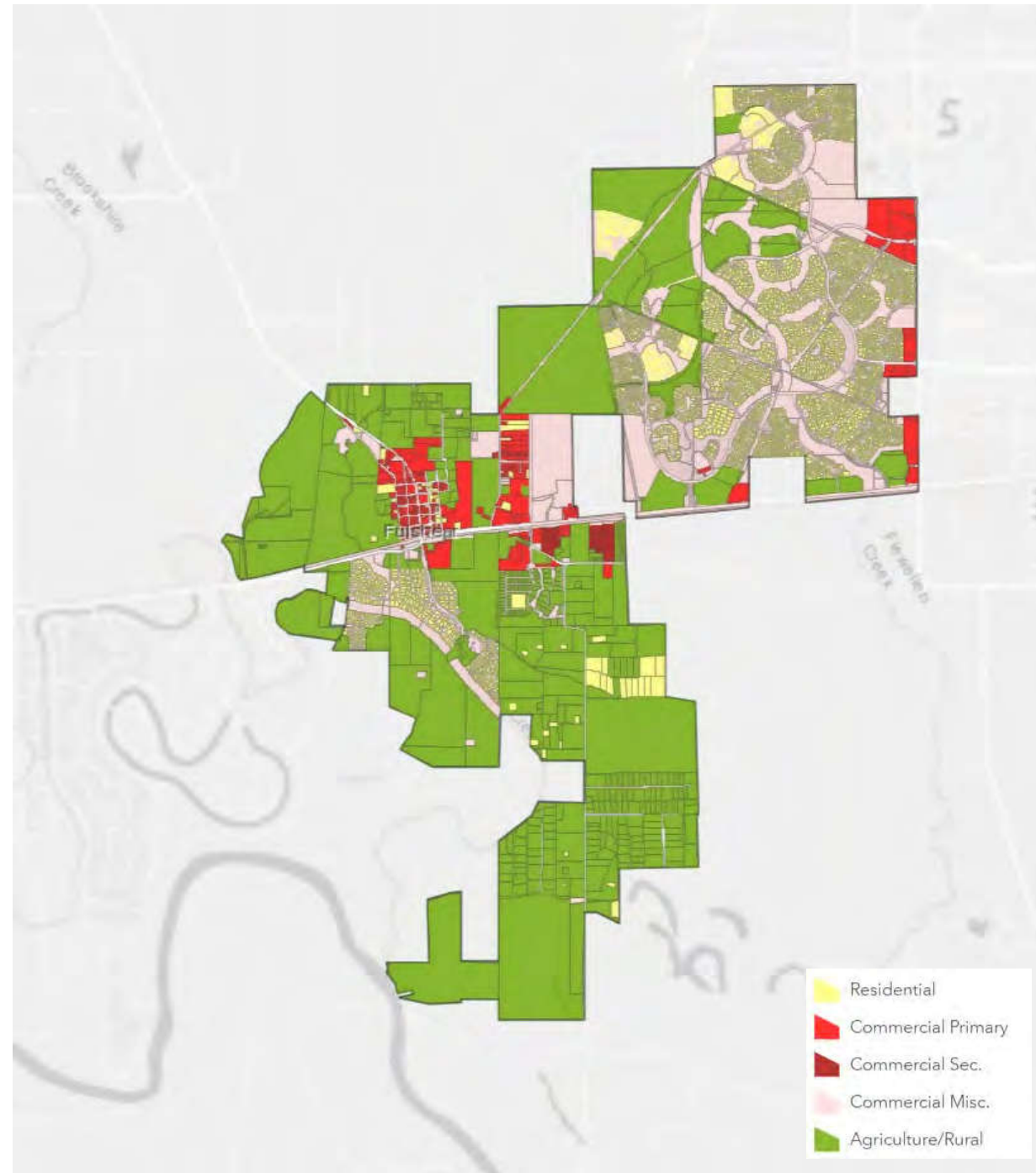
FIGURE 73. MUNICIPAL PROPERTY TAX AND DEBT METRICS, 2018

FORT BEND COUNTY PEERS

City	Total net taxable property value (millions)	Gross property tax rate	Total potential property tax revenue (millions)	Per capita net taxable property value (thousands)	Per capita potential property tax revenue	Total debt (millions)	Per capita debt
Sugar Land	\$12,979	\$0.32	\$41	\$147	\$468	\$493	\$5,585
Missouri City	\$5,985	\$0.56	\$34	\$80	\$450	\$151	\$2,019
Rosenberg*	\$1,933	\$0.47	\$9	\$56	\$264	\$63	\$1,826
Fulshear	\$1,336	\$0.15	\$2	\$157	\$238	\$0	\$0
Richmond	\$523	\$0.71	\$4	\$45	\$318	\$61	\$5,237
Simonton*	\$59	\$0.24	\$0	\$73	\$175	\$0	\$0

*Most recent year available is 2016.
 Sources: (Figure 71 and Figure 72) Texas Comptroller of Public Accounts; (Figure 73) Texas Municipal League, 2018 Taxation & Debt Survey.
 Note: Shows amount subject to tax. "Other" includes wholesale trade, construction, manufacturing, and all other industry sectors.

FIGURE 74. CITY OF FULSHEAR LAND USE



Sources: Fort Bend Central Appraisal District; TIP Strategies.
 Note: Land use categories have been combined for clarity. See GIS Methodology in Appendix 5 for more info.

FIGURE 75. LAND USE COMPARISON BY AREA (CITY LIMITS), 2018
 FORT BEND COUNTY PEERS

	TOTAL AREA (ACRES)	COMMERCIAL	INDUSTRIAL	RESIDENTIAL	RURAL/AG	OTHER*
Fulshear	10,144	4.5%	0.0%	11.4%	66.0%	18.1%
Missouri City	20,509	12.3%	0.1%	21.4%	28.1%	38.0%
Richmond	2,909	21.1%	3.1%	24.1%	27.2%	24.5%
Rosenberg	24,915	14.4%	0.2%	8.3%	62.9%	14.3%
Simonton	1,467	3.2%	0.0%	1.4%	70.3%	25.1%
Sugar Land	24,572	19.5%	0.0%	23.4%	10.1%	47.0%

FIGURE 76. TOTAL APPRAISED VALUE COMPARISON (CITY LIMITS), 2018
 FORT BEND COUNTY PEERS

	TOTAL VALUE (\$M)	COMMERCIAL	INDUSTRIAL	RESIDENTIAL	RURAL/AG	OTHER*
Fulshear	2,063	9.6%	0.0%	68.0%	14.9%	7.5%
Missouri City	6,690	19.2%	0.2%	67.2%	5.6%	7.8%
Richmond	852	49.9%	0.5%	33.2%	4.7%	11.7%
Rosenberg	2,880	40.7%	0.0%	44.8%	9.9%	4.6%
Simonton	76	12.2%	0.0%	3.5%	83.2%	1.1%
Sugar Land	14,406	26.5%	0.0%	65.0%	0.3%	8.2%

FIGURE 77. APPRAISED VALUE COMPARISON, BY TYPE PER SQUARE FOOT (CITY LIMITS), 2018
 FORT BEND COUNTY PEERS

	TOTAL VALUE (\$M)	TOTAL SQUARE FEET (M)	VALUE PER SQUARE FOOT			
			COMMERCIAL	INDUSTRIAL	RESIDENTIAL	RURAL/AG
Fulshear	2,063	442	\$9.91	N/A	\$27.80	\$1.05
Missouri City	6,690	893	\$11.65	\$9.57	\$23.44	\$1.49
Richmond	852	127	\$15.91	\$1.15	\$9.40	\$1.15
Rosenberg	2,880	1,085	\$7.48	\$0.14	\$14.25	\$0.42
Simonton	76	64	\$4.55	N/A	\$3.11	\$1.41
Sugar Land	14,406	1,073	\$18.27	\$0.84	\$38.12	\$0.35

*"Other" includes commercial miscellaneous category. See GIS Methodology in Appendix 5 for more information.
 Sources: (all figures) Fort Bend Central Appraisal District; TIP Strategies; US Census Bureau, Population Estimates program.

APPENDIX 2. STAKEHOLDER SURVEY AND INPUT

Over the course of the planning process, TIP Strategies conducted various activities to collect input from stakeholders and residents of Fulshear. This included interviews, an online survey, a joint visioning session, and a town hall meeting.

KEY FINDINGS

Across the various forms of input, a few key themes emerged.

- Maintaining a small-town charm and natural assets is imperative to preserving and enhancing the character and identity of Fulshear.
- Quality of place was elevated as a key focus area and is an important driver of economic development.
- There is consensus that a vibrant downtown should be a priority.
- Fiscal sustainability and growth management emerged as key issues.

INTERVIEWS

Over the course of the project, TIP Strategies conducted interviews with key stakeholders in the economic development future of the City of Fulshear. In all, TIP received input from more than 50 individuals between January and May of 2019. These individuals included representatives from the following groups.

- City Council members
- City of Fulshear Development Corporation (Type A) board members
- Fulshear Development Corporation (Type B) board members
- Landowners
- Developers
- City staff
- Fort Bend County officials
- Regional economic development organizations
- School districts
- Higher education institutions

ONLINE SURVEY

As part of the strategic planning process, TIP Strategies conducted an online survey of residents and stakeholders in the City of Fulshear. The survey period began March 8, 2019 and continued through March 29, 2019. The 18 questions in the survey received a total of 735 responses during the open period. The questions covered a range of topics related to stakeholder perceptions about Fulshear, its current trajectory, and options for future development patterns. All responses were confidential. Complete question-by-question survey results were delivered to the City of

Fulshear in an interactive data visualization using Tableau Reader. The key findings of this survey, summarized below, were used to guide the direction of the strategic plan.

ABOUT THE RESPONDENTS. The first five questions in the survey were “descriptives” used to provide a richer picture of the pool of respondents.

- Eighty-seven percent of respondents identified themselves as residents of the Fulshear area.
- Nearly 600 of the 735 respondents had lived in Fulshear for fewer than 10 years.
- Of the 735 survey respondents, all but 10 identified with three prime generational age groups: Generation X, born 1965–1980 (320 respondents); Millennials, born 1981–1997 (204 respondents); and Baby Boomers, born 1946–1964 (201 respondents).
- About half of all respondents (373) were residents of Cross Creek Ranch, with the remainder of respondents spread more evenly across neighborhoods in the City of Fulshear and its extraterritorial jurisdiction (ETJ).
- Respondents identified a range of sources in which they access local community information, with most citing the City’s social media (78 percent of respondents). The next most popular sources—neighborhood newsletters, newspapers, and the City of Fulshear’s website—were used by 35 to 40 percent of respondents.

THEN VS. NOW. Two questions in the survey were structured in parallel. Respondents were first asked to rate 13 items that originally *brought* them to Fulshear. In the next question, they were asked to rate those same items again, this time based on what *keeps* them in Fulshear. Three patterns were notable in the responses. First, the ranked order of the 13 items in each list was fairly similar. Second, the average scores for each of the 13 items in the first list (“what brought you to Fulshear”) generally rise, sometimes significantly, in the second list (“what keeps you in Fulshear”). Third, though there were minor differences in perception across descriptive groups, the average rank/scores align reasonably well across segmented groups of survey respondents. This was particularly true among segmented groups where sample sizes were higher.

EMPLOYMENT CHARACTERISTICS. Survey respondents tended to be at mid or late stages of their careers. Of the 456 respondents who indicated a career stage, 389 (85 percent) were managerial, executive, or in other positions requiring extensive career experience. In response to a question posed on remote work, 268 of 629 respondents (43 percent) indicated that they work at least one day or more per week from home. Careers geared toward flexible or part-time work—sales professionals, teachers, or faculty, etc.—tended to be most represented among those working from home, though a wide variety of other occupations were less frequently represented among the results.

GROWTH MANAGEMENT. Survey respondents were asked two separate questions—one open ended, the other with optional responses—about Fulshear’s challenges now and in the years ahead. For both questions, the top responses pointed convincingly to issues around growth management and long-term planning. Other high-frequency responses tended to support this theme, including emphasis on preserving the town’s character, investing in infrastructure (especially transportation), and focusing on the local tax base.

LOOKING AHEAD. In several questions, respondents were asked to provide their vision for Fulshear’s future and to prioritize projects and economic development opportunities. The Woodlands (77 respondents), Sugar Land (56), and Fredericksburg (25) were the most frequently suggested role models for Fulshear. Retention of a small-town atmosphere and the preference for a quality of place were often mentioned as high priorities. In a final question, respondents were asked to identify what Fulshear lacks (and needs). Open space, including parks and playing

fields, formed a strong theme of responses as did calls for a town square or a main street with a small-town focus of mom-and-pop retail.

Select responses and questions are summarized on the following pages.

FIGURE 78. SURVEY RESPONDENTS BY AFFILIATION WITH FULSHEAR
FREQUENCY OF RESPONSES

	Number of respondents	Percent (%) of respondents
Live in Fulshear	643	87.5%
Own property in Fulshear	206	28.0%
Work in Fulshear	88	12.0%
Go to school in Fulshear	54	7.3%
Visit Fulshear	51	6.9%
Retired in Fulshear	44	6.0%
Own a business in Fulshear	43	5.9%
Other	37	5.0%
Develop property in Fulshear	5	0.7%

Note: respondents were permitted to select all affiliations that applied. Therefore, percentages will not total 100.
Source: Survey conducted and analyzed by TIP Strategies.

