

Elevating Bastrop: An Economic Development Action Plan to Attract Talent and Investment

September 23, 2019

Prepared for the:

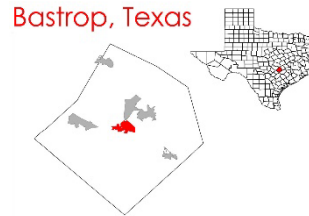
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EDC

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Executive Summary

In April 2019, the Bastrop Economic Development Corporation (EDC) partnered with Garner Economics, LLC to help create a multi-year strategic plan to guide economic development activities in the City. The EDC envisioned a strategy that would build on previous work and help the City identify ways to influence high-quality job creation and talent recruitment to the area based on its strengths as a business location.



The resulting plan, **ELEVATING BASTROP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT**, details the asset development, marketing, and organizational changes the EDC, the City, and the EDC’s economic development partners must make to strengthen Bastrop as a competitive business location. The end result will help the City attract and retain businesses that will create jobs and opportunities and attract more talent to the area.

Specifically, the scope of services for the overall project included:

- A comprehensive and holistic assessment of key forces driving the area’s economy;
- An **ASSETS AND CHALLENGES ASSESSMENT (A&C)** of Bastrop from the perspective of a site-location consultant that facilitates investment decisions;
- Recommendations for business targets suitable for the City to pursue based on our research and analysis; and finally,
- A set of implementable recommendations that the EDC and leadership in Bastrop can utilize to enhance the economic well-being of the area and make the City a desirable location for business and talent while sustaining and enhancing its character and quality of place.

FIGURE 1: PROJECT PROCESS



Analysis and Assessments

In July 2019, Garner Economics published a summary of the Phase 1 discovery process, called the **COMPETITIVE REALITIES REPORT**—a compilation of local and regional facts and data points. Combined with the A&C (and the background analysis and research that validate it), this discovery process informed the work to identify target business sectors for Bastrop and recommendations to enhance Bastrop’s economic vitality and its ability to both attract and retain companies and talent. The assessments and key findings were presented to the EDC and are summarized in Chapter 1.

Target Business Sectors







The optimal business sector targets presented in Chapter 2 provide the rationale for five core business sector targets and one target for improving Bastrop’s quality of place. Together, the targets will help Bastrop grow and diversify its economic base, as well as mitigate identified challenges. These targets are best fits for Bastrop based on the current economic and business climate conditions. The targets are recommended given the City’s attributes, assets, and proximity to other economic drivers (Figure 2).

Recommendations

In conducting this analysis, the Garner Economics team found that Bastrop has some assets, but also has several challenges that need to be overcome or mitigated to strengthen the City’s competitiveness as a place for business. While the City is well poised to set itself apart and provide value to the target business sectors, Bastrop must be proactive in building its real estate portfolio and build its talent pipeline.

Chapter 3 offers a set of implementable recommendations that will help the EDC better focus its efforts to attract high-quality companies and talent and position the City to leverage the next wave of economic growth. The recommendations also set a foundation the community can build upon to become an optimal business location choice within the Austin MSA.

FIGURE 2: IDENTIFIED TARGET BUSINESS SECTORS

CORE TARGETS	
	Life Sciences
	Agribusiness/Food & Beverage Processing
	Film & Creative Services
	Niche Manufacturing
	High-Value Business Services
QUALITY OF PLACE	
	Experiential & Hospitality

The recommendations reflect items that the EDC, the City of Bastrop, and other economic development partners should undertake to mitigate the current product challenges and better position itself to site-location advisors or companies in the identified target business sectors. The recommendations also include tactics the EDC can use to leverage strengths and effectively market Bastrop to those targets.

The recommendations are broken into three categories:

- **Strengthen the Product:** Asset development initiatives to ensure Bastrop can compete to attract, retain, and grow the types of companies and talent the community desires;
- **Tell the Story:** Marketing approaches for the City to share the economic dynamism of the area with target prospects and talent; and
- **Execute Effectively:** Organizational adjustments that allow the City to work proactively in those areas that will directly impact the economic growth the community desires.

Additionally, the resulting recommendations identify areas where the City can act as a catalyst to lead initiatives to improve the City’s quality of place and business climate. The tactics to market the City to prospective target businesses are primarily for the EDC. However, the messaging and brand refresh should be supported by all economic development organizations working to improve Bastrop.

enhance its economic development service delivery, reposition marketing efforts to target specific business clusters, and advocate for initiatives that will build upon and improve the City’s available product and overall business climate. By highlighting its unique advantages and existing assets, the EDC can shape the City’s economic future and encourage the business and talent growth the community desires.

The recommendations proposed in [ELEVATING BASTROP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT](#) call on the EDC to

Strengthen the Product	Tell the Story	Execute Effectively
<ol style="list-style-type: none"> 1. Develop a speculative building in the Bastrop Business and Industrial Park suitable to accommodate businesses from the targeted industry sectors list. 2. Work to convince the community of the merits of attracting a new technical college in Bastrop. 3. Develop a sports destination complex for local use and destination attraction for amateur sports tourism. 4. Create an Entrepreneurial Center (or Knowledge Center) that would include a small-business incubator and makerspace. 	<ol style="list-style-type: none"> 1. Enhance the EDC’s marketing tools and tactics in its external and internal outreach efforts. <ol style="list-style-type: none"> a. Update the EDC’s website for greater functionality and graphic appeal. b. Enhance and utilize social media channels for local community awareness. 2. Conduct a focused, targeted outreach to Austin and San Antonio area real estate brokers and developers. 3. Conduct targeted consultant calls in key markets. 4. Execute a process for lead generation and business target profiling with the targeted companies. 	<ol style="list-style-type: none"> 1. Create a one-stop permitting office to streamline the permitting process and create an internal culture of “yes.”

Chapter 1: Where Bastrop Stands as a Place for Business

A Summary of the Competitive Realities Report



This chapter summarizes the team's findings in the Discovery Phase. A more detailed discussion of the following information was presented to the EDC as a **COMPETITIVE REALITIES REPORT** in July 2019.

The **COMPETITIVE REALITIES REPORT** is an objective and subjective evaluation of where Bastrop stands as a place for business. To build the report, the team collected data, conducted on-site visits, and solicited opinions and feedback from the area's stakeholders from a site-selection perspective. The team used the same criteria and measures that potential companies looking to invest or expand in Bastrop would employ. Additionally, the City's economic position was compared against the Austin-Round Rock Metro, the state of Texas, the nation, Bastrop County, and two benchmark communities, where possible or relevant. The two benchmark communities selected by the Bastrop EDC were Fredericksburg, Virginia, and Tomball, Texas. These were selected because Bastrop either competes with them currently or because Bastrop aspires to be more like them.