FIGURE 79. SURVEY RESPONDENTS BY LENGTH OF RESIDENCE

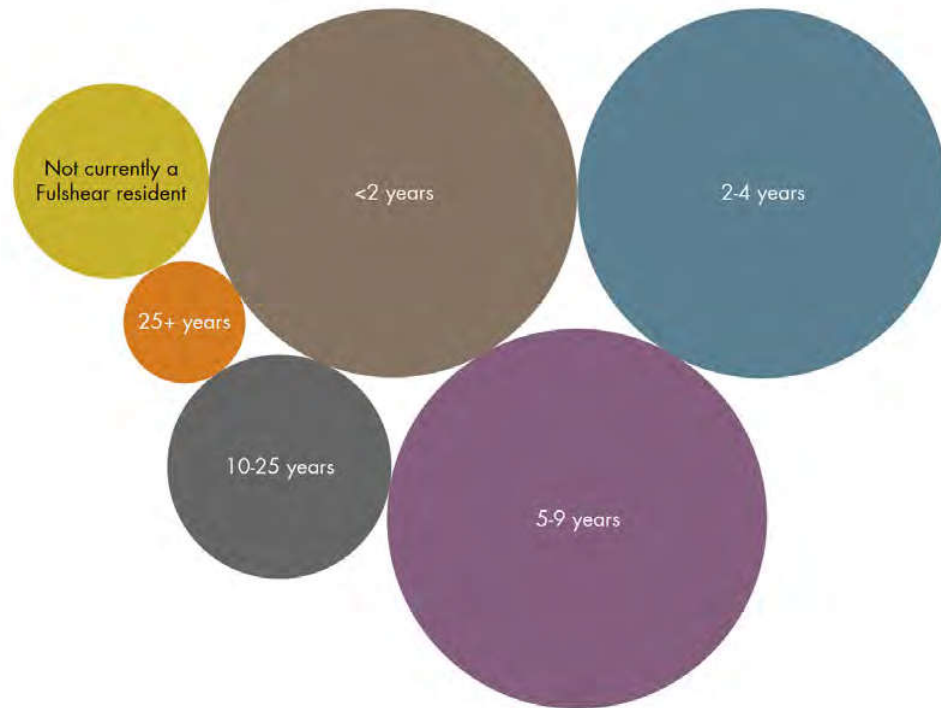


FIGURE 80. SURVEY RESPONDENTS BY LOCATION

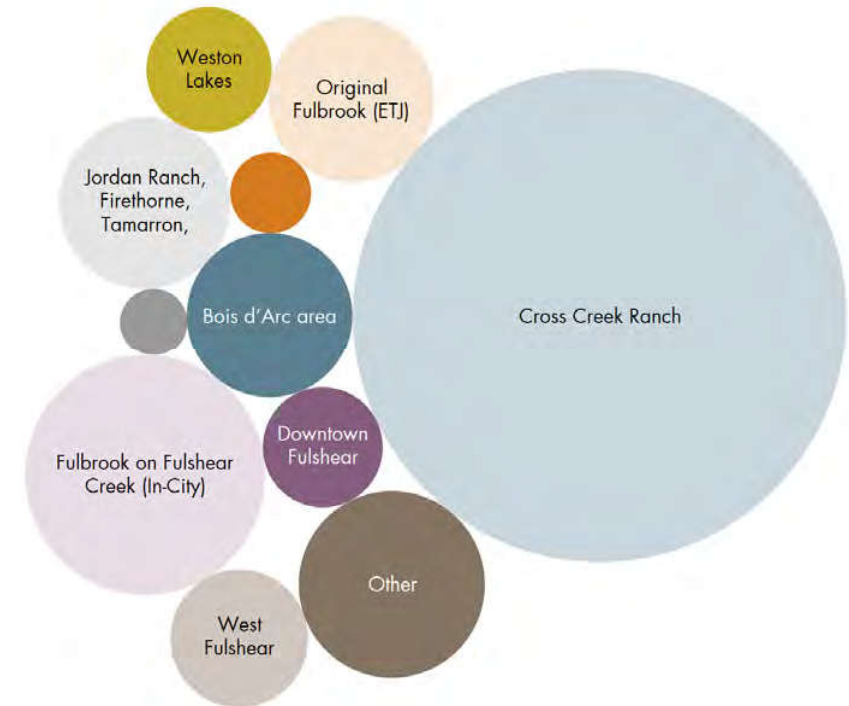
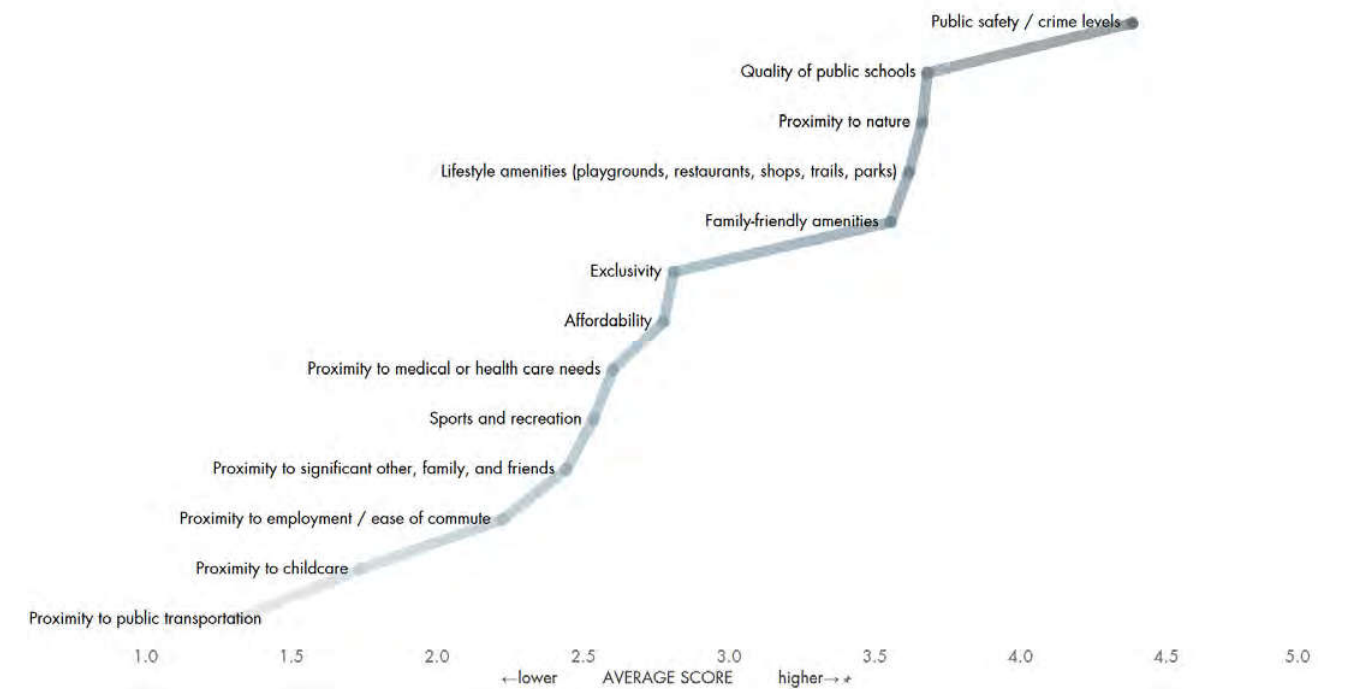


FIGURE 81. WHAT BROUGHT YOU TO FULSHEAR?
AVERAGE SCORE, WITH 5 BEING THE HIGHEST AND 1 BEING THE LOWEST



JOINT VISIONING SESSION

On April 30, 2019, a joint workshop was held with the City Council and the boards of the economic development corporations. At the session, council and board members were asked to weigh in on the City's economic development vision and direction.

The results of this input are summarized below.

In one word, define economic development.



19

What three words would you use to describe a prosperous future for Fulshear?



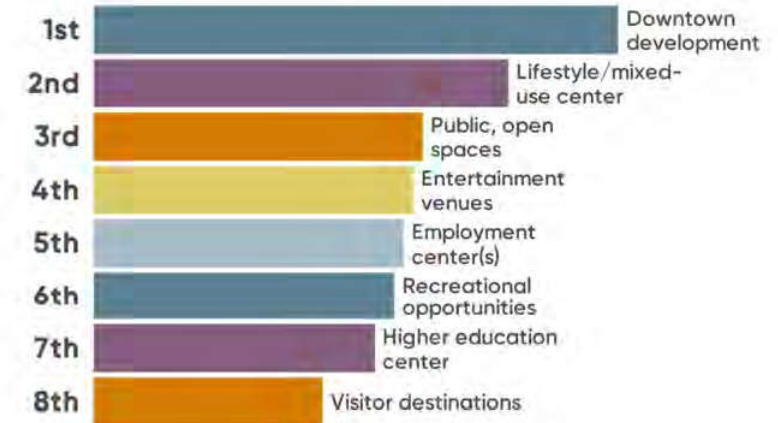
19

What goals are most important for economic development in Fulshear?



17

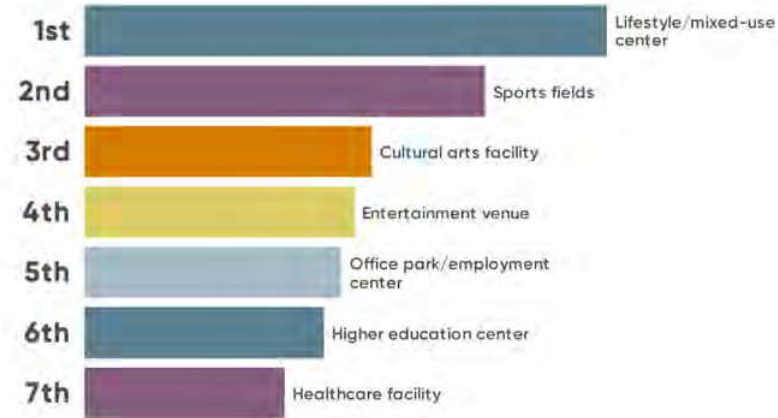
What types of projects would you want to see in Fulshear?



17

Source: TIP Strategies.

What types of projects would you want to see in Fulshear



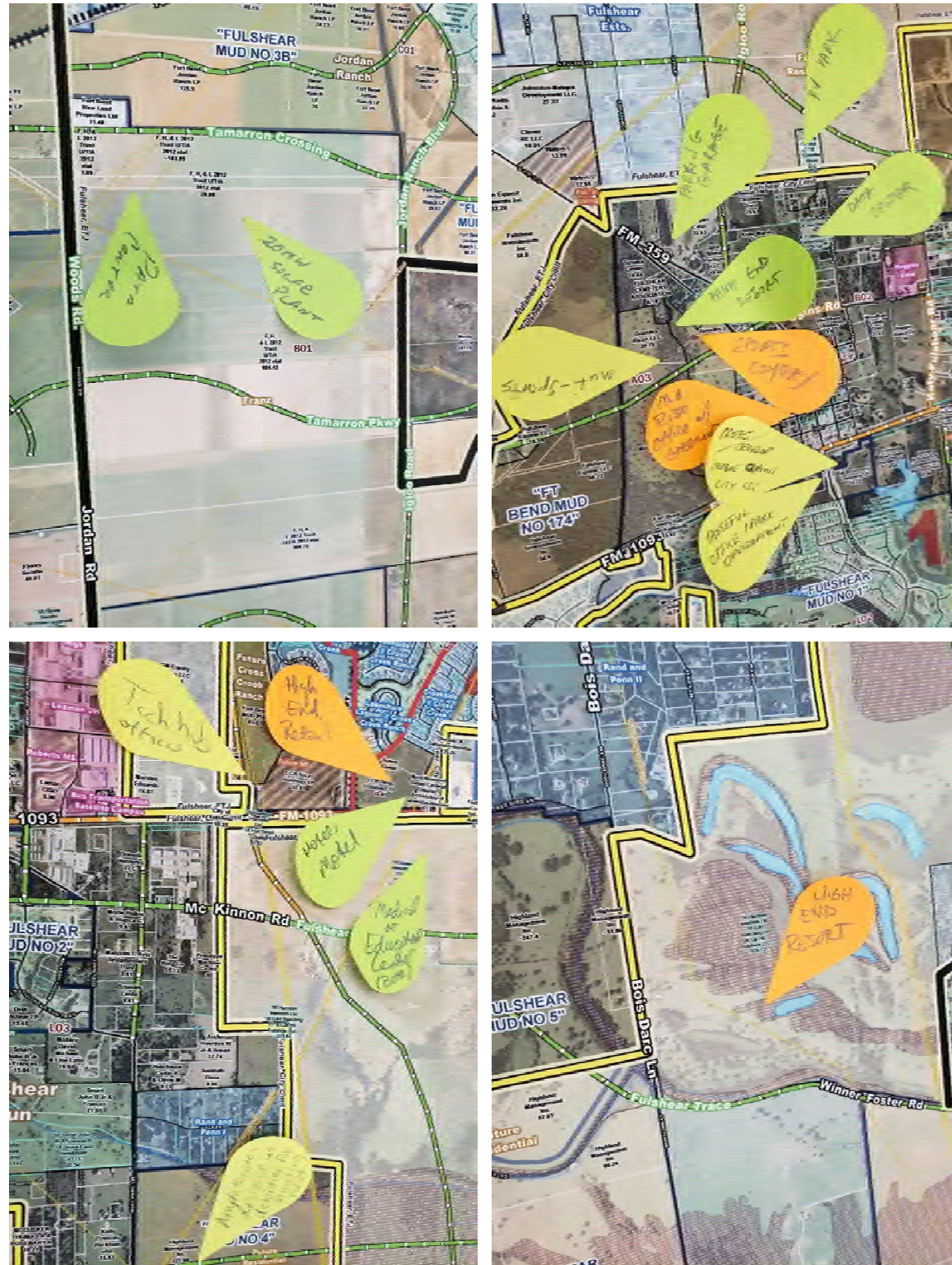
23

What other kinds of transformational projects?



Outdoor entertainment	How are current infrastructure challenges (eg water treatment plant in city center) being worked with the key outcomes from this type of questionnaire?	High end resort, multi-sports multi-million project with retail and hotels
City park	Historic center for tourism	food/restaurant hall or venue w/lots of shared open space in central location as gathering place
Hotels Resorts Ball fields	High end hotel/motel. Any high-end retail. Any professional service	Tax incentives like TIFs
Overcome challenges of majority of land allocated to residents.	Roads	Mid-rise offices with green space & retail, trails connecting neighborhoods & employment centers
Innovation hubResortBrewery	Multi-sports	City park, possibly used for summer concerts and /or city events
ANY before the boom is over! Fulshear is too slow and difficult to deal with.	Sports complex including resort with retail (restaurants included)	maintaining a country community with not too much retail....open concept walkways and bike trails!
Fostering the innovation economy	Bike lanes	

Participants were also asked to locate transformational projects on a map of Fulshear.



APPENDIX 3. ORGANIZATIONAL BENCHMARKING AND REVIEW

To inform recommendations related to the organizational capacity, oversight, and governance of economic development in Fulshear, TIP conducted research on local sales tax corporations, including regional and statewide peers, and reviewed the current structure of economic development in Fulshear.

ECONOMIC DEVELOPMENT IN TEXAS

Texas is one of a handful of states, including Missouri, Arkansas, and Oklahoma, that allow municipalities to dedicate sales tax to economic development. In addition, many Texas municipalities utilize the local sales tax option, whereas few communities in the other states take advantage of the program. As a result, economic development in Texas is fairly unique with a great deal of funding available to support local economic development programming.

LOCAL SALES TAX CORPORATIONS

In Texas, the Development Corporation Act of 1979 gives cities the ability to finance new and expanded enterprises in their local communities through economic development corporations (EDCs). There are two types of EDCs—Type A and Type B. These types of EDCs are distinguished by the types of programs that they are statutorily allowed to support. There are also differences in the oversight structure and procedures required of each type.

Type A EDCs are primarily intended to support industrial development with a particular emphasis on those sectors that are traded. In other words, they foster growth in sectors that produce more goods and/or services than the local economy can consume and, therefore, generate revenues from external sources, infusing new dollars into the local economy. These sectors are considered “primary.” Type A EDCs can fund land, buildings, equipment, facilities expenditures, and targeted infrastructure and improvements for projects. Allowed projects include facilities used for manufacturing, recycling, distribution, warehousing, research and development, corporate and regional headquarters, job training, and transportation/logistics (aviation, ports, rail switchings, etc.). In addition, infrastructure improvements that promote or develop new or expanded business enterprises and certain public transit operations are allowed.

Type B EDCs can be used for projects eligible under Type A and also projects that include quality-of-life improvements. Type B EDCs can fund land, buildings, equipment, facilities, and targeted infrastructure improvements for professional and amateur sports and athletic facilities, tourism and entertainment facilities, convention facilities, and public parks. They can also pay for related store, restaurant, concession, parking, and transportation facilities and affordable housing. For cities with populations under 20,000, acceptable projects include the land, buildings, equipment, facilities, expenditures, targeted infrastructure, and improvements found by the corporation's board of directors to promote new or expanded business development.

Type A EDCs can do Type B projects if a city that created the Type A corporation also has a Type B corporation and if the population of a city is 7,500 or less. Otherwise, the use of Type A sales tax funds for Type B projects must be approved by voters. If a city already has a Type A tax, it would need to have voters approve the use of Type A proceeds for a particular Type B project or category of projects, and a city would need to hold a public hearing prior to the election.

In terms of the structure of the EDC board of directors, Type A is required to have at least five members, while Type B is required to have seven members. Additionally, Type B board members are required to be residents with few exceptions, but Type A members do not have the same residency requirement. While each EDC must maintain separate boards of directors, the board members of one corporation may serve on the board of the other corporation. Also, the Type B board may have up to four members who are city council members or city staff.

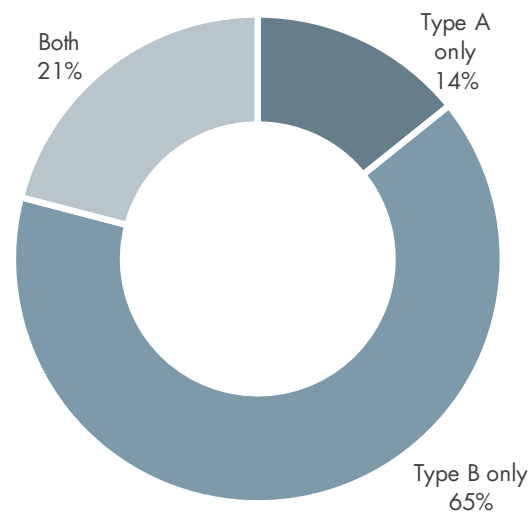
Regarding oversight procedures, Type A and Type B boards pursuing projects are required to obtain city council approval of the projects. For Type A corporations, there is no requirement for an additional public notice or hearing. Type B corporations are required to provide public notice and hold a public hearing, and the public has 60 days to petition for an election to be called on whether to pursue the project. It is important to note that a petition cannot force an election on a project if the voters have previously approved the specific project or that general category of projects at an earlier election.

There are also a number of differences in the means of altering the Type A and Type B sales tax. Once adopted, the Type A tax continues in existence until repealed by action of the voters. The Type A tax can be increased, reduced, or repealed at subsequent elections within the statutory range provided by the tax. There is no authorization for a Type B tax rate to be increased or reduced at subsequent elections. The Type B corporation may be dissolved by petition of the voters and an election on the issue. If dissolved, the Type B tax would continue until the prior debt obligations of the Type B corporation are paid in full.

Of the 597 cities in Texas that have local sales tax corporations, 65 percent have Type B corporations only and 21 percent have both Type A and Type B.

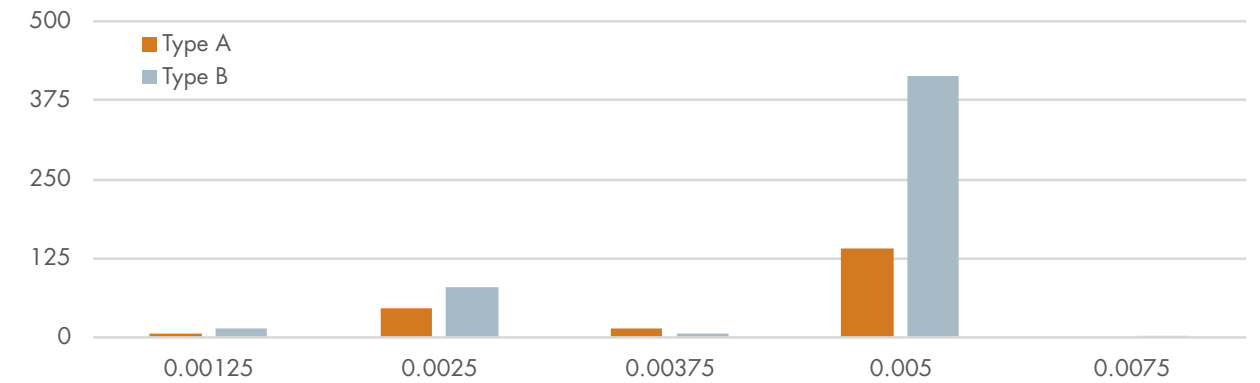
About two-thirds of cities that have Type A sales tax and 80 percent of cities that have Type B sales tax allocate a half cent of sales tax to economic development. Only one city allocates more than a half cent to a Type B corporation. Of the 125 cities that have both Type A and Type B, 70 cities dedicate a full cent to economic development between the two corporations.

FIGURE 89. SALES TAX CORPORATIONS, 2019



Source: Texas Comptroller of Public Accounts.

FIGURE 90. DISTRIBUTION OF SALES TAX ALLOCATIONS AS OF APRIL 2019



Source: Texas Comptroller of Public Accounts.

FORT BEND COUNTY PEERS

Within Fort Bend County, 11 communities (including Fulshear) utilize the local sales tax option to fund their economic development programs. These include Arcola, Beasley, Kendleton, Meadows Place, Needville, Richmond, Rosenberg, Simonton, Stafford, and Sugar Land. Of these, seven dedicate a total of a half cent to economic development. Simonton and Beasley dedicate three-quarters of a cent. Only Fulshear dedicates a full cent.

The same set of peers that was examined in the Fiscal Analysis of the Economic Assessment were used to look at economic development organizational structure, governance, and programming. Of the Fort Bend peers that were examined for the fiscal analysis, all but Missouri City utilize the local sales tax option for economic development. Richmond and Rosenberg have a half cent dedicated for Type B and Simonton and Sugar Land have both Type A and Type B sales tax allocations.

FIGURE 91. SALES TAX CORPORATION(S) ALLOCATIONS

CITY	2017 POPULATION	SALES TAX START	TYPE A	TYPE B	TOTAL
Fulshear	10,038	2007	0.005	0.005	0.010
Missouri City	74,368		—	—	—
Richmond	12,050	1996	—	0.005	0.005
Rosenberg	37,409	1995	—	0.005	0.005
Simonton	864	2009	0.0025	0.005	0.0075
Sugar Land	118,611	1993—Type A 1995—Type B	0.0025	0.0025	0.005

Source: Texas Comptroller of Public Accounts.

Of the peers, Sugar Land, by far, has the largest revenues with total revenues for its combined corporations at more than \$15 million. Rosenberg is the second largest at a combined revenue of \$4.6 million. Sugar Land EDCs are also the most diversified, in terms of revenues, bringing in user fees and other revenues in addition to sales tax.

FIGURE 92. COMBINED CORPORATION REVENUE, FY2018

EDC	SALES TAX	GRANTS	USER FEES	BONDS	OTHER	TOTAL REVENUE
Fulshear	\$1,579,664	\$0	\$0	\$0	\$42,775	\$1,622,439
Missouri City	—	—	—	—	—	—
Richmond	\$1,518,168	\$0	\$0	\$0	\$81,615	\$1,599,783
Rosenberg	\$4,649,726	\$0	\$0	\$0	\$0	\$4,649,726
Simonton	\$71,069	\$0	\$0	\$0	\$0	\$71,069
Sugar Land	\$13,373,559	\$0	\$132,522	\$0	\$1,733,485	\$15,239,566

Source: Texas Comptroller of Public Accounts.

Most of the peer communities maintain a fund balance. Sugar Land’s combined fund balance was almost \$20 million. Rosenberg’s fund balance was more than \$11 million. Richmond’s fund balance was nearly \$5.5 million, and Fulshear’s combined fund balance was almost \$4 million.

FIGURE 93. FUND BALANCES, FY2018

	A REVENUES	A FUND(S) BALANCE	B REVENUES	B FUND(S) BALANCE
Fulshear	\$789,832	\$1,799,516	\$789,832	\$1,927,098
Missouri City	—	—	—	—
Richmond	—	—	\$1,518,168	\$5,448,907
Rosenberg	—	—	\$4,649,726	\$11,272,110*
Simonton	\$23,749	\$110,834	\$47,320	\$168,206
Sugar Land	\$6,686,779	\$9,615,537	\$6,686,780	\$10,153,634

Source: Texas Comptroller of Public Accounts.

* from Rosenberg’s FY2019 budget document, as no fund balance was noted in comptroller reports.

The peer budgets for economic development range from \$26,200 in Simonton to nearly \$1.2 million in Sugar Land. Most peers have one to three staff for their programs with a significant portion of their budgets dedicated to personnel expenditures.

FIGURE 94. BUDGETS AND STAFFING, FY2019

CITY	ED. STAFF	OPERATING BUDGET	PERSONNEL EXPENDITURES
Fulshear	2	\$335,200	\$160,768
Missouri City	1	\$473,107	\$236,852
Richmond	1	n/a	n/a
Rosenberg	3	\$286,071	\$285,046
Simonton	0	\$26,200	—
Sugar Land	7.5	\$1,166,455	\$1,032,505

Source: TIP Strategies research via City budget documents.

Among all the peers, the cities manage economic development rather than creating separate stand-alone nonprofit entities. Fulshear, Simonton, and Sugar Land have Type A and Type B EDCs, while Richmond and Rosenberg have Type B EDCs. The EDCs are treated as component units, and their budgets are separate. Most often, the EDCs reimburse the cities for support services, and the cities use these funds for their economic development staff. Most of the boards of each organization hold regular monthly meetings.

The EDCs in each of the cities support a wide range of projects. Example projects are noted in Figure 95. All the EDCs are heavily involved in investing in quality-of-life projects and community assets. Fulshear, Richmond, Rosenberg, and Sugar Land EDCs participate in CIP projects as co-investors with their respective cities.

In Richmond, Rosenberg, and Sugar Land, tourism is integrated with economic development and the use of a hotel occupancy tax (HOT) is considered through an economic development lens. The Rosenberg Main Street Program is also under economic development.

FIGURE 95. OVERVIEW OF PEER CITY ECONOMIC DEVELOPMENT FUNCTIONS

	DESCRIPTION	EXAMPLE PROJECTS
Fulshear	<ul style="list-style-type: none"> Staff of two Boards <ul style="list-style-type: none"> Meet monthly Type A has five members Type B has seven members City council liaisons on each board No overlapping membership Type A and Type B contract with city for economic development services through administrative services agreement 	<ul style="list-style-type: none"> Type A: planning initiatives, select CIP projects, community events, retail recruitment, marketing Type B: planning initiatives, select CIP projects, community events, retail recruitment, marketing
Missouri City	<ul style="list-style-type: none"> Staff of one Focused on redevelopment of corridors, business recruitment, business retention, retail recruitment, and strategic projects Missouri City Development Authority manages public improvement districts and tax increment reinvestment zones 	n/a

	DESCRIPTION	EXAMPLE PROJECTS
Richmond	<ul style="list-style-type: none"> • Staff of one • Board meets monthly • Type B: Development Corporation of Richmond <ul style="list-style-type: none"> ◦ Seven-member board ◦ The mayor and one commissioner serve on the board • Economic development director funded out of general fund; EDC provides city reimbursement • Programs include business retention/expansion, business creation, business recruitment, tourism, administers incentive program 	<ul style="list-style-type: none"> • Farmers’ market, public art, historic district, Movies on Morton, Pecan Harvest Festival • Wayfinding program • Downtown improvement grant program • Infrastructure investment at the Circle Oak mixed-use development (with \$4M in disaster recovery funds from the US Economic Development Administration) • Various infrastructure investments—road extensions, downtown drainage, Wessendorff Park • Job fair • Texas State Technical College, Fort Bend campus
Rosenberg	<ul style="list-style-type: none"> • Staff of three • Board meets monthly or every other month • Type B: Rosenberg Development Corporation (RDC), operating budget and capital projects fund <ul style="list-style-type: none"> ◦ Seven-member board ◦ Four of the members are appointed by the city council, the remaining three members are city councilors ◦ Reimburses city for administrative services • The Rosenberg Main Street Program is under economic development (funded through HOT) • City’s economic development department funded through RDC and HOT 	<ul style="list-style-type: none"> • Business park development • Village Crossing (108-acre, mixed-use development) • Livable Centers plan implementation/downtown revitalization, downtown parking lot • Beautification, sidewalk improvements, splash pad, canoe/kayak launch • Waterline, road extensions and improvements • Texas State Technical College, Fort Bend campus
Simonton	<ul style="list-style-type: none"> • Established in 2008, not active • Not currently staffed; contract with a consultant • Types A and B boards meet quarterly 	<ul style="list-style-type: none"> • Business assistance grant program to improve building façades, signs, and properties

	DESCRIPTION	EXAMPLE PROJECTS
Sugar Land	<ul style="list-style-type: none"> • Boards <ul style="list-style-type: none"> ◦ Meet monthly ◦ Type B—seven members, including three city council members ◦ Type A—seven members, including four city council members and mayor ◦ The boards have three overlapping members who are also city council members • Type A: Sugar Land Development Corporation <ul style="list-style-type: none"> ◦ Guidance for economic development program, incentives • Type B: Sugar Land 4B Corporation <ul style="list-style-type: none"> ◦ Guidance and funding for quality-of-life funding; support economic development program • Economic development department funded by Types A and B and HOT <ul style="list-style-type: none"> ◦ Responsible for business recruitment, business development, incentives, and revenue enhancement/diversification. Also for tourism and destination events (HOT), and intergovernmental affairs ◦ Budgeted for 7.5 staff 	<ul style="list-style-type: none"> • Type A: performing arts center, city capital improvements, Sugar Land Town Square infrastructure improvements, Sugar Land Regional Airport expansion, University of Houston at Sugar Land campus • Type B: University of Houston at Sugar Land campus, Sugar Land Town Square infrastructure improvements, Houston Museum of Natural Science at Sugar Land, Constellation Field minor league baseball park, joint CIP for programs initiated by community-based organizations

Source: TIP Strategies research.

Sugar Land, Missouri City, Richmond, and Rosenberg have fairly comprehensive economic development programs that seek to recruit businesses, support business expansion, and contribute to placemaking in their communities. Missouri City and Rosenberg also focus on retail recruitment. Richmond, Rosenberg, and Sugar Land contribute to workforce development through their investments in higher education. None of the peers are focused on entrepreneurial support, although Richmond and Rosenberg provide limited support to small businesses. All peers, except Missouri City and Simonton, support events and other activities to draw visitors to their cities.

FIGURE 96. PEER CITY FUNCTIONAL COMPARISON

ORGANIZATION	FULSHEAR	MISSOURI CITY	RICHMOND	ROSENBERG	SIMONTON	SUGAR LAND
Data Collection and Publication	■	■				■
Business Incentives	■	■	■	■	■	■
Target Industry/Business Recruitment		■	■	■		■
Retail Recruitment		■		■		
Business Retention and Expansion (BRE)	■	■	■	■		■
Site Selection and Relocation		■	■	■		■
International Outreach						
Entrepreneurship						
Small Business Development			■	■		
Placemaking and Development	■	■	■	■	■	■
Workforce Development			■	■		■
Tourism / Events	■		■	■		■

Source: TIP Strategies research.