Three primary vehicles were used to make the assessment: an Assets and Challenges Assessment; a Labor, Demographics, and Economic Analysis; and research composed of a series of focus groups and an electronic survey.

In addition to informing the targeting and recommendations phases of the project, having a solid sense of where Bastrop stands allows the City to recognize its strengths as a business location so they can be marketed. It also allows the City to identify gaps in the area's product, so that steps can be taken to mitigate those gaps and nurture a more attractive business climate.

What Stakeholders Think

As a complement to the assessment of the physical and regulatory structure of Bastrop, Garner Economics conducted four focus groups with key community stakeholders and issued an online survey to solicit a variety of perceptions of the City's business climate. The objective was to gather stakeholders' thoughts on Bastrop's attractiveness to companies, the types of companies that would be a good fit for the area, and facets of the City's business climate that need improvement.

Forty-three people participated in four groups held on June 4, 2019. The focus groups were organized into the following categories: Large Employers; Small Businesses/Entrepreneurs; Government, Academia, Nonprofits; and Real Estate Developers.

The electronic survey was built based on feedback garnered from the focus groups. It was distributed by the Bastrop Chamber of Commerce. The survey was open June 20–28, 2019, and was completed by 87 people.

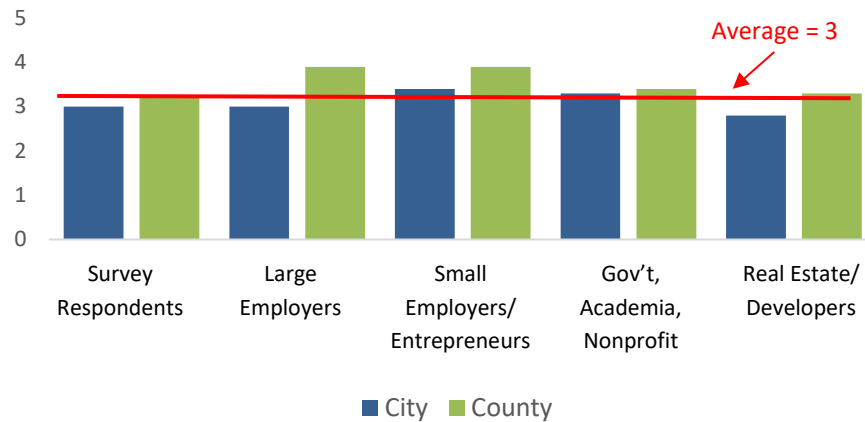
As reported in the **COMPETITIVE REALITIES REPORT**, several high-level themes emerged from the stakeholder engagement that validate and reinforce the Discovery Phase assessments and analysis. They are presented below. *Garner Economics recognizes that the comments (and their summation) may not necessarily be statements of fact, but represent opinions or perceptions.*

Business climate & building permits/process

Both focus group participants and survey respondents felt that the City's permitting and planning process could be improved. Citing unclear rules and lack of consistent timing, both ranked the difficult permitting process as one of the largest obstacles to enticing new development in Bastrop. However, many focus group members noted that the permitting process in Bastrop is easier than it is in Austin or in other states, such as California.

When asked to rank the City of Bastrop and Bastrop County on their business climate, with “1” being the worst and “5” being the best, the focus groups and survey respondents gave the City an average score of 3.0 and the County a score of 3.5. The Small Business focus group gave the highest scores for both (3.4 for the City and 3.9 for the County). The Real Estate focus group gave the City its lowest ranking (2.8) and the Survey Respondents gave the County its lowest ranking (3.2).

FIGURE 1.1: BUSINESS CLIMATE SCORES



Lack of adequate infrastructure

Focus group participants and surveys both noted the area’s road network and transportation infrastructure most frequently when asked what infrastructure the City and County are lacking. Focus group participants also noted the lack of broadband internet and missing or outdated water and sewer infrastructure. Survey respondents noted parking downtown and the lack of a community center as the second and third top infrastructure needs.

Workforce concerns

Focus group participants, in particular, felt that the quality and quantity of the available workforce is a major concern for Bastrop’s future competitiveness. The City’s small labor pool and lack of sufficient training options result in a workforce that has poor soft and technical skills. The area suffers from being proximate to the Austin market and often loses workers who are willing to commute farther for higher pay options. The City also has a relatively low unemployment rate which has created a tight labor market, and—in the opinion of both groups of stakeholders—lacks affordable housing options for workers.

While the Bastrop Independent School District offers courses in engineering and other technical career paths, an early college and internships, the community does not have a community or technical college.

“Housing has been a real issue. Getting these folks to come to Bastrop and live in Bastrop has been a real issue. I’m struggling at every level.”
—Focus Group Participant

Quality of Place Assets

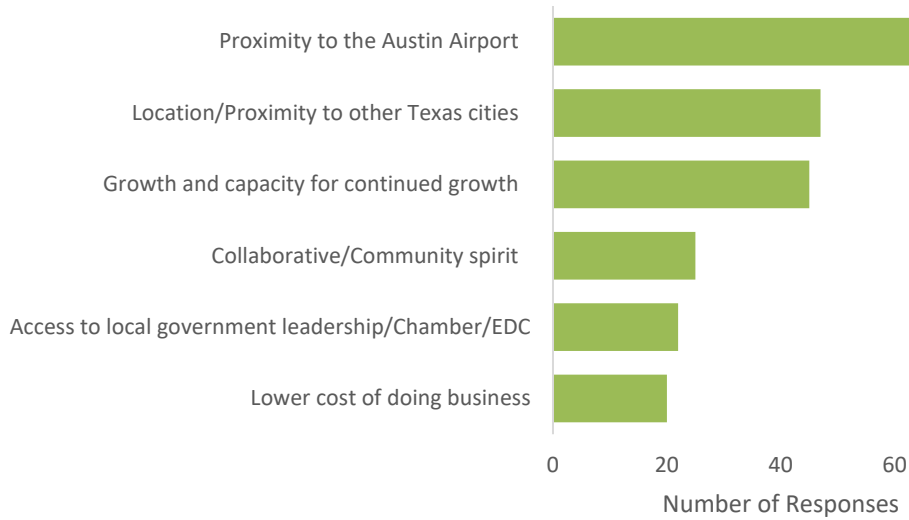
Both focus group participants and survey respondents noted that Bastrop suffers from not having a well-known brand. They noted the opportunity of leveraging the river and downtown to continue to enhance the community’s quality of place. Both focus group participants and survey respondents also note that Bastrop lacks a community center and would benefit from more recreational facilities, including a hotel attached to the Bastrop Convention Center.

Economic Development Service Delivery

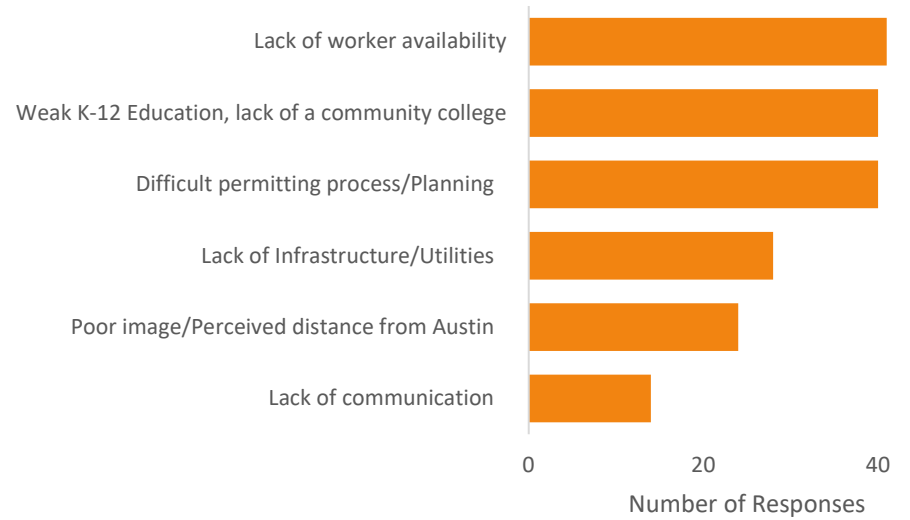
When asked to comment on economic development service delivery in Bastrop, focus groups noted that there is often confusion around what group performs which services and what their funding sources are. They note that economic development in the community feels disconnected.

FIGURE 1.2: SAMPLE OF SURVEY RESPONSES

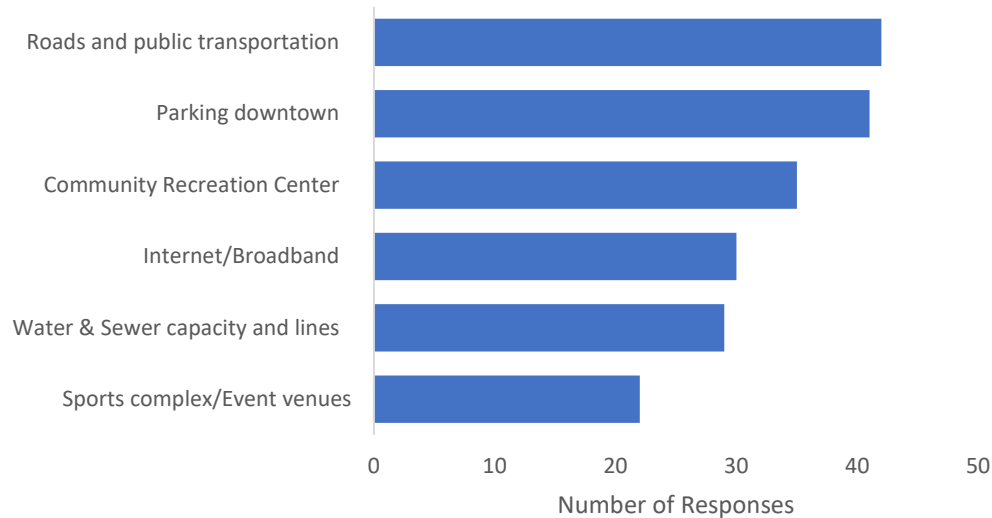
What do you see as the community's strengths?



What do you think are some of the biggest obstacles that inhibit the region in its ability to attract, expand, or retain businesses and investment?



What hard or soft infrastructure is weak or missing in the area?*



*For the purposes of the question, hard infrastructure is defined as the physical networks such as roadways, sewer, broadband internet, airports, etc.; soft infrastructure refers to institutions or places that support the economic, health, and cultural climate of a place, such as the education system, the health care system, system of government, and/or parks.

Assets and Challenges Assessment

Concurrent to soliciting stakeholder perspectives, Garner Economics undertook primary and web-based research to assess where the City stands. The team used a rigorous set of techniques based on fully sourced and reliable datasets to completely understand Bastrop's current economic state. This assessment was undertaken from the perspective of businesses looking at Bastrop as a possible location for operations and was grounded in decades of economic development, site-location analysis, and business sector targeting experience.

A key component of the Discovery Phase was the **ASSETS AND CHALLENGES ASSESSMENT**, which is a compilation of local facts and data points with quantitative analysis and some subjective opinions. These are the same variables typically employed when undertaking a locational assessment for a corporate client.

Garner Economics analyzed 53 community factors as part of the assessment. Ratings were identified by evaluating the City's position for

each of the factors against the Austin-Round Rock Metro, the state of Texas, the nation, Bastrop County, and two benchmark communities, where possible or relevant. The two benchmark communities selected by the Bastrop EDC were Fredericksburg, Virginia, and Tomball, Texas.

Of the 53 variables analyzed, 18 were considered an *Asset* for the community and 15 were considered a *Challenge* (20 are rated as *Neutral*). As noted in the **COMPETITIVE REALITIES REPORT**, a ratio of 18 *Assets* to 15 *Challenges* is considered a marginally positive assessment. However, any of the 15 factors rated as *Challenges* (especially product inventory) and the 20 rated as a *Neutral* can deter or disqualify an investment decision for the community. The recommendations in Chapter 3 were developed to mitigate some of the issues characterized as either *Neutral* or a *Challenge*.

The following tables summarize the key findings of the **COMPETITIVE REALITIES REPORT**, using the symbols and definitions below.

REPORT DASHBOARD



Asset. Indicates the City is better (more positive) compared to the majority of the benchmark geographies or points to a positive trend or asset within the City as a competitive strength versus the benchmark locations. An asset suggests a competitive advantage.






Neutral. Indicates Bastrop is neutral or normal, neither positive nor negative. Indicator may represent an observation or be in the middle of the benchmark geographies. A neutral rating is considered the norm for economic development opportunity and competitiveness.






Challenge. Indicates the City has a worse rating for that particular factor compared to a majority of the benchmark geographies or points to a negative trend or challenge within the City. A challenge is considered a relative deficiency compared to other locations. If not addressed, a challenge may become an impediment to successful economic development.

FIGURE 1.3: BASTROP ASSETS AND CHALLENGES

Detailed data and rationale for the ratings can be found in the **COMPETITIVE REALITIES REPORT**.