STATEWIDE PEERS

To understand different operating models for cities with local sales tax corporations, TIP Strategies also studied seven peer communities from across the state of Texas. These communities were chosen due to their location in suburban, high-growth areas adjacent to Dallas, Austin, or Houston. The peer communities are Bee Cave, Cedar Hill, Cedar Park, Frisco, Pearland, Pflugerville, and Tomball.

FIGURE 97. SALES TAX CORPORATION(S) ALLOCATIONS

CITY	2017 POPULATION	START DATE	TYPE A	TYPE B	TOTAL
Fulshear	10,038	2007	0.005	0.005	0.010
Bee Cave	6,686	2003 Modified 2011		0.00375	0.00375
Cedar Hill	48,803	1994	0.00375	0.005	0.00875
Cedar Park	75,606	1999	0.005	0.005	0.01
Frisco	177,286	1991—Type A 1994—Type B	0.005	0.005	0.01
Pearland	119,831	1995		0.005	0.005
Pflugerville	63,371	2002		0.005	0.005
Tomball	11,704	1994		0.005	0.005

Source: Texas Comptroller of Public Accounts.

Frisco’s sales tax corporations, by far, earn the most revenue and have the most diversified revenue sources. Frisco’s Type A and Type B brought in more than \$60 million in total revenue in 2018. Almost \$18 million of this was from sources other than sales tax. Pearland has the next largest revenue collections at about \$16 million, with almost \$4.5 million in revenues from sources other than sales tax. Although Cedar Park and Pflugerville are similar in size, Cedar Park collects almost three times more sales tax than Pflugerville. Tomball has a similar population to Fulshear and collects more than three times the sales tax.

FIGURE 98. CORPORATION REVENUE, FY2018

EDC	SALES TAX	GRANTS	USER FEES	BONDS	OTHER	TOTAL REVENUE
Fulshear	\$1,579,664	\$0	\$0	\$0	\$42,775	\$1,622,439
Bee Cave B	\$1,901,390	\$0	\$0	\$0	\$0	\$1,901,390
Cedar Hill A	\$3,000,355	\$0	\$0	\$0	\$146,288	\$3,146,643
Cedar Hill B	\$4,000,473	\$0	\$602,799	\$0	\$174,630	\$4,777,902
Cedar Park A	\$7,244,786	\$0	\$0	\$0	\$146,510	\$7,391,296
Cedar Park B	\$7,244,786	\$0	\$0	\$0	\$50,256	\$7,295,042
Frisco A	\$21,749,510	\$0	\$914,910	\$0	\$11,947,621	\$34,612,041
Frisco B	\$21,749,510	\$0	\$909,095	\$0	\$3,634,108	\$26,292,713
Pflugerville B	\$4,419,654	\$0	\$0	\$0	\$145,095	\$4,564,749

EDC	SALES TAX	GRANTS	USER FEES	BONDS	OTHER	TOTAL REVENUE
Pearland B	\$11,177,690	\$0	\$459,996	\$0	\$3,960,771	\$15,598,457
Tomball B	\$4,135,137	\$0	\$0	\$0	\$1,399,547	\$5,534,684

Sources: Texas Comptroller of Public Accounts, Biennial EDC Report 2017–2018.

All the cities maintain fund balances. Frisco has about \$52 million combined in funds, while Pearland has about \$27 million. Cedar Park and Tomball each have about \$15 million in their fund balances. Only Pflugerville has less than \$5 million in its fund balance.

FIGURE 99. FUND BALANCES, FY2018

	A REVENUES	A FUND(S) BALANCE	B REVENUES	B FUND(S) BALANCE
Fulshear	\$789,832	\$1,799,516	\$789,832	\$1,927,098
Bee Cave	\$0	\$0	\$1,901,390	\$5,937,014
Cedar Hill	\$3,000,355	\$5,827,745	\$4,000,473	\$0
Cedar Park	\$7,244,786	\$12,462,182	\$7,244,786	\$2,003,208
Frisco	\$21,749,510	\$23,631,389	\$21,749,510	\$28,572,119
Pflugerville	\$0	\$0	\$4,419,654	\$2,866,986
Pearland	\$0	\$0	\$11,177,690	\$27,340,047
Tomball	\$0	\$0	\$4,135,137	\$16,102,820

Sources: Texas Comptroller of Public Accounts, Biennial EDC Report 2017–2018.

Most of the peer communities have three to five staff for economic development. The Frisco EDC has 11 staff and the Bee Cave has no staff. Cedar Hill and Frisco community development corporations staff noneconomic development functions.

FIGURE 100. BUDGETS AND STAFFING, FY2019

	ED. STAFF	OPERATING BUDGET	PERSONNEL EXPENDITURES
Fulshear	2	\$335,200	\$160,768
Bee Cave	0	\$154,000	\$0
Cedar Hill, Community Development Corporation	28.8 for park staff	\$2,811,378	\$1,495,902
Cedar Hill, Economic Development Corporation	4	\$1,360,635	\$462,835
Cedar Hill, Historic Downtown	1	\$212,494	\$162,349
Cedar Hill, Tourism	2	\$379,340	\$147,480
Cedar Park, Economic Development Department	2	\$2,610,487	\$285,066
Cedar Park, Tourism	2	\$134,026	\$124,827
Frisco, Community Development Corporation	7 for Discovery Ctr.	\$609,396	\$265,000

	ED. STAFF	OPERATING BUDGET	PERSONNEL EXPENDITURES
Frisco, Economic Development Corporation	11	\$4,506,517	\$1,718,446
Pflugerville, Community Development Corporation	5	\$918,073	\$389,032
Pearland, Economic Development Corporation	5	\$1,724,493	\$720,912
Tomball, Economic Development Corporation	3	\$394,981	\$311,978

Sources: City and EDC websites and budgets

Cedar Hill, Frisco, Pflugerville, Pearland, and Tomball have created separate legal entities for their economic development corporations. Cedar Park sales tax corporations make contributions to the general fund for economic development staff. The cities that have both Type A and Type B sales tax corporations have defined distinct roles for each. Often the Type A corporation is responsible for the day-to-day economic development service delivery, while the Type B corporation is less likely to be staffed and serves as a co-investor for CIP projects, funding staff, and specific quality-of-life investments. The example projects highlighted in Figure 101 demonstrate the wide range of projects supported.

FIGURE 101. OVERVIEW OF PEER CITY ECONOMIC DEVELOPMENT FUNCTIONS

	DESCRIPTION	EXAMPLE PROJECTS
Fulshear	<ul style="list-style-type: none"> Staff of two Boards <ul style="list-style-type: none"> Meet monthly Type A has five members Type B has seven members City council liaisons on each board No overlapping membership Type A and Type B contract with city for economic development services through administrative services agreement 	<ul style="list-style-type: none"> Type A: planning initiatives, select CIP projects, community events, retail recruitment, marketing Type B: planning initiatives, select CIP projects, community events, retail recruitment, marketing
Bee Cave	<ul style="list-style-type: none"> Bee Cave Economic Development Corporation has no staff All funds spent on capital improvements and professional fees Seven-member board meets quarterly <ul style="list-style-type: none"> Three members are city council members 	<ul style="list-style-type: none"> Central Park Bee Cave Parkway Hike and bike connectivity plan Trail extensions Road projects

	DESCRIPTION	EXAMPLE PROJECTS
Cedar Hill	<ul style="list-style-type: none"> • Half cent for Type A and Type B initially In 2013, \$0.0375 to Type A; \$0.05 to Type B; \$0.1125 to Crime Control District <ul style="list-style-type: none"> ◦ Also, separate historic downtown and tourism departments • Boards <ul style="list-style-type: none"> ◦ Meet monthly ◦ Type A—five voting members, six ex-officio members ◦ Type B—five voting members, five ex-officio members ◦ No overlap with each other or city council • Type A: Economic Development Corporation <ul style="list-style-type: none"> ◦ Separate legal entity supported by staff of four ◦ Attract and retain businesses, market Cedar Hill • Type B: Community Development Corporation <ul style="list-style-type: none"> ◦ Funds park administration and projects 	<ul style="list-style-type: none"> • Type A: Incentives to employers, programs • Type B: parks administration, park improvements, trails, signage, sports fields

	DESCRIPTION	EXAMPLE PROJECTS
Cedar Park story map here	<ul style="list-style-type: none"> • Half cent for Type A and Type B Starting in 2019, \$0.0375 to Type A; \$0.05 to Type B; \$0.1125 to general fund (storm water drainage) • Boards <ul style="list-style-type: none"> ◦ Meet monthly ◦ Type A—seven members ◦ Type B—seven members ◦ No overlap with each other or city council • Type A: Economic Development Corporation <ul style="list-style-type: none"> ◦ Staffed by two in economic development department (contribution to general fund), also manages two tourism-related staff ◦ Most of budget is debt payments related to H-E-B Center at Cedar Park ◦ Focused on business attraction, retention, and expansion • Type B: Community Development Corporation <ul style="list-style-type: none"> ◦ Largely focused on capital projects, incorporated in CIP ◦ Contributes to general fund for staff support 	<ul style="list-style-type: none"> • Type A: economic development incentives/performance agreements, attraction of United States Tennis Association headquarters and tennis complex, mixed-use developments (class A office, major retail centers), business park, H-E-B Center at Cedar Park, retail centers • Type B: 183 corridor enhancements, Bell Boulevard redevelopment, parks, beautification and signage, entertainment venues, economic development incentives/performance agreements (minor participation)

	DESCRIPTION	EXAMPLE PROJECTS
Frisco	<ul style="list-style-type: none"> Boards <ul style="list-style-type: none"> Meet monthly Type A—seven-member board Type B—seven-member board No overlap with each other or city council Type A: Frisco Economic Development Corporation <ul style="list-style-type: none"> Focused on job creation and tax-base diversification Staff of 11 at a separate legal entity Type B: Frisco Community Development Corporation <ul style="list-style-type: none"> Focused on parks and open space, leisure and culture, community amenities for Frisco to become a destination city, co-investor with Type A, independent school district (ISD), and city Managed by assistant city manager, funds seven staff members of Frisco Discovery Center 	<ul style="list-style-type: none"> Type A: facilitates projects—more than 350 projects that have the potential to occupy over 450 million square feet of commercial space, generate new capital investment in excess of \$8 billion, and create or retain more than 78,000 potential direct jobs in Frisco Type B: administration of Frisco Discovery Center, Dr Pepper Ballpark, Toyota Stadium, hike and bike trails, Museum of American Railroad, mini train, Sci-Tech Discovery Center Makerspace, select infrastructure improvements, strategic land purchases
Pflugerville	<ul style="list-style-type: none"> Component unit of Pflugerville Operates on an independent budget as a separate legal entity Seven-member board meets at least monthly <ul style="list-style-type: none"> One board member is also on the city council To promote economic development and provide funding for projects that promote economic development or enhance the parks and recreation facilities within the city Major initiatives include retail recruitment around SH 130, targeted industry recruitment 	<ul style="list-style-type: none"> Community improvement grants program—set up as a challenge grant Contributes \$100,000 to Parks and Recreation to revitalize neighborhood parks Bought 167 acres around SH 130 Incentives for primary jobs Typhoon Texas waterpark

	DESCRIPTION	EXAMPLE PROJECTS
Pearland	<ul style="list-style-type: none"> Separate legal entity Seven-member board meets monthly No overlap between board members and city council members Focused on business attraction, retention, marketing; transportation, mobility, infrastructure; Lower Kirby Urban Center; corridors and beautification 	<ul style="list-style-type: none"> Attraction efforts centered on Lower Kirby Urban Center; partnered with Pearland to plan area in 2009 Revitalization strategy for Old Townsite district led by city Recreation Center & Natatorium (partnership with ISD, EDC, and city)
Tomball	<ul style="list-style-type: none"> Separate legal entity Seven-member board (appointed by City Council) meets monthly No overlap between board members and city council members Focused on primary job creation Site selection assistance, fast-track development coordination, incentives, networking/resource referral; workforce development liaison 	<ul style="list-style-type: none"> Business assistance incentives Manage Tomball Business & Technology Park Business improvement grant program—helps businesses make improvements to buildings and properties

Source: TIP Strategies research.

ECONOMIC DEVELOPMENT IN FULSHEAR

In the City of Fulshear, economic development activities are funded by two local sales tax corporations (EDCs) and primarily carried out by the City via the Economic Development Department. Each of these components is described more fully in the following sections.

LOCAL SALES TAX CORPORATIONS

The City of Fulshear Development Corporation was approved by voters in 2007 as a Type A economic development sales tax corporation with a dedicated half-cent sales tax. At the same time, the Fulshear Development Corporation was approved as a Type B economic development sales tax corporation also with a dedicated half-cent sales tax.

Because the population of Fulshear has been under 7,500, the Type A EDC has been able to fund Type B projects without voter approval. The population of Fulshear is now over this population threshold, and the Type A EDC will no longer be able to fund Type B projects, once the population of Fulshear, as measured by the 2020 US Census, is published.

In addition, because the population of Fulshear is under 20,000, the Type B EDC has more latitude in deciding what types of projects it can fund. The EDC can fund projects found by the board of directors to promote new or expanded business development.

In FY2018, the dedicated sales tax generated almost \$800,000 for each EDC. The City of Fulshear Development Corporation (Type A) had a fund balance of \$1.8 million and the Fulshear Development Corporation (Type B) had a fund balance of \$1.9 million.

The City of Fulshear Development Corporation has a five-member board of directors. The directors are appointed by the City Council for 2-year terms. There is also a City Council member who attends board meetings as a council liaison. The Fulshear Development Corporation has a seven-member board plus an ex-officio member. The directors are also appointed by the City Council for 2-year terms, and a council liaison also attends the meetings.

The EDCs fund the operational costs of the City Economic Development Department and shared services through an Administrative Services Agreement (ASA). In addition to funding the Economic Development Department and programming, the EDCs also share the costs of some of the City’s capital improvement projects (CIP). The next largest expenditure of the EDCs is for community events that are organized by the Fulshear-Katy Area Chamber of Commerce. The Type B EDC also funds a community grants program. Each EDC budgets about \$20,000 for administrative costs, such as supplies, meeting security, legal services, insurance, public notices, and training for the boards.

FIGURE 102. FY2019 EDC BUDGET SUMMARIES

	TYPE A	TYPE B
ASA Reimbursement	\$161,000	\$161,000
ASA Share Services	\$35,000	\$35,000
Projects Fund	\$411,056	\$411,056
Community Events	\$37,500	\$37,500
Community Grants		\$10,000
Administration	\$21,325	\$19,050

Source: City of Fulshear.