	 Assets	 Challenges	 Neutral
Access to Markets	<ul style="list-style-type: none"> Centrally located for major regional market Centrally located for national market Well positioned to serve international markets Within 1 hour of commercial air passenger service 	<ul style="list-style-type: none"> Lack of port facilities (inland and/or water) 	<ul style="list-style-type: none"> Interstate highways Rail service General aviation airport capable of handling corporate aircraft Broadband availability and speeds
Labor	<ul style="list-style-type: none"> Availability of technicians and scientists Cost of labor 	<ul style="list-style-type: none"> Lack of skilled industrial workers (manufacturing) Lack of postsecondary vocational training Lack of an engineering-degreed program offered locally 	<ul style="list-style-type: none"> Availability of office and admin support workers (clerical) Availability of managerial personnel Within ½ hour of major university/college
Access to Resources	No relative Assets noted	<ul style="list-style-type: none"> Lack of manufacturing processes 	<ul style="list-style-type: none"> Availability of business and professional services Availability of agricultural products (including livestock and poultry) for processing or sale
Access to Space	<ul style="list-style-type: none"> Availability of fully served and attractive office sites 	<ul style="list-style-type: none"> Lack of fully served and attractive office sites Lack of suitable flex space (buildings) Lack of suitable office space (Class A and B space) 	No <i>Neutral</i> assessments

	 Assets	 Challenges	 Neutral
Access to Capital	<ul style="list-style-type: none"> Financing available through the City for business activity growth and retention 	<ul style="list-style-type: none"> Lack of low-interest loans or grants for small business from public sources Lack of venture capital from local sources for business startups or early-stage funding 	<ul style="list-style-type: none"> Availability of tax-exempt financing for new industrial facilities
City's Economic Development Department	<ul style="list-style-type: none"> Adequate level of professional staff Local economic development organization has a strategic plan Level of cooperation between various organizations involved in economic development activity Level of funding for local economic development program 	No relative <i>Challenges</i> noted	<ul style="list-style-type: none"> Involvement of both public and private sectors Level of awareness of community regarding economic development
Government Impact on Business	<ul style="list-style-type: none"> Availability/capacity of water and wastewater treatment Availability and type of local incentives 	<ul style="list-style-type: none"> Local public schools test scores Business permitting procedures and costs 	<ul style="list-style-type: none"> Condition and maintenance of local streets Local property taxes
Quality of Place	<ul style="list-style-type: none"> Cost-of-living index Availability of major shopping facilities Variety of local restaurants Appearance of the Central Business District(s) 	<ul style="list-style-type: none"> Lack of apartments Level of crime Lack of adequate medical facilities 	<ul style="list-style-type: none"> Availability of executive-level housing Availability of moderate-cost housing Level of cultural activity (visual and performing arts) Availability of recreational opportunities General appearance of the community Availability of AAA three-diamond or higher hotel properties

Demographic, Labor, Economic Trends, and Retail Analysis

As a complement to the asset benchmarking work above, Garner Economics examined Bastrop’s economic position relative to itself over time, Bastrop County, the Austin-Round Rock Metro, the state of Texas, the nation, and two benchmark communities (Tomball, Texas, located in the Houston Metro area, and Fredericksburg, Virginia, within the Washington D.C. Metro area).

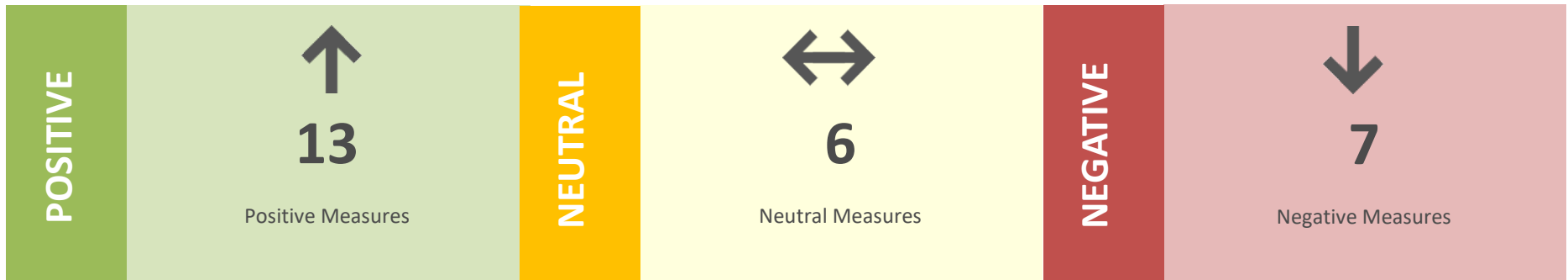
For analysis, the City of Bastrop was utilized for most demographic and economic indicators. A handful of data points were only available at the



metropolitan level or at the ZIP code level (Industry and Occupational measures). The ZIP code used in this area is 78602.







This analysis relies heavily on raw, objective data collected by governmental or impartial third-party agencies. In all cases, the original and most currently available data for all geographies (as of May 2019) is used. Garner Economics conducted all unique calculations and computations from the original.







The scorecards presented below are provided in more detail within the **COMPETITIVE REALITIES REPORT**.


DASHBOARD INDICATORS SCORING









Demographic & Community Trends		
Population		Bastrop has an excellent growth rate of 34.1%, measuring population growth from 2008 to 2018. The City’s growth outpaced the County and metro areas. Bastrop’s location near Austin benefits the growth and will continue to affect the population in the surrounding area.
Age Distribution		Bastrop has an uneven distribution of age groups. Bastrop had the highest concentration of 10- to 19-year-olds (15.6%) and those aged 40 to 49 years (16.5%) as well as of those aged 70 to 79 years. Bastrop’s growth in the past five years shows the increase of those aged 10 to 19 years (6.4%) but a decrease of all age groups under 40 years. Fredericksburg’s university population is behind its median age of 29.9 years, which is the youngest population. Bastrop has the oldest population with a median age of 41.3 years.