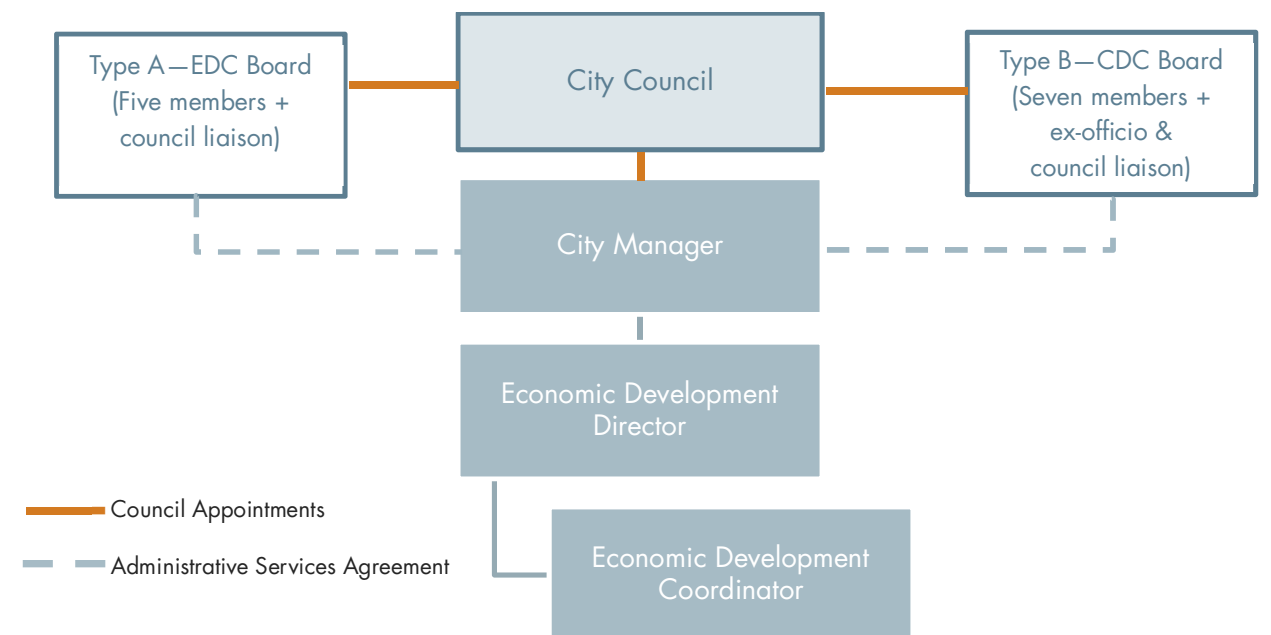
In FY2019, the EDCs identified five City CIP projects that they will support financially, which amounted to \$287,500 per EDC. These projects included implementation support for the Water and Wastewater Master Plan, the Parks and Pathways Master Plan, and the Livable Center Study. In addition, it included cost participation for the FM 1093 widening project.

ECONOMIC DEVELOPMENT DEPARTMENT

The Economic Development Department of the City of Fulshear functions as part of the city manager’s office and is funded through the general fund and reimbursed through the ASA with both EDCs. The EDCs split the operational costs equally, while the City provides overhead (office space, telecom) and support services (city management, finance, legal) for the department. The duration of the ASA is 1 year, and it is reviewed annually with budgets.

The Economic Development Department is led by the economic development director and has one additional staff person—the economic development coordinator, a position reconfigured in 2018 for FY2019. (See Figure 103.)

FIGURE 103. ORGANIZATIONAL CHART



Department staff work to administer the City’s economic development related activities and support the EDCs and their specific projects and programs. The budget for the Economic Development Department in FY2019 is \$335,000. Similar to its peers, the largest expenditure for the department is personnel. About \$84,000 is budgeted for program activities, which includes marketing, business development and retention, professional services (consulting, legal, and engineering), and technology and subscriptions. In addition, \$16,000 is budgeted for dues and memberships in partner organizations for the City of Fulshear, including the Fulshear-Katy Area Chamber of Commerce, Fort Bend EDC, Katy Area EDC, and Greater Houston Partnership.

FIGURE 104. ECONOMIC DEVELOPMENT DEPARTMENT BUDGET SUMMARY
FY 2019

DESCRIPTION	AMOUNT
Personnel	\$209,145
Professional Development Travel and Training	13,125
Supplies and Overhead	10,430
Program Expenses	
Technology and Subscriptions	33,500
Consulting Services	20,500
Dues and Membership (Partnerships)	16,000
Marketing	17,500
Legal and Engineering Services	10,000
Business Development and Retention	5,000
TOTAL	\$335,200

Source: City of Fulshear, FY2019 budget.

According to the most recent job description, the primary responsibilities of the **economic development director** are to develop and execute economic development strategies and plans related to business retention and attraction. The director manages, develops, and implements special programs and initiatives that foster economic growth and diversify the local tax base. The director also maintains and manages relationships with other local, regional, and state economic development partners. The director serves as a liaison for commercial entities as required through the City’s development process and is the point of contact for the business community and other economic development entities. Finally, the director is to serve as the technical advisor to the City on economic development.

According to the most recent job description, the primary responsibilities of the **economic development coordinator** are to assist with the recruitment, retention, and expansion of businesses in Fulshear. The areas of focus are assigned to the coordinator by the director and include activities related to growing existing businesses, creating new employment opportunities, and broadening the City’s commercial, retail, and industrial tax base. The coordinator performs a wide variety of tasks, including participating in community outreach, conducting business visits, assisting in the preparation of reports, collecting data and maintaining databases, and performing various marketing and communications-related activities specific to economic development.

The ASAs with each of the EDCs include specific services to be performed by the economic development director and the economic development coordinator. In addition to developing and implementing economic development strategies, the director is responsible for providing administrative services in support of the EDCs, performing reporting requirements as regulated by the state, and preparing and administering the EDC budgets. The coordinator is responsible for assisting the director in the day-to-day operation of the EDCs and in the implementation of economic development strategies.

The City Council developed a strategic plan that includes economic development as a priority. The strategies included in the strategic plan emphasize economic growth, commercial development, tax-base diversification, and fiscal sustainability, while maintaining high-quality development and a unique character. It encourages alignment within the City—between the EDCs and the council—and across the municipality with the development community. It also proposes the idea of Fulshear becoming a primary employment center and a “knowledge hub.”

ECONOMIC DEVELOPMENT PARTNERS

Outside the City government, Fulshear has a number of important economic development partners who are actively promoting some part of the region and working to support business growth.

The City of Fulshear lies within Fort Bend County and its ETJ extends into Waller County. As such, Fort Bend and Waller Counties are economic development partners. Both counties contract for economic development services with public-private partnerships—the Greater Fort Bend Economic Development Council and the Waller County Economic Development Partnership. They also support economic development through a variety of incentives and special purpose districts, such as county assistance districts, public improvement districts, and road improvement districts.

In addition, there are a number of other regional economic development organizations that shape Fulshear’s economic development landscape and programming.

These organizations include the following.

- Katy Area Economic Development Council
- Greater Houston Partnership

EXCERPT FROM THE FULSHEAR CITY COUNCIL’S STRATEGIC VISIONING PLAN (2017)

Strategic Plan

Priority #3
Economic Development

Guiding Principle: Create an environment where successful businesses can grow and thrive.

Strategy 3.1: Establish an economic development program that

- Encourages economic growth by marketing the City
- Secures a long-term income stream from commercial and light industrial development.
- Attracts and maintain high quality and unique businesses
- Increases sales tax revenues
- Encourages the development of commerce in the city
- Promotes economic diversification
- Long term finance issues
- Find a solution to our lack of long terming bonding capacity

Strategy 3.2: Align EDC work plans and fiscal priorities with Council strategic vision and plans.

- Address governance to facilitate communication between and amongst bodies
- Define EDC roles related to future Capital Project participation
- Determine retail recruitment strategy

Strategy 3.3: Work to align the City’s vision with the development community’s vision.

Strategy 3.4: Update the Comprehensive Land Use Plan (Comp Plan update).

Strategy 3.5: Develop a plan for generating primary jobs.

Strategy 3.6: Develop a plan for Fulshear as a “Knowledge Hub.”

- Houston-Galveston Area Council Gulf Coast Economic Development District
- Fulshear-Katy Area Chamber of Commerce
- Fort Bend Chamber of Commerce
- Katy Area Chamber of Commerce
- Central Fort Bend Chamber Alliance
- West Houston Association

Each of these organizations covers a different geographic area and fulfills different economic development functions. The most comprehensive of the regional economic development organizations is Greater Houston Partnership, which also covers the largest territory and is physically located farthest from Fulshear, thus some services could be difficult to access. In many functional areas, Fulshear is covered by more than one organization. For example, the Fort Bend EDC, the Waller County EDP, and the Katy Area EDC all provide site selection and relocation services. The various chambers of commerce provide some degree of small business support, membership services, and networking opportunities. Policy and advocacy are also an area that appears to be well-covered and well-coordinated.

Entrepreneur development as a means of fostering new business formation and growth is an area where there appears to be a gap in services. The Greater Houston Partnership has an initiative to strengthen the Greater Houston region’s entrepreneurial ecosystem and foster entrepreneur development, but local entrepreneurs must travel a significant distance to access services.

There are some functional areas that should be provided locally due to the importance of the function and the associated relationships. Business retention & expansion and placemaking & development are two such functional areas. Programs in these two functional areas are core to Fulshear’s economic health and should be tailored to promote Fulshear’s unique community vision.

FIGURE 105. FUNCTIONAL OVERVIEW

ORGANIZATION	GEOGRAPHY	DATA COLLECTION & PUBLICATION	TARGET INDUSTRY/BUSINESS RECRUITMENT	BUSINESS RETENTION & EXPANSION (BRE)	SITE SELECTION & RELOCATION	INTERNATIONAL OUTREACH	ENTREPRENEURSHIP	SMALL BUSINESS DEVELOPMENT	PLACEMAKING & DEVELOPMENT	INFRASTRUCTURE	WORKFORCE DEVELOPMENT	POLICY & ADVOCACY	MEMBERSHIP, NETWORKING, & EVENTS
Fort Bend EDC	Fort Bend County	■	■	■	■	■		■	■		■	■	
Katy Area EDC	Katy ISD	■	■	■	■							■	
Waller County Economic Development Partnership	Waller County	■		■	■			■			■		
Greater Houston Partnership	Houston Metro Area	■	■	■	■	■	■	■			■	■	■
Houston-Galveston Area Council Gulf Coast Economic Development District	Houston Metro Area	■						■	■	■	■		
Fulshear-Katy Area Chamber of Commerce	Fort Bend, Harris, and Waller Counties near Katy							■			■	■	■
Fort Bend County Chamber of Commerce	Fort Bend County							■	■		■	■	■
Katy Area Chamber of Commerce	Greater Katy Area							■				■	■
Central Fort Bend Chamber Alliance	Central Fort Bend County										■	■	■
West Houston Association	1,000 square miles of West Houston								■		■	■	

Source: TIP Strategies research.

APPENDIX 4. WORKFORCE AND TARGET INDUSTRY ANALYSIS

When it comes to attracting new business, one of Fulshear's largest and most important assets is its access to talent. To understand this talent base and the industries that depend on it, TIP Strategies conducted an analysis of Fulshear's laborshed. As Fulshear-based workers, on average, commute about 45 minutes to work, TIP defined the laborshed as the ZIP Codes that lie within a 45-minute drive time. This area includes 142 ZIP Codes in the West Houston area. TIP analyzed the workers who live in this area and the industries that are located in this area.

KEY FINDINGS

- Fulshear has access to particularly high concentrations of workers in architecture & engineering, business & financial operations, and computer & mathematical occupations.
- The top five industries that use these occupations are professional services, regional & corporate operations, finance & insurance, information & media, and utilities. Professional services, finance & insurance, and regional & corporate operations are the three sectors that experienced positive growth over the last 10 years.
- Within these industry sectors are promising niches or subsectors. These are the most promising sectors.
 - Corporate, subsidiary, & regional managing offices
 - Support activities for oil & gas operations
 - Administrative & general management consulting

Two additional sectors are expected to grow more slowly and could also be a good fit, particularly where they overlap with the three sectors listed above. These sectors are as follows.

 - Computer system design services
 - Custom computer programming services
- The above industries, which are defined based on the North American Industry Classification System, loosely fall into the following industry or sector groups:
 - Corporate headquarters and offices
 - Professional and business services
 - Energy
 - Technology
- Another project or area that represents promise for Fulshear is higher education. To understand this opportunity, TIP analyzed the geography of Houston-area institutions and program offerings related to high-demand business & financial operations occupations and computer & mathematical occupations. Architecture & engineering was not analyzed due to the new University of Houston at Katy campus that will offer engineering courses.
 - As no institutions have a campus within a 10-mile radius of Fulshear, and the campuses available within 20 or 30 miles are largely to the east of Fulshear, TIP believes there would be student demand sufficient to support an additional campus.

- The laborshed's occupational strengths in business & financial operations and computer & mathematical could offer an opportunity for campus specialization.
- The high-demand occupations in these two occupational categories largely require a 4-year degree; thus, a 4-year institution would be an appropriate partner.
- The convergence between business & financial operations and computer & mathematical around data science and business analytics makes the pairing of these occupational categories advantageous.
- There is opportunity to offer programs that fill the various training gaps related to the high-demand occupations.

OCCUPATIONS AND INDUSTRIES

In the Fulshear laborshed, the occupational categories that have the highest concentrations of resident workers relative to the US are listed here.

- Architecture & engineering
- Construction & extraction
- Computer & mathematical
- Business & financial operations

Each of these categories have location quotients greater than 1.2. For the purpose of this analysis, TIP focused on three of these categories, which are bolded in Figure 106. Construction & extraction was omitted from the analysis due to the cyclical nature of the associated industries – construction and mining/oil & gas.

FIGURE 106. OCCUPATIONAL GROUPS BY RESIDENCE OF WORKER
FULSHEAR AREA (ZIP CODE 77441) VS. THE LARGER LABORSHED AREA

SOC CODE & DESCRIPTION	2018 RESIDENT WORKERS		
	Fulshear	Laborshed	LQ
17 Architecture & engineering	246	38,141	1.56
47 Construction & extraction	449	77,844	1.39
15 Computer & mathematical	204	40,656	1.21
13 Business & financial operations	378	75,588	1.21
11 Management	297	65,607	1.09
53 Transportation & material moving	367	81,356	1.09
49 Installation, maintenance, & repair	234	54,560	1.03
51 Production	282	66,844	1.02
43 Office & administrative	857	205,972	1.00
41 Sales	570	142,274	0.97
37 Property cleaning & maintenance	213	54,215	0.95
25 Education, training, & library	280	73,185	0.92
35 Food preparation & serving	344	107,759	0.77
29 Healthcare (technical)	198	70,068	0.68
39 Personal care & service	173	57,966	0.72
31 Healthcare (support)	92	32,208	0.69
27 Arts, design, & media	86	24,168	0.86
33 Protective service	85	26,986	0.76
19 Life, physical, & social science	71	13,348	1.28
23 Legal	59	15,559	0.91
21 Community & social service	51	14,288	0.87
45 Farming, fishing, & forestry	14	2,247	1.53
55 Military	14	1,936	1.77
TOTAL	5,564	1,342,775	1.00

Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.

Notes: The laborshed is defined as a 45-minute drive time from Fulshear. This definition combines 142 ZIP Codes in the West Houston area, including major employment centers like the Houston Central Business District (CBD) and the Texas Medical Center.

The top industries that use these occupational categories are listed in Figure 107. The top five industries that utilize these occupations are as follows.

- Professional services
- Regional & corporate operations
- Finance & insurance
- Information & media
- Utilities

Within each of these sectors, more than 20 percent of the workers are in computer & mathematical, architecture & engineering, and business & financial operations.

FIGURE 107. UTILIZATION OF SELECTED OCCUPATIONS BY INDUSTRY SECTOR

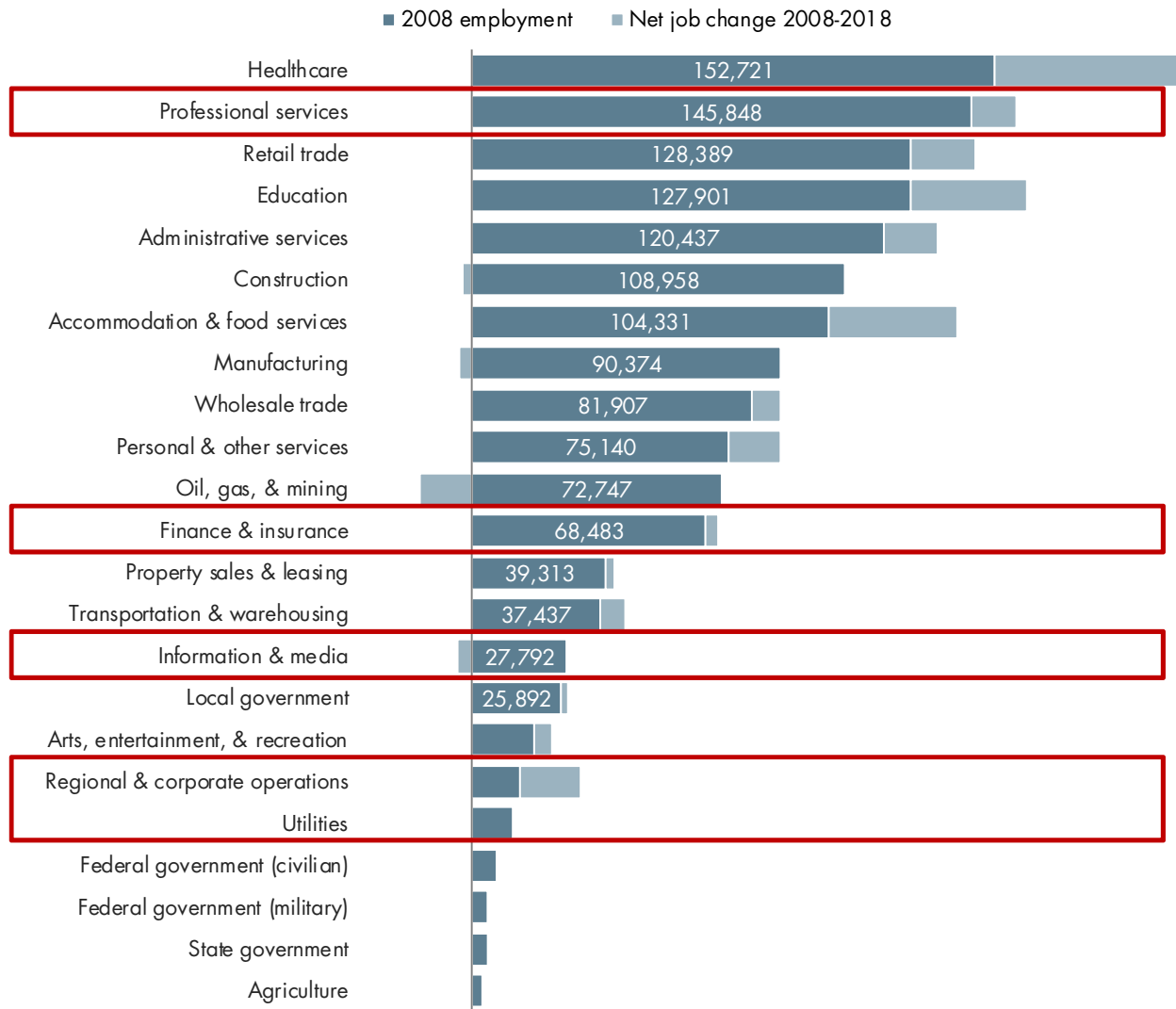
NAICS CODE & DESCRIPTION	SECTOR				
	Computer & mathematical	Architecture & engineering	Business & financial ops.	Other occupations	Total all occupations
54 Professional services	17.1%	10.5%	15.4%	57.0%	100.0%
55 Regional & corporate ops.	11.2%	2.8%	22.3%	63.7%	100.0%
52 Finance & insurance	6.9%	0.1%	24.5%	68.5%	100.0%
51 Information & media	20.4%	1.5%	7.9%	70.2%	100.0%
22 Utilities	3.8%	9.4%	8.1%	78.7%	100.0%
90 Government	2.5%	2.9%	10.0%	84.6%	100.0%
21 Oil, gas, & mining	1.7%	6.0%	5.5%	86.8%	100.0%
31-33 Manufacturing	2.3%	6.4%	3.9%	87.4%	100.0%
42 Wholesale trade	3.0%	1.1%	5.0%	90.9%	100.0%
56 Administrative services	2.4%	0.8%	4.0%	92.8%	100.0%
53 Property sales & leasing	0.7%	0.1%	5.6%	93.6%	100.0%
81 Personal & other services	0.8%	0.1%	4.9%	94.2%	100.0%
23 Construction	0.2%	1.3%	3.4%	95.1%	100.0%
61 Education	1.8%	0.2%	2.5%	95.5%	100.0%
71 Arts, entertainment, & recreation	0.4%	0.0%	3.0%	96.6%	100.0%
48-49 Transportation & warehousing	0.5%	0.4%	1.8%	97.3%	100.0%
62 Healthcare	0.7%	0.0%	1.7%	97.6%	100.0%
11 Agriculture	0.0%	0.0%	1.4%	98.6%	100.0%
44-45 Retail trade	0.3%	0.0%	1.0%	98.7%	100.0%
72 Accommodation & food services	0.0%	0.0%	0.4%	99.6%	100.0%

Source: US Bureau of Labor Statistics, Employment Projections Program, 2016–26 National Employment Matrix.

Note: Darker blue indicates higher utilization rates.

Of these top five industries (outlined in red in Figure 108), three experienced positive growth over the last 10 years. These are professional services, finance & insurance, and regional & corporate operations.

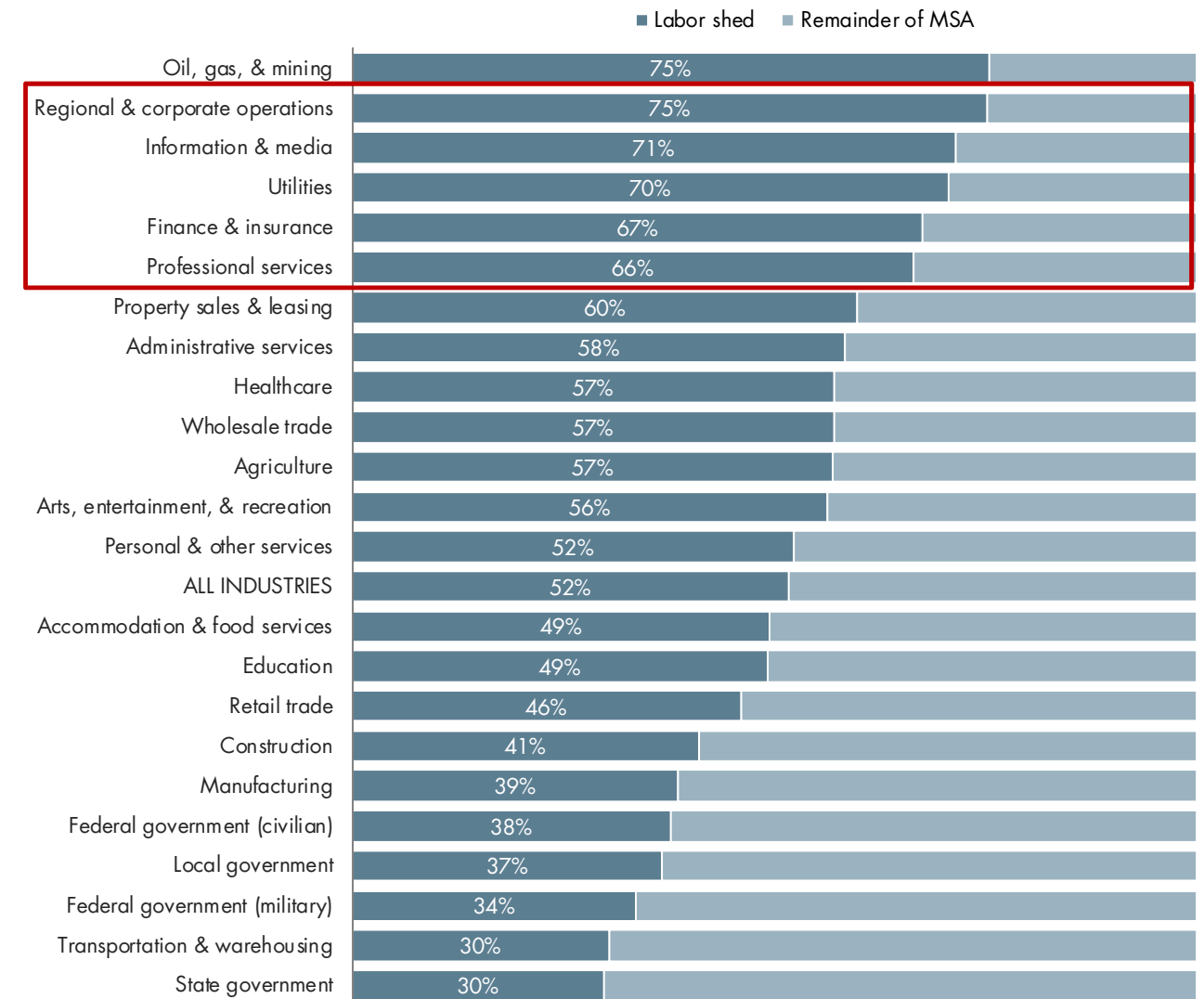
FIGURE 108. TOTAL EMPLOYMENT BY SECTOR IN THE FULSHEAR LABORSHED
2008 JOB BASE + NET CHANGE 2008–2018



Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Notes: The laborshed is defined as a 45-minute drive time from Fulshear. This definition combines 142 ZIP Codes in the West Houston area, including major employment centers like the Houston CBD and the Texas Medical Center. Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included in private sector industry totals rather than government.

All five of these industries are particularly focused in the Fulshear laborshed. Just over half of Houston’s employment is located in the Fulshear laborshed. However, three-quarters of all employment in regional & corporate operations is located in the laborshed, and more than 70 percent of all employment in information & media is located in the laborshed.

FIGURE 109. FULSHEAR LABORSHED’S SHARE OF THE METROPOLITAN STATISTICAL AREA (MSA)
2018 EMPLOYMENT BY SECTOR (AS A SHARE OF THE HOUSTON MSA)



Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Notes: The laborshed is defined as a 45-minute drive time from Fulshear. This definition combines 142 ZIP Codes in the West Houston area, including major employment centers like the Houston CBD and the Texas Medical Center. Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included in private sector industry totals rather than government.

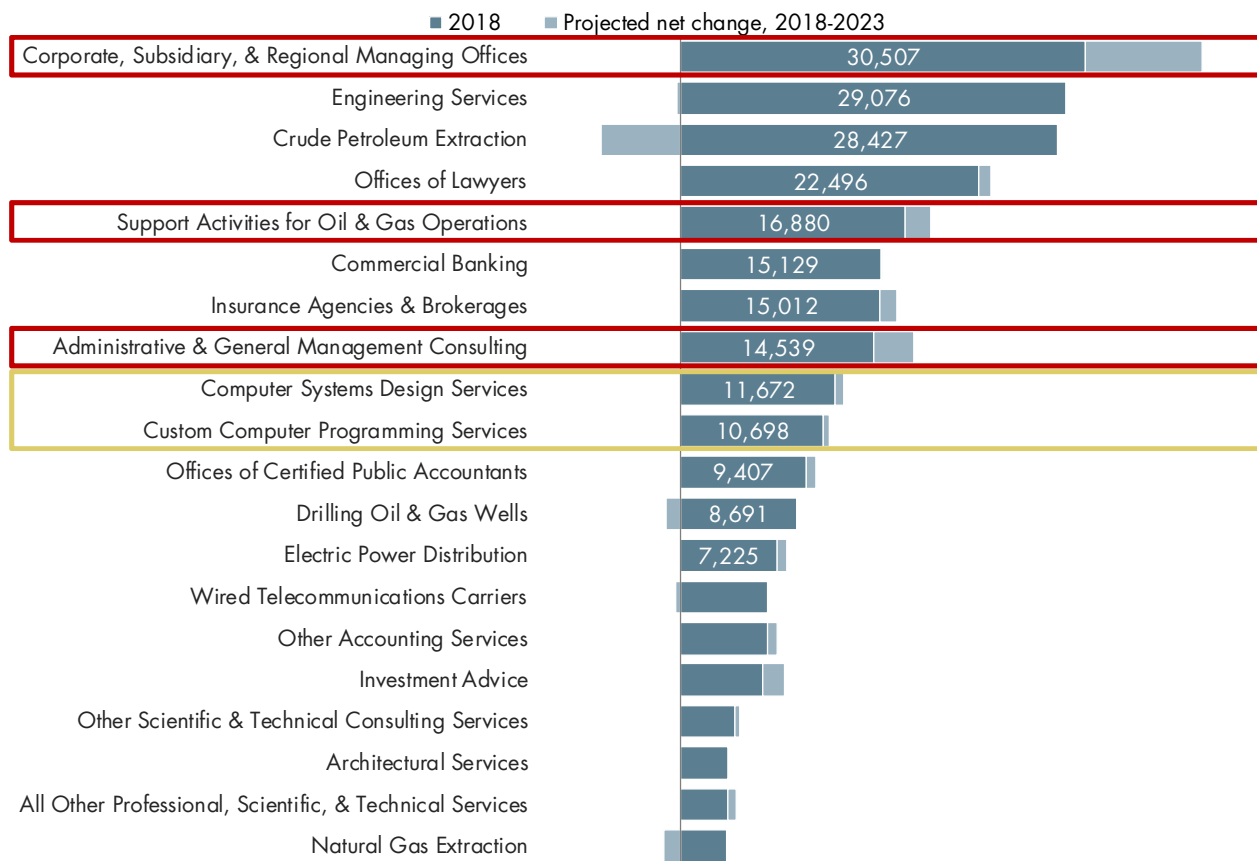
Within these five industry sectors are a number of industry niches that could serve as strong prospects for business attraction and would likely be good fits for Fulshear. These sectors employ a high concentration of workers in the occupational categories that represent Fulshear’s competitive advantage. They are also sectors that are expected to experience significant growth in the next 5 years. The most promising sectors are listed here.

- Corporate, subsidiary, & regional managing offices
- Support activities for oil & gas operations
- Administrative & general management consulting

Two additional sectors are expected to grow more slowly and could also be a good fit, particularly where they overlap with the three sectors listed above. These sectors are as follows.