Demographic & Community Trends, continued		
Diversity		<p>By itself, racial diversity is not a determining factor in local economic competitiveness. Talent attraction and retention are key factors in economic development today. There is a rising awareness by some companies with strong corporate cultures regarding diversity to seek areas that reflect or support inclusiveness and tolerance among many groups of people.</p> <p>Bastrop mainly comprises those who identify themselves as <i>White</i>, with 82% of the population, and has the highest percentage of individuals considered <i>Some Other Race</i> (13%). Bastrop has a high rate of individuals who are of <i>Hispanic or Latino Origin</i>, at 23%.</p>
Migration		<p>Bastrop has a close relationship with the Austin-Round Rock Metro and other Texas counties when it comes to migration. The community gains most of its migrating residents from Texas (98%) with only 2% moving from a <i>Different State</i>.</p> <p>Bastrop gained approximately 850 people who have moved into Bastrop in the last year from a location outside of Bastrop County, which makes up 11% of the total population in the City of Bastrop. Most, 96%, were <i>Native U.S. Citizens</i> with the remainder evenly divided among <i>Naturalized U.S. Citizens</i> and noncitizens.</p>
Educational Attainment		<p>Bastrop’s population shows a diversity of educational attainment with approximately 33% achieving an <i>Associate Degree</i> or higher. Bastrop residents are primarily <i>High School Graduates</i> or attended <i>Some College</i> without completing a degree (combined 53.7%). That stated, Bastrop County still has the highest rate of population with <i>Less than High School</i> education as well as those who have attended <i>Some College, No Degree</i>.</p>
Secondary School Performance Test Scores		<p>The ACT and SAT exams are standardized tests for college admissions in the United States and are a widely accepted measure of education quality. Bastrop Independent School District does not test well compared to benchmarks, state, and national performance. Bastrop did improve from 2016 to 2017 on both ACT and SAT test scores.</p>
Secondary School Performance Graduation Rate		<p>The share of high school students that graduate within four years of beginning ninth grade is an important measure of the performance of local public school districts. Bastrop Independent School District has a <i>Graduation Rate</i> consistently above 90%. For 2017, Bastrop has the second highest <i>Graduation Rate</i> for all benchmarks, behind Tomball Independent School District, which was the top performer for all years studied.</p>
Household Income Distribution		<p>Bastrop has strength in the middle-income range with the highest concentration of households in the middle range of income among all benchmarks with the most households earning \$35,000 to \$100,000. The percentage of households earning \$50,000 to \$75,000 make up about 21% of all households and spike above all other groups.</p> <p>Five-year growth patterns show a growing share of households earning \$35,000 to \$99,999 annually with stronger growth at the lower end of this spectrum. Of concern is the decline of higher income groups, most notably the \$100,000 to \$149,999 income group, which declined more than 6%.</p>

Demographic & Community Trends <i>(continued)</i>		
Median Household Income		Bastrop <i>Median Household Income</i> for 2017 is \$52,850, which is behind all other benchmarks except Tomball. Austin-Round Rock had the highest <i>Median Household Income</i> at \$69,717 for 2017.
Personal Income		Earnings for individuals reflect the income for residents regardless of where they work or others' earnings in their household. Bastrop residents who are full-time, year-round workers would tend to be lower-middle income based on personal income distribution for 2017. Bastrop has the highest percentage of people earning \$50,000 to \$74,999 among all geographies, at 25.6% of its workers. The City also ranked the highest with <i>Personal Income</i> from \$75,000 to \$99,999 at 10.6%. However, the average <i>Personal Income</i> for Bastrop is \$50,692, second lowest of all geographies and just above Bastrop County's average <i>Personal Income</i> of \$50,495.
Per Capita Income		Bastrop's <i>Per Capita Income</i> declined by 11.6% in the past five years. The only geography to decline, Bastrop's 2017 per capita income is \$23,805, and it's the lowest among all benchmarks.
Poverty		Interestingly, after unimpressive income performance for Bastrop, the City has the lowest poverty rate for all benchmarks at 11%. However, the poverty rate for children is higher, nearing 21%.
Crime		Bastrop's crime rates are high. The <i>Violent Crime Rate</i> —58.3 crimes reported per 10,000 persons—and the <i>Property Crime Rate</i> —478.6 crimes reported per 10,000 persons—are significantly above all other benchmarks.
Cost of Living		Bastrop has quite an affordable <i>Cost of Living</i> compared to the other communities in this study. Texas achieved a statewide cost of living of 91, which is reflective of its communities including Bastrop. The City's low Cost-of-Living Index rating of 92 ranks Bastrop below the national average of 100.

Economic Dynamics & Employment Trends		
Labor Force Participation		<i>Labor Force Participation</i> rates have been dropping across the country due to an aging population and other employment factors. This said, Bastrop’s declining <i>Labor Force Participation</i> rate of 6.5% from 2012 to 2017 is concerning. The City’s participation rate of 54.6% for 2017 is well below all benchmarks.
Labor Draw		Bastrop has a labor force of 4,400 in 2018, according to ESRI estimates. Using a 30-minute drive-time analysis from Bastrop, the <i>Labor Draw</i> increases exponentially to 85,124. A 45-minute drive-time analysis pulls from more of Austin’s dense neighborhoods reaching a labor force of 650,492 and a population of 1,193,242.
Unemployment & Job Growth		County, metro, state, and national unemployment trends show that all geographies are trending toward a lower annual average unemployment rate. Bastrop City/ZIP code gained the most jobs at a growth rate of 23%.
Commuting Patterns		Bastrop serves as an employment center attracting more than 5,000 <i>In-Commuters</i> into the City for work. Alternately, 2,600 Bastrop residents leave the community for work, leaving a positive net job inflow of 2,388 for 2015. From 2010 to 2015, the net jobs inflow dropped by 19%. Bastrop’s location within the Austin-Round Rock Metro area lends itself to pull workers from the surrounding area, and it is also liable to lose residents to other employment centers in the region. Overall, a net job inflow is enviable; however, a declining trend is concerning.
College Enrollment & Degrees		As important as the existing workforce, those who will join the ranks of the labor force with degrees or certifications enhance the opportunity for companies to relocate or expand in the area. Within the 45-minute drive-time area, there are 12 colleges, universities, and training institutes with 128,697 students enrolled as of the 2016–2017 school year. Degrees or certifications granted by these institutions number more than 23,000 for 2017. Top areas of study are <i>Business, Management, and Marketing; Health Professions; and Engineering</i> .
Industry Composition		<i>Industry Composition</i> shows concentration and diversity among employment and business enterprise in an economy. Bastrop’s largest employment sector is <i>Retail Trade</i> followed by <i>Government, Accommodation & Food Service, and Health Care & Social Assistance</i> . Bastrop and Tomball are the only two geographies that have a top employer other than <i>Government</i> .

Economic Dynamics & Employment Trends <i>(continued)</i>		
Estimated Annual Wages		<p>In 2018, the estimated average wage per job in Bastrop* equaled \$34,914 annually. Bastrop’s average <i>Annual Wage</i> is the lowest among the benchmark geographies.</p> <p>Adjusted for inflation, Bastrop’s average <i>Annual Wages</i> grew at a steady but slow pace in the past 10 years. With Austin-Round Rock Metro as the outlier, all Texas benchmarks had fewer gains in wages.</p> <p><i>* ZIP code geography utilized</i></p>
Self-Employment		<p>Bastrop has a <i>Self-Employment</i> rate of 9.7% for 2017, which is above the other benchmarks of Fredericksburg and Tomball but behind Bastrop County and Austin-Round Rock Metro and slightly lagging to Texas and the nation. Bastrop County had the highest <i>Self-Employment</i> rate of 11% due to the high number of unincorporated and unpaid family worker enterprises.</p>
Startups		<p>Measuring <i>Startups</i> relative to population—number of new firms per 100,000 people—helps to compare relative activity across different areas. Only available at the metro level, Bastrop falls within the Austin-Round Rock positive startup activity which consistently outperforms all other geographies.</p> <p>Another indicator to consider is the employment created by new firms. Bastrop County has increased employment by new firms dramatically since 2009.</p>
Broadband Access & Speed		<p>Data shows that Bastrop’s households have good access to internet in the City. Service with speeds of 100 megabytes per second (Mbps) is widely accessible (99.9%) and 16% have access to service of up to 250Mbps. This coverage is in the City of Bastrop and levels drop significantly in Bastrop County. Bastrop has an average download speed of 33.29Mbps, which is below all other benchmarks.</p>
Air Service		<p>Bastrop is fortunate to have the Austin–Bergstrom International Airport (AUS) in its backyard. AUS is serviced by 17 airlines, three fixed-base operators (FBOs), and cargo operations—making the airport a valuable tool for economic development. AUS was ranked 38th in North America for passenger traffic and served more than 15.8 million passengers in 2018.</p>
Retail Analysis		<p>Bastrop’s 2017 retail sales were estimated to be \$351 million for retail trades, food, and drink sales. Using estimated data, Bastrop shows a retail surplus of \$229 million. Just about every retail category showed a surplus of retail sales, which means that Bastrop outsells local demand and is attracting retail buyers into the City.</p>