- Computer systems design services
- Custom computer programming services

FIGURE 110. CURRENT AND PROJECTED EMPLOYMENT IN SELECTED INDUSTRIES WITHIN THE LABORSHED
2018 JOB BASE + PROJECTED NET CHANGE 2018–2023



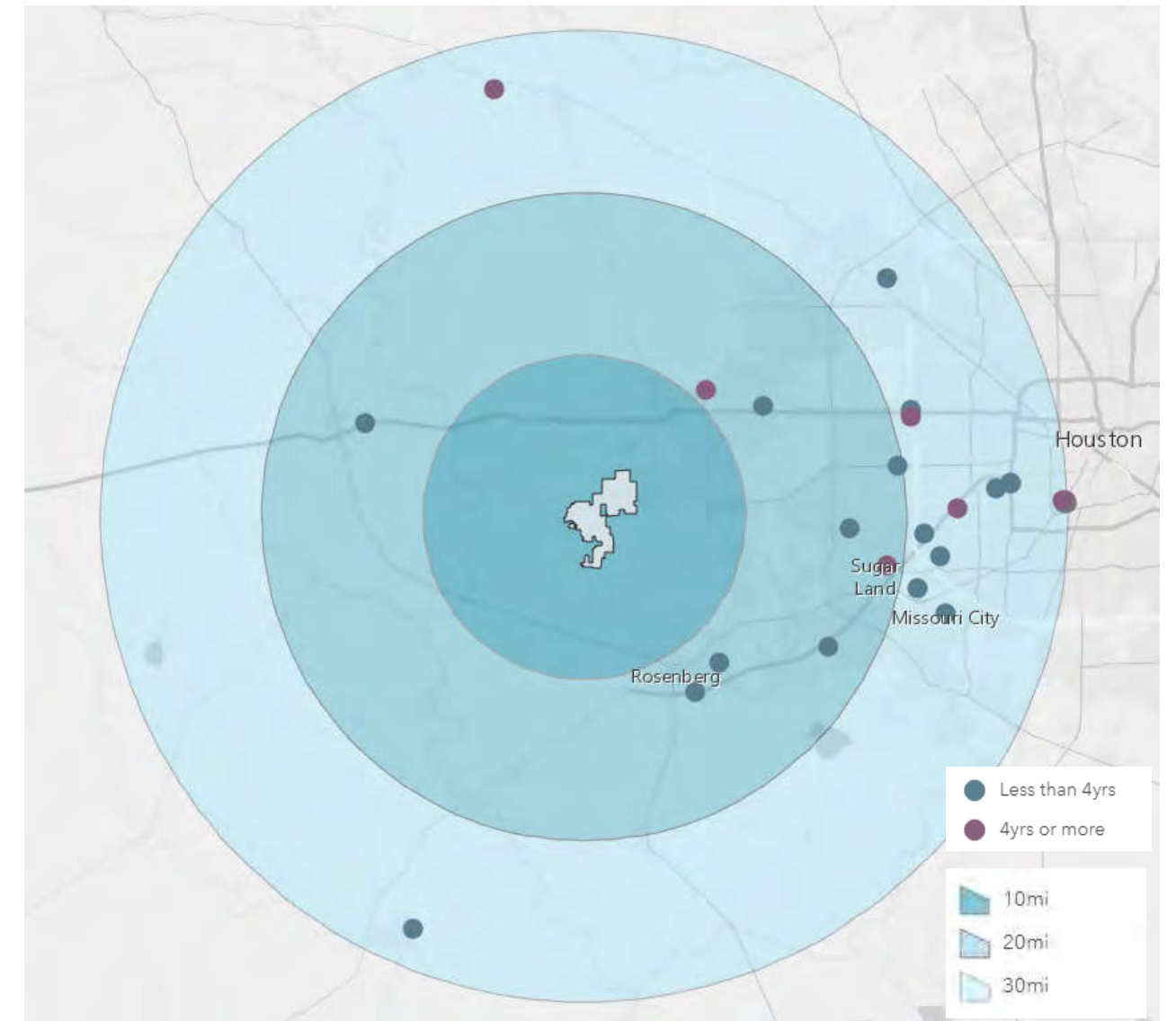
Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Notes: The laborshed is defined as a 45-minute drive time from Fulshear. This definition combines 142 ZIP Codes in the West Houston area, including major employment centers like the Houston CBD and the Texas Medical Center. Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included in private sector industry totals rather than government.

HIGHER EDUCATION INFRASTRUCTURE AND GAPS

One potential target industry or project that emerged from the public input was higher education. To understand the opportunity related to higher education, TIP identified high-demand occupations in business & financial operations and computer & mathematical occupations. Architecture & engineering occupations were not included due to the opening of the new Katy higher education campus, which includes the University of Houston Cullen College of Engineering.

Fulshear residents have access to a wide range of higher education choices within 20 or 30 miles of the City. There are currently no institutions within 10 miles. The City is not in a community college district, but the districts of Houston Community College, Wharton County Junior College, and Blinn College surround the City.

FIGURE 111. HIGHER EDUCATION CAMPUSES WITHIN A 10-MILE, 20-MILE, AND 30-MILE RADIUS OF FULSHEAR



For the purpose of this analysis, TIP used a sample of the institutions in the Houston Metro Area. These are listed in Figure 112. The largest two institutions are Lone Star College and University of Houston. Note: Texas State Technical College (TSTC) and University of Houston-Victoria (UHV) have a presence in the region but do not report completions for these campuses separately.

FIGURE 112. REGIONAL COMPLETIONS BY INSTITUTION AND ACADEMIC YEAR, 2015–2017
DEGREES AND AWARDS CONFERRED FOR CREDIT BY SELECTED INSTITUTIONS

INSTITUTION NAME	2015	2016	2017	AVG. LAST 3 YEARS
PUBLIC	47,714	51,957	54,808	51,493
Lone Star College system	7,995	9,020	9,535	8,850
University of Houston	9,279	9,524	9,473	9,425
San Jacinto College	5,235	6,519	7,645	6,466
Houston Community College	7,192	8,129	7,514	7,612
University of Houston-Downtown	2,436	2,882	3,527	2,948
Texas State Technical College	2,988	2,943	3,139	3,023
University of Houston-Clear Lake	2,571	2,579	2,595	2,582
Lee College	1,771	2,205	2,386	2,121
Blinn College	1,724	1,336	2,105	1,722
Texas Southern University	1,549	1,562	1,650	1,587
Prairie View A&M University	1,603	1,532	1,612	1,582
The University of Texas Health Science Center at Houston	1,414	1,498	1,465	1,459
Wharton County Junior College	741	1,074	1,075	963
University of Houston-Victoria	1,058	1,010	938	1,002
The University of Texas MD Anderson Cancer Center	158	144	149	150
PRIVATE NONPROFIT	5,930	6,013	5,943	5,962
Rice University	2,152	2,167	2,259	2,193
University of St. Thomas	1,016	1,042	994	1,017
Houston Baptist University	637	725	736	699
Altierus Career College-Houston Bissonnet	536	439	367	447
Baylor College of Medicine	350	342	341	344
South Texas College of Law Houston	339	338	293	323
Altierus Career College-Houston Hobby	354	343	273	323
Remington College Greenspoint Campus (North Houston)	234	248	262	248
North American University	65	89	181	112
Remington College Webster Campus (Houston Southeast)	180	210	173	188
Texas Chiropractic College Foundation Inc.	60	63	57	60
The Vocational Nursing Institute, Inc.	7	7	7	7
TOTAL FOR INSTITUTIONS SHOWN	53,644	57,970	60,751	57,455

Source: National Center for Education Statistics, Integrated Postsecondary Data System.
Note: Figures include first and second majors.

FIGURE 113. REGIONAL COMPLETIONS BY INSTITUTION AND AWARD LEVEL, 2017
DEGREES AND AWARDS CONFERRED FOR CREDIT BY SELECTED INSTITUTIONS

INSTITUTION NAME	Award less than 2 years	Associate's degree*	Bachelor's degree	Advanced degree	TOTAL
Lone Star College System	2,312	7,223			9,535
University of Houston			6,726	2,747	9,473
San Jacinto College	2,911	4,734			7,645
Houston Community College	1,301	6,213			7,514
University of Houston-Downtown			2,831	696	3,527
University of Houston-Clear Lake			1,337	1,258	2,595
Lee College	1,390	996			2,386
Rice University			1,195	1,064	2,259
Blinn College	330	1,775			2,105
Texas Southern University			1,002	648	1,650
Prairie View A & M University			1,128	484	1,612
The University of Texas Health Science Center at Houston		3	407	1,055	1,465
Wharton County Junior College	324	751			1,075
University of St. Thomas	—		359	635	994
Houston Baptist University			412	324	736
Altierus Career College-Houston Bissonnet	367				367
Baylor College of Medicine				341	341
South Texas College of Law Houston				293	293
Altierus Career College-Houston Hobby	273				273
Remington College Greenspoint Campus (North Houston)	227	25	10		262
North American University			68	113	181
Remington College Webster Campus (Houston Southeast)	136	37			173
The University of Texas MD Anderson Cancer Center			143	6	149
Texas Chiropractic College Foundation Inc				57	57
The Vocational Nursing Institute Inc	7				7
TOTAL FOR INSTITUTIONS SHOWN					56,674
INSTITUTIONS WITH A PRESENCE IN THE REGION					
Texas State Technical College	1,267	1,872			3,139
University of Houston-Victoria			626	312	938

*Associate's degree includes a small number of awards of more than 2 academic years, but less than 4.
Source: National Center for Education Statistics, Integrated Postsecondary Data System.
Notes: Figures include first and second majors. A dash (—) indicates that the program was offered at one time, but no completions were recorded during the period shown.

The most popular fields of study are general studies and liberal arts and sciences. These are primarily transfer degrees. After degrees in those fields of study, the most popular associate’s degrees are registered nursing and business. The most popular bachelor’s degrees are multi-/interdisciplinary studies and psychology.

FIGURE 114. TOP 25 REGIONAL COMPLETIONS BY FIELD OF STUDY AND AWARD LEVEL, 2017
DEGREES AND AWARDS CONFERRED FOR CREDIT BY SELECTED INSTITUTIONS, SORTED BY NUMBER OF COMPLETIONS IN 2017

CIP CODE	DESCRIPTION	Award less than 2 years	Associate's degree*	Bachelor's degree	Advanced degree	TOTAL
TOTAL FOR SCHOOLS ANALYZED		10,845	23,629	16,244	10,033	60,751
24.0102	General Studies		7,375	71		7,446
24.0101	Liberal Arts and Sciences/Liberal Studies	274	5,552	74	48	5,948
52.0201	Business Administration and Management, General	622	509	576	1,727	3,434
51.3801	Registered Nursing/Registered Nurse	218	994	681		1,893
52.0301	Accounting	265	240	832	304	1,641
48.0508	Welding Technology/Welder	1,224	228			1,452
30.9999	Multi-/Interdisciplinary Studies, Other		—	1,415	9	1,424
42.0101	Psychology, General		39	1,061	104	1,204
52.0101	Business/Commerce, General		891	220	11	1,122
41.0301	Chemical Technology/Technician	375	533			908
26.0101	Biology/Biological Sciences, General		191	616	39	846
11.0101	Computer and Information Sciences, General	177	111	332	116	736
22.0101	Law				675	675
15.1301	Drafting and Design Technology/Technician, General	407	214	—		621
52.0801	Finance, General			534	71	605
51.0801	Medical/Clinical Assistant	526	36			562
15.0404	Instrumentation Technology/Technician	264	267			531
47.0201	HVAC/Refrigeration Maintenance Technology	481	40			521
43.0104	Criminal Justice/Safety Studies	—	144	350	21	515
31.0505	Kinesiology and Exercise Science			426	33	459
15.0612	Industrial Technology/Technician	328	115	9		452
27.0101	Mathematics, General		209	194	49	452
13.0401	Educational Leadership and Administration, General				430	430
14.1901	Mechanical Engineering		43	264	118	425
51.3901	Licensed Practical/Vocational Nurse Training	418	—			418

Source: National Center for Education Statistics, Integrated Postsecondary Data System.
Notes: Figures include first and second majors and all TSTC and UHV campuses. A dash (—) indicates that the program was offered at one time, but no completions were recorded during the period shown.

To identify gaps in training and education, TIP identified high-demand occupations in business & financial operations and computer & mathematical occupations. The occupations with the largest number of openings are accountants & auditors, business operations specialists, and management analysts. The occupations with the largest number of new jobs is accountants, software developers, and management analysts. Of the high-demand occupations, 10 occupations have median annual earnings more than 10 percent above the US median. Five occupations are facing significant retirement exposure—management analysts, buyers & purchasing agents, compliance officers, cost estimators, and operations research analysts.

FIGURE 115. HIGH-DEMAND OCCUPATIONS
BUSINESS & FINANCIAL OPERATIONS, COMPUTER & MATHEMATICAL ONLY

SOC CODE	DESCRIPTION	2018 Jobs	DEMAND FACTORS				
			Projected Openings (2018-2023)	Net Job Change (2018-2023)	Wage Premium over US	% 55-64 Years	% 65+ Years
13-2011	Accountants & Auditors	23,238	11,933	1,621	1.14	17%	6%
13-1199	Business Operations Specialists, All Other	11,273	5,982	874	1.17	19%	5%
13-1111	Management Analysts	8,885	4,798	1,017	1.15	21% ◀	9%
13-1071	Human Resources Specialists	7,780	4,312	581	1.06	14%	4%
15-1132	Software Developers, Applications	9,403	4,133	1,102	1.08	10%	2%
15-1151	Computer User Support Specialists	8,997	3,857	637	1.12	13%	2%
15-1121	Computer Systems Analysts	9,659	3,302	208	1.07	15%	3%
13-1161	Market Research Analysts & Mktng. Specialists	4,566	3,292	949	1.14	10%	4%
13-1028	Buyers & Purchasing Agents	6,193	3,024	52	1.11	21% ◀	6%
13-2051	Financial Analysts	6,080	3,002	444	1.03	10%	3%
15-1142	Network & Computer Systems Admin.	5,154	1,782	218	1.19	11%	2%
13-1041	Compliance Officers	3,592	1,696	260	1.22	22% ◀	5%
13-1051	Cost Estimators	2,435	1,358	125	1.15	24% ◀	13% ◀
13-1081	Logisticians	2,337	1,287	158	1.11	15%	3%
15-1199	Computer Occupations, All Other	2,076	920	203	1.04	13%	2%
15-2031	Operations Research Analysts	1,630	745	238	1.05	20% ◀	4%
15-1134	Web Developers	1,512	651	128	1.04	7%	1%
15-1122	Information Security Analysts	1,049	503	151	1.05	14%	3%

Source: Emsi 2018.4—QCEW Employees, Non-QCEW Employees, and Self-Employed.
Note: Wage premiums greater than 1.10 are highlighted in dark purple. Triangles denote occupations where more than 20 percent are 55 to 64 years old or more than 10 percent are 65 years or older.

Of the high-demand occupations, all but two typically require a bachelor’s degree for entry. Web developers require an associate’s degree and computer user support specialists require some college.