Local Industry Competitiveness, Specialization & Growth		
<p>Major Industry Sector Change</p>		<p>Between 2013 and 2018, the largest absolute industry job gains in Bastrop came from <i>Retail Trade</i>, which increased by 434 jobs, followed closely by <i>Health Care & Social Assistance</i>, which grew by 379 jobs. <i>Accommodation & Food Services</i> added 331 jobs, and the <i>Information</i> sector created 270 jobs. Overall, Bastrop shows a net increase of 2,027 jobs, which includes employment that is considered covered, noncovered, and self-employed individuals.</p> <p>Gains were made in most industry categories with the exception of <i>Mining, Quarrying, Oil & Gas Extraction</i>, which lost 78 jobs; <i>Manufacturing</i> (-75 jobs); and <i>Arts, Entertainment & Recreation</i> (-25 jobs). The <i>Educational Services</i> sector remained flat with no job change.</p>
<p>Industry Earnings</p>		<p>A comparison of Bastrop's average industry earnings to national averages offers insights into areas of unique expertise and cost-saving opportunities. Overall, the average earnings per job in Bastrop of \$34,914 is 35% below the national average of \$53,676.</p> <p>All but one industry sector's wages reported for Bastrop are below national averages. The <i>Retail Trade</i> sector had roughly the same wage level as the nation.</p>
<p>Major Occupational Change</p>		<p>Over the last five years, Bastrop saw all but two occupational groups gain employment. <i>Production</i> (-41 jobs) and <i>Legal</i> occupations (-4 jobs) lost jobs from 2013 to 2018.</p> <p>Major growth occurred in <i>Sales & Related</i> (+350 jobs), <i>Food Preparation & Serving Related</i> (+325 jobs), and <i>Office & Administrative Support</i> (+322), which were the top categories for job gains.</p>
<p>Occupational Earnings</p>		<p>A comparison of the same-occupation average hourly earnings for Bastrop to the national average wage revealed that all occupations earned less than the national average.</p> <p>The average hourly wage for all occupations in Bastrop was \$18.95, compared to \$23.87 for the national average hourly wage, differing by nearly 21%. Although all wages were under national hourly averages, none were more than 50% under.</p>

Local Industry Competitiveness, Specialization & Growth (continued)	
Major Industry Sector Specialization & Growth	<p>Major industry sector specialization focuses on the geographic concentrations of similarly classified industries.</p> <p>Eight industry sectors have a local specialization greater than one and experienced job growth in the past five years in Bastrop. These comprise the <i>Competitive</i> category and are:</p> <ul style="list-style-type: none"> • <i>Retail Trade (LQ of 1.85)</i> • <i>Health Care & Social Assistance (LQ of 1.00)</i> • <i>Accommodation & Food Services (LQ of 1.58)</i> • <i>Information (LQ of 1.59)</i> • <i>Construction (LQ of 1.19)</i> • <i>Other Services (LQ of 1.18)</i> • <i>Government (LQ of 1.19)</i> • <i>Utilities (LQ of 4.58)</i> <p>Eight industry sectors had local specialization below one but experienced job growth within the past five years and are considered <i>Emerging</i>.</p> <p>Four sectors are classified as <i>Declining</i>, due to job loss and low local specialization: <i>Educational Services; Arts, Entertainment & Recreation; Manufacturing; and Mining, Quarrying, Oil & Gas Extraction</i>.</p>
Industry Competitiveness	<p>According to the Competitiveness screen measure, there were six industry sectors with local and national growth:</p> <ul style="list-style-type: none"> • <i>Health Care & Social Assistance</i> • <i>Accommodation & Food Services</i> • <i>Administrative & Support & Waste Management & Remediation Services</i> • <i>Transportation & Warehousing</i> • <i>Real Estate & Rental & Leasing</i> • <i>Construction</i> <p>Nine industries have local growth and national decline. The biggest sectors based on 2018 employment in this category are <i>Government, Retail Trade, and Other Services</i>.</p> <p>Two industry sectors had positive industry effect with national growth but experienced local job loss. These are <i>Professional, Scientific & Technical Services</i> and <i>Arts, Entertainment & Recreation</i>.</p> <p>This analysis suggests the least competitive sectors are <i>Educational Services; Manufacturing; and Mining, Quarrying & Oil and Gas Extraction</i>.</p>

Local Industry Competitiveness, Specialization & Growth *(continued)*

**Occupational
Specialization &
Growth**

Occupational groupings represent similar skills and educational qualifications, but not necessarily specific industry sectors.

Seven occupational groups are *Competitive*:

- *Sales & Related* (LQ of 1.40)
- *Food Preparation & Serving Related* (LQ of 1.63)
- *Installation, Maintenance & Repair* (LQ of 1.12)
- *Personal Care & Service* (LQ of 1.05)
- *Construction & Extraction* (LQ of 1.12)
- *Community & Social Service* (LQ of 1.01)
- *Education, Training & Library* (LQ of 1.58)

Thirteen occupational categories had local specialization below one but experienced job growth within the past five years and are considered *Emerging*.

Finally, only two sectors are classified as *Declining*, due to job loss and low local specialization: *Legal* and *Production*.

Chapter 2: Optimal Business Targets for Bastrop, Texas

The optimal business sectors selection is based on the specific characteristics of the economy and assets of Bastrop, Texas. These recommended targets are designed to assist the City and its economic development efforts in prioritizing resources and focusing on sectors in which Bastrop holds a competitive advantage and/or has growth potential. This approach will help policymakers prioritize the City’s community and economic development strategy.

Garner Economics uses a desirability and feasibility screening matrix to determine the optimal targets. Desirability begins by considering the types of business sectors that stakeholders of Bastrop would like to see in the community (Figure 2.1). Feasibility includes what the City can reasonably achieve in the short- to mid-term based on current or planned locational assets and on an analytical review of the economy.

Using results from the previously completed **COMPETITIVE REALITIES REPORT**—the Assets and Challenges Assessment, focus groups, a community survey, and field visits—four business and industry families were chosen that best match Bastrop’s unique competitive advantages to the needs of particular industry sectors. These targets are **Life Sciences, Agribusiness/Food & Beverage Processing, Film & Creative Services, Niche Manufacturing, and High-Value Business Services.**

In addition to these core business targets, a fifth **Experiential & Hospitality** target is presented to enhance travel and tourism as well as the quality of place in Bastrop. This goal serves to cultivate retail, hospitality, and experiential activities to improve the visitor experience as well as invest in the quality of place. This target has a direct linkage to talent attraction and retention and builds on both residents and visitors experiencing an inviting Bastrop.

For each targeted business sector, the community’s competitive advantages are presented, along with national trends and projections of the targets. In some cases, target sectors are flat or losing jobs nationally, but the particular set of economic development assets in Bastrop position it to capture any growing demand.

For each target, a list of individual subsectors is provided with accompanying NAICS classifications. Each target profile contains a bulleted list of rationales that are presented and identified as appealing to the needs of **prospects (P)** or the **community (C)**. This material can be used in marketing and community support efforts or to help economic development personnel prioritize targeting efforts.

Figure 2.1:
Optimal Target
Screening Process



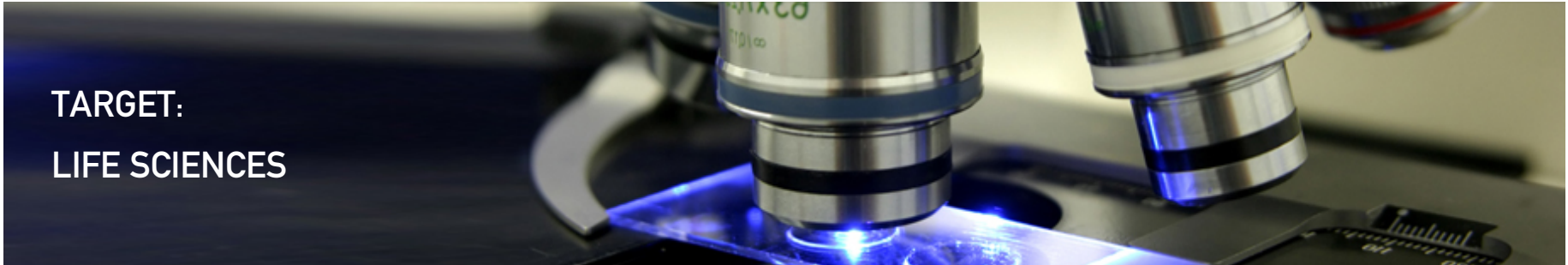
Optimal Targets

- Life Sciences
- Agribusiness/Food & Beverage Processing
- Film & Creative Services
- Niche Manufacturing
- High-Value Business Services
- Experiential & Hospitality

FIGURE 2.2: OPTIMAL TARGETS FOR BASTROP, TEXAS

CORE BUSINESS TARGETS					QUALITY OF PLACE TARGET
Life Sciences	Agribusiness/Food & Beverage Processing	Film & Creative Services	Niche Manufacturing	High-Value Business Services ¹	Experiential & Hospitality
<ul style="list-style-type: none"> • Biotechnology Research & Development • Research & Development in the Physical, Engineering & Life Sciences • Medical and Diagnostic Laboratories • Pharmaceutical Distribution • Other Scientific & Technical Consulting Services • Medical Devices Mfg. • Measuring Equipment Mfg. 	<ul style="list-style-type: none"> • Agribusinesses • Snack Foods • Flavoring, Dressing, & Prepared Sauces • Bakeries & Tortilla Mfg. • Breweries, Wineries & Distilleries (Production) • Beverage Mfg. • Refrigerated Warehousing & Storage (Cold Chain) • Farm Product Warehousing & Storage 	<ul style="list-style-type: none"> • Motion Picture & Video Production • Production Services (Sound, Editing, etc.) • Creative Design & Services • Performing Artists, Writers & Performers 	<ul style="list-style-type: none"> • Sawmills & Wood Product Mfg. • Metal Fabrication & Product Mfg. • Electrical Equipment Mfg. • Brick, Block & Innovative Building Products • Packaging 	<ul style="list-style-type: none"> • Logistics Offices (Consulting, Freight Forwarding, etc.) • IT & Computer Systems Design • Business & Administrative Services (Legal, Accounting, etc.) • Architectural & Engineering Services • Back Office/Staff Operations 	<ul style="list-style-type: none"> • Full-Service Hotel for the Convention Center • Local or Unique/ Boutique Retail • Craft Breweries, Wineries & Distilleries/Eateries • Outdoor Recreation Outfitters

¹ High-speed broadband internet service is needed for optimal recruitment of this target sector.



TARGET: LIFE SCIENCES

Bastrop has an emerging Life Sciences industry group with the presence of Keeling Center for Comparative Medicine and Research at The University of Texas MD Anderson Cancer Center. The biomedical research performed at the center is home to scientists who are developing novel therapeutics with a goal of eliminating cancer. The center offers leading edge research support, tissue banking, and drug safety testing among their services.

At the core of this cluster family is research and development along with laboratory services, consulting, pharmaceutical distribution, medical device and measuring equipment manufacturing. The trend in Life Sciences is focused on delivery—both in drug delivery that is specific and targeted within the body and in the delivery of drugs in a sophisticated and increasingly automated environment. In addition to the biological, medical, and R&D skill sets, Life Science occupations will need more information technology skills and logistics expertise.

Pharmaceutical distributor Caligor Coghlan Pharma Services is headquartered in Bastrop and its operations exhibit the range of pharmaceutical support surrounding sourcing, packaging, distribution, return logistics, and destruction. Operations like this one show the necessity of transportation assets like the Austin-Bergstrom International Airport. The City of Bastrop attracted medical device firm AEI Technologies in 2016. The company manufactures metabolic measurement systems and is a supplier to research operations.

Colleges and universities within 45 minutes of Bastrop awarded more than 15,000 degrees and awards in fields related to Life Sciences. About half of these awards were bachelor-level and nearly 5,000 were certificate credentials or associate degrees. The University of Texas at Austin granted the largest number of health and biology degrees with approximately 1,200 of each area of study.