FIGURE 116. EDUCATION AND TRAINING REQUIREMENTS FOR HIGH-DEMAND OCCUPATIONS
BUSINESS & FINANCIAL OPERATIONS, COMPUTER & MATHEMATICAL ONLY

SOC CODE	DESCRIPTION	Typical education needed for entry	Experience in a related occupation	Typical OJT* needed for competency in the occupation
13-1028	Buyers and Purchasing Agents	Bachelor's degree	None	Moderate-term OJT
13-1041	Compliance Officers	Bachelor's degree	None	Moderate-term OJT
13-1051	Cost Estimators	Bachelor's degree	None	Moderate-term OJT
13-1071	Human Resources Specialists	Bachelor's degree	None	None
13-1081	Logisticians	Bachelor's degree	None	None
13-1111	Management Analysts	Bachelor's degree	< 5 yrs.	None
13-1161	Market Research Analysts & Mktng. Spec.	Bachelor's degree	None	None
13-1199	Business Ops. Specialists, All Other	Bachelor's degree	None	None
13-2011	Accountants & Auditors	Bachelor's degree	None	None
13-2051	Financial Analysts	Bachelor's degree	None	None
15-1121	Computer Systems Analysts	Bachelor's degree	None	None
15-1122	Information Security Analysts	Bachelor's degree	< 5 yrs.	None
15-1132	Software Developers, Applications	Bachelor's degree	None	None
15-1134	Web Developers	Associate's degree	None	None
15-1142	Network & Computer Systems Admin.	Bachelor's degree	None	None
15-1151	Computer User Support Specialists	Some college, no deg.	None	None
15-1199	Computer Occupations, All Other	Bachelor's degree	None	None
15-2031	Operations Research Analysts	Bachelor's degree	None	None

*OJT means on-the-job training.
Source: Bureau of Labor Statistics.

In Figure 117, the high-demand occupations are matched with fields of study. Programs that are offered at selected institutions in the region are shaded blue or gray. Programs that are not offered in the region are shaded yellow.

Observations related to the alignment of training programs and high-demand occupations are offered here.

- **The number of openings is significantly higher than the number of completions for the following occupations.**
 - Human Resources Specialists
 - Market Research Analysts
 - Accountants & Auditors
 - Software Developers, Applications
 - Computer User Support Specialists

- Operations Research Analysts
- **A number of occupations have matching programs, but the programs are fairly general and lack occupational specificity.**
 - Cost Estimators
 - Management Analysts
 - Market Research Analysts
 - Financial Analysts
 - Information Security Analysts
 - Web Developers
 - Network & Computer Systems Administrators
- **The rise of business intelligence and analytics has created the need for advanced digital skills among business and financial operations analysts, leading to the convergence of business and information technology in these occupations.**
 - Management Analysts
 - Operations Research Analysts
 - Cost Estimators
 - Market Research Analysts
 - Financial Analysts
- **Computer occupations evolve rapidly, and the Standard Occupation Codes often do not capture emerging occupations.**

Computer Occupations, All Other is a catch-all category that includes emerging occupations, but data does not provide visibility into what these occupations are. Job posting analytics and employer input must be used to understand what these new and emerging occupations truly are.

FIGURE 117. HIGH-DEMAND OCCUPATIONS CROSSWALKED TO FIELDS OF STUDY
INCLUDING NUMBER OF DEGREES AND AWARDS CONFERRED AND ANNUAL OPENINGS

CIP CODE	Annual Openings → DESCRIPTION	BUSINESS & FINANCIAL OPERATIONS							COMPUTER & MATHEMATICAL							2017 TOTAL (w/o TSTC & UHV)	
		13-1051	13-1071	13-1081	13-1111	13-1161	13-2011	13-2051	15-1121	15-1122	15-1132	15-1134	15-1142	15-1151	15-1199		15-2031
		Cost Estimators	Human Resources Specialists	Logisticians	Management Analysts	Market Research Analysis & Mktg. Specialists	Accountants & Auditors	Financial Analysts	Computer Systems Analysts	Information Security Analysts	Software Developers, Applications	Web Developers	Network & Computer Systems Admin.	Computer User Support Specialists	Computer Occupations, All Other	Operations Research Analysts	
	Annual Openings →	272	862	257	960	658	2,387	600	660	101	827	130	356	771	184	149	
52.0201	Business Admin. & Mgmt., General	✓			✓												3,218
52.0301	Accounting					✓											1,577
52.0101	Business/Commerce, General	✓			✓												1,045
11.0101	Computer & Info. Sciences, General							✓				✓		✓			700
52.0801	Finance, General						✓										585
14.1901	Mechanical Engineering	✓															425
52.1401	Marketing/Marketing Mgmt., General				✓												377
11.0701	Computer Science							✓	✓	✓				✓			232
52.0205	Operations Mgmt. & Supervision			✓													239
15.1001	Construction Engineering Technology/Technician	✓															184
11.0401	Info. Science/Studies													✓			163

CIP CODE	Annual Openings → DESCRIPTION	BUSINESS & FINANCIAL OPERATIONS							COMPUTER & MATHEMATICAL							2017 TOTAL (w/o TSTC & UHV)	
		13-1051	13-1071	13-1081	13-1111	13-1161	13-2011	13-2051	15-1121	15-1122	15-1132	15-1134	15-1142	15-1151	15-1199		15-2031
		Cost Estimators	Human Resources Specialists	Logisticians	Management Analysts	Market Research Analysis & Mktg. Specialists	Accountants & Auditors	Financial Analysts	Computer Systems Analysts	Information Security Analysts	Software Developers, Applications	Web Developers	Network & Computer Systems Admin.	Computer User Support Specialists	Computer Occupations, All Other	Operations Research Analysts	
	Annual Openings →	272	862	257	960	658	2,387	600	660	101	827	130	356	771	184	149	
14.0901	Computer Engineering, General										✓						191
11.0901	Computer Systems Networking & Telecommunications								✓	✓							145
52.0203	Logistics, Materials, & Supply Chain Mgmt.			✓													160
14.0903	Computer Software Engineering										✓						137
11.0501	Computer Systems Analysis/Analyst								✓								118
11.1002	System, Networking, & LAN/WAN Mgmt./Manager									✓							38
11.1003	Computer & Info. Systems Security/Info. Assurance									✓			✓				33
52.1001	Human Resources Mgmt./Personnel Admin., General		✓														52
52.0213	Organizational Leadership				✓												54
11.0201	Computer Programming/Programmer, General										✓	✓					43
11.0202	Computer Programming, Specific Applications										✓						43
51.2706	Medical Informatics										✓				✓		45

CIP CODE	Annual Openings → DESCRIPTION	BUSINESS & FINANCIAL OPERATIONS							COMPUTER & MATHEMATICAL							2017 TOTAL (w/o TSTC & UHV)	
		13-1051	13-1071	13-1081	13-1111	13-1161	13-2011	13-2051	15-1121	15-1122	15-1132	15-1134	15-1142	15-1151	15-1199		15-2031
		Cost Estimators	Human Resources Specialists	Logisticians	Management Analysts	Market Research Analysts & Mktg. Specialists	Accountants & Auditors	Financial Analysts	Computer Systems Analysts	Information Security Analysts	Software Developers, Applications	Web Developers	Network & Computer Systems Admin.	Computer User Support Specialists	Computer Occupations, All Other	Operations Research Analysts	
45.0602	Applied Economics					✓											25
1.0106	Agricultural Business Technology													✓			
11.0801	Web Page, Digital/Multimedia & Info. Resources Design										✓						3
14.1801	Materials Engineering	✓															15
11.1001	Network & System Administration/Administrator								✓			✓					
11.1005	Info. Technology Project Mgmt.								✓					✓			12
11.1006	Computer Support Specialist												✓	✓			8
26.1104	Computational Biology													✓			8
52.0209	Transportation/Mobility Mgmt.			✓													8
19.0203	Consumer Merchandising/Retailing Mgmt.					✓											5
52.1301	Mgmt. Science														✓		4
14.3801	Surveying Engineering														✓		3
26.1103	Bioinformatics									✓				✓			2

CIP CODE	Annual Openings → DESCRIPTION	BUSINESS & FINANCIAL OPERATIONS							COMPUTER & MATHEMATICAL							2017 TOTAL (w/o TSTC & UHV)	
		13-1051	13-1071	13-1081	13-1111	13-1161	13-2011	13-2051	15-1121	15-1122	15-1132	15-1134	15-1142	15-1151	15-1199		15-2031
		Cost Estimators	Human Resources Specialists	Logisticians	Management Analysts	Market Research Analysts & Mktg. Specialists	Accountants & Auditors	Financial Analysts	Computer Systems Analysts	Information Security Analysts	Software Developers, Applications	Web Developers	Network & Computer Systems Admin.	Computer User Support Specialists	Computer Occupations, All Other	Operations Research Analysts	
11.0301	Data Process. & Data Process. Technology/Technician														✓		—
11.0804	Modeling, Virtual Environments & Simulation										✓						—
30.1601	Accounting & Computer Science						✓								✓		—
11.0102	Artificial Intelligence										✓						
11.0103	Info. Technology							✓	✓	✓							
11.0104	Informatics										✓						
11.1004	Web/Multimedia Mgmt. & Webmaster											✓					
14.3301	Construction Engineering	✓															
14.3601	Manufacturing Engineering	✓															
14.3701	Operations Research																
15.1204	Computer Software Technology/Technician										✓						
27.0305	Financial Mathematics							✓									
30.0801	Mathematics & Computer Science														✓		

CIP CODE	Annual Openings → DESCRIPTION	BUSINESS & FINANCIAL OPERATIONS							COMPUTER & MATHEMATICAL							2017 TOTAL (w/o TSTC & UHV)	
		13-1051	13-1071	13-1081	13-1111	13-1161	13-2011	13-2051	15-1121	15-1122	15-1132	15-1134	15-1142	15-1151	15-1199		15-2031
		Cost Estimators	Human Resources Specialists	Logisticians	Management Analysts	Market Research Analysts & Mktg. Specialists	Accountants & Auditors	Financial Analysts	Computer Systems Analysts	Information Security Analysts	Software Developers, Applications	Web Developers	Network & Computer Systems Admin.	Computer User Support Specialists	Computer Occupations, All Other	Operations Research Analysts	
		272	862	257	960	658	2,387	600	660	101	827	130	356	771	184	149	
30.3001	Computational Science														✓		
30.3101	Human Computer Interaction														✓		
43.0116	Cyber/Computer Forensics & Counterterrorism									✓					✓		
43.0117	Financial Forensics & Fraud Investigation						✓										
51.0709	Medical Office Computer Specialist/Assistant													✓			
52.0303	Auditing						✓										
52.0304	Accounting & Finance						✓	✓									
52.0305	Accounting & Business/Mgmt.						✓	✓									
52.0806	International Finance							✓									
52.0807	Investments & Securities							✓									
52.0808	Public Finance							✓									
52.1002	Labor & Industrial Relations		✓														
52.1003	Organizational Behavior Studies		✓														

CIP CODE	Annual Openings → DESCRIPTION	BUSINESS & FINANCIAL OPERATIONS							COMPUTER & MATHEMATICAL							2017 TOTAL (w/o TSTC & UHV)	
		13-1051	13-1071	13-1081	13-1111	13-1161	13-2011	13-2051	15-1121	15-1122	15-1132	15-1134	15-1142	15-1151	15-1199		15-2031
		Cost Estimators	Human Resources Specialists	Logisticians	Management Analysts	Market Research Analysts & Mktg. Specialists	Accountants & Auditors	Financial Analysts	Computer Systems Analysts	Information Security Analysts	Software Developers, Applications	Web Developers	Network & Computer Systems Admin.	Computer User Support Specialists	Computer Occupations, All Other	Operations Research Analysts	
		272	862	257	960	658	2,387	600	660	101	827	130	356	771	184	149	
52.1099	Human Resources Mgmt. & Services, Other		✓														
52.1399	Mgmt. Sciences & Quantitative Methods, Other															✓	
52.1402	Marketing Research					✓											
52.1403	International Marketing					✓											
52.1601	Taxation						✓										

Sources: (Crosswalks) O*NET, National Center for Education Statistics (NCES), Perkins IV Crosswalks; (Completions data) NCES, Integrated Postsecondary Data System.
 Notes: Figures include first and second majors. A dash (–) indicates that the program was offered at one time, but no completions were recorded during the period shown. Blue or gray highlighting indicates programs that are offered at selected institutions in the region. Yellow highlighting indicates a field of study crosswalked to occupation, but not offered in region.

APPENDIX 5. DATA AND METHODOLOGY

EMPLOYMENT

The industry and occupational data presented in this report were prepared using Emsi's foundational dataset, which integrates economic, labor market, demographic, and education data from over 90 government and private sector sources, creating a comprehensive and current database that includes both published data and detailed estimates with full coverage of the United States.

For a complete list of Emsi data sources, see: <https://www.economicmodeling.com/data-sources/>.

The company's core data consists of jobs (historical and projected) and earnings (current year) by industry and occupation for every ZIP code, metropolitan statistical area, and county in the United States. Emsi data are annual averages of jobs (not workers); full-time and part-time jobs are counted equally. There are three classes of workers that are included in the core dataset.

- QCEW Employees: A form of the US Bureau of Labor Statistics Quarterly Census of Employment and Wages (BLS QCEW) dataset that has been modified slightly by Emsi. Suppressions have been removed, public sector employment has been reorganized, and county and NAICS changes have been modified in past years for consistency. This dataset is designed to match QCEW in almost all cases and should be used in analyses where it is important to match official sources.
- Non-QCEW Employees: Attempts to cover jobs that fall under an employer-employee relationship but are not covered by QCEW. The major types of employment covered in this set include military jobs, railroad jobs, many nonprofit and religious workers, certain salespersons, miscellaneous federal government and some other government workers.
- Self-Employed: Covers people who, when responding to US Census Bureau surveys, consider self-employment to be a significant part of their income or time spent working. Most people normally considered "self-employed" would fall into this dataset.

With occupational data, beginning with its 2017.3 data run, Emsi uses the new BLS "occupational separations" methodology in its calculation of replacements and therefore openings. The BLS updated its methodology for calculating replacements because the old methodology (known as the "replacements" methodology) significantly undercounted the number of workers leaving occupations. This resulted in an artificially low number of replacements and openings. The BLS new methodology corrects the problem and provides a better estimate of true replacement needs. See <https://kb.economicmodeling.com/how-does-ems-i-calculate-job-openings/>.

EDUCATION AND TRAINING

Under the Higher Education Act of 1965, every college, university, and vocational or technical institution that participates in federal financial student aid programs, such as Pell Grants or federally backed student loans, is required to report annually to the US Department of Education on a range of indicators. Data are collected through a system of interrelated surveys and are made available through the Integrated Postsecondary Education Data System (IPEDS).

Each fall, institutions report on the number of awards conferred for credit by field of study, by award level, and by the gender and race or ethnicity of the recipient. These data are referred to as "completions." Data on completions for the most recent academic year available was downloaded from IPEDS for all schools in the region that participate in IPEDS surveys, except for schools in which training was limited to cosmetology.

GIS METHODOLOGY

When analyzing the Fort Bend Central Appraisal District (CAD) GIS layer, similar land use categories were grouped together as follows:

Residential=RI, RX, RW, RC, RB, RR, RG, HS, CH*

Rural/Agriculture=RA, PN, PI, PO, WPN, WPI, WGC, WPO, FR, GC, BK, HO, TF

Commercial=CP, CS

Industrial=IP

Other=CM, RD, Blank

CM (Commercial Miscellaneous) land use appears to cover tax-exempt land, waterways, and roads.

To analyze land area-related statistics, the GIS generated land area field (Shape_Area) was used as the Land Size field in the CAD database was null for a sizeable number of parcels and had several presumed typos that materially changed the calculations.