Life Sciences

Target Rationales:

- Keeling Center/MD Anderson (P)
- Caligor Coghlan Pharma Services Headquartered in Bastrop (P)
- AEI Technologies relocated to Bastrop (P)
- Availability of technicians and scientists (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Bastrop Business and Industrial Park with developable land currently available (P)

Life Sciences

Target Rationales:

(continued)

- Competitive cost of labor (P)
- Low cost of living (P)(C)
- 15,332 degrees and certificates granted in majors related to target (P)
- Historical national job growth of 14.8% for past decade (P)(C)
- National job growth forecast of 13.8% for next 10 years (P)(C)
- National average wage \$108,748 (C)

Table 2.3: Regional Degree Completions in Majors Related to Target, 2017

Program/Major	Certificate or Associate Degree	Bachelor's Degree	Post-Baccalaureate Credentials	Total Certificates or Degrees
Business, Management & Marketing	2,042	1,439	1,265	4,746
Health Professions	1,595	468	439	2,502
Engineering	78	1,167	635	1,880
Communication & Journalism	51	1,254	115	1,420
Biological & Biomedical Sciences	56	1,197	72	1,325
Computer & Information Sciences	428	502	163	1,093
Family & Consumer/Human Sciences	52	467	8	527
Physical Sciences	26	337	148	511
Mathematics & Statistics	40	325	57	422
Public Administration & Social Services	43	112	254	409
Engineering Technologies	190	-	35	225
Precision Production	127	-	-	127
Communications Technologies	124	-	-	124
Science Technologies	21	-	-	21
TOTAL	4,873	7,268	3,191	15,332

Graduates from colleges & universities in a 45-minute drive time from Bastrop are included.

Source: National Center for Education Statistics, Garner Economics

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.4: Life Sciences Target Subsectors

National Level Employment, Change & Average Wages

NAICS	Description	2018 Jobs	2008–2018 % Change	2018–2028 % Change	2018 Wages
334519	Other Measuring and Controlling Device Manufacturing	36,298	-1.1%	1.5%	\$89,600
339112	Surgical and Medical Instrument Manufacturing	127,247	11.2%	9.7%	\$89,684
424210	Drugs and Druggists' Sundries Merchant Wholesalers	230,101	10.4%	-1.6%	\$119,278
541690	Other Scientific and Technical Consulting Services	241,621	24.8%	12.3%	\$82,763
541714	Research and Development in Biotechnology	191,462	32.4%	38.4%	\$175,407
541715	Research and Development in the Physical, Engineering, and Life Sciences	416,258	2.6%	5.8%	\$125,820
621511	Medical Laboratories	208,889	34.2%	26.3%	\$63,508
621512	Diagnostic Imaging Centers	79,315	6.5%	23.9%	\$65,351
TOTAL/WEIGHTED AVERAGE		1,531,191	14.8%	13.8%	\$108,748

Certain subsectors included on target matrix (Figure 2.2) have different naming than NAICS code subsector and the business activity falls under NAICS listed above.

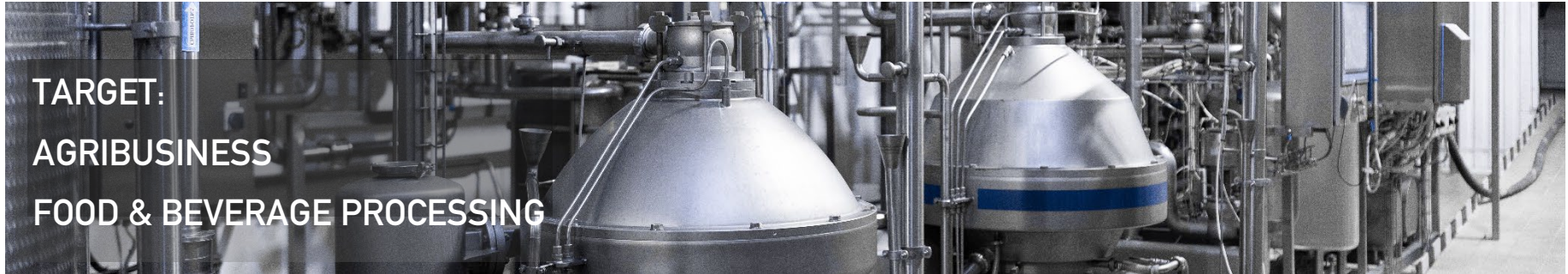
Source: EMSI, Garner Economics

Table 2.5: Key High-Demand Occupations, 2018

Occupation Title	2018 Jobs	Typical Entry Level Education	Compatible Occupations
Phlebotomists ☀	<10	Postsecondary nondegree award	Occupational Therapy Aides; Pharmacy Technician, Ambulance Driver, Vet Technicians,
Medical Scientists, Except Epidemiologists ☀	<10	Doctoral or professional degree	Biological Scientists: Biological Science Teachers, Postsecondary; Epidemiologists; Environmental Engineers
Customer Service Representatives ☀	194	High school diploma or equivalent	Office Clerks; Interviewers, Except Eligibility and Loan; Library Technicians; Tellers; Data Entry Keyers
General and Operations Managers ☀	117	Bachelor's degree	Managers, All Other; Human Resource Managers
Computer Systems Analysts	26	Bachelor's degree	Computer Occupations, All Other; Database Administrators; Industrial Engineers; Network and Computer Systems Administrators; Business Teachers, Postsecondary
Electrical Engineers	12	Bachelor's degree	Computer Occupations, All Other; Materials Engineers, Engineering Teachers, Postsecondary; Mining & Geological Engineers
Biochemists and Biophysicists ☀	<10	Doctoral or professional degree	Environmental Engineers; Chemistry Teachers, Postsecondary; Nuclear Technicians; Physics Teachers, Postsecondary; Materials Engineer
Compliance Officers	<10	Bachelor's degree	Claims Adjusters, Examiners, and Investigators; Detectives and Criminal Investigators; Insurance Appraisers; Foresters; Conservation Scientists; Transit and Railroad Police
Physicians and Surgeons, All Other ☀	13	Doctoral or professional degree	Nurse Anesthetist; Podiatrists
Inspectors, Testers, Sorters, Samplers, and Weighers	17	High school diploma or equivalent	Industrial Truck and Tractor Operators; Milling and Planing Machine Operators; Cutting and Slicing Machine Operators; Mixing and Blending Machine Operators
Registered Nurses ☀	113	Bachelor's degree	Physical Therapist Assistants; Occupational Therapy Assistants; Recreation and Fitness Studies Teachers, Postsecondary
Pharmacy Technicians ☀	36	High school diploma or equivalent	Switchboard Operators, Mail Clerks and Mail Machine Operators, Counter and Rental Clerk; Hairdressers and Cosmetologists, Receptionists and Information Clerks

Source: EMSI, O*Net OnLine, Garner Economics

☀ – Bright Outlook (Bureau of Labor Statistics)



Agribusiness is a generic term for the various businesses involved in food production, including farming, agricultural supply, agrichemicals, farm machinery, wholesale and distribution, processing, marketing, and retail sales. The agricultural supply chain may be overlooked as an economic development asset. Bastrop County had agricultural products sold in 2017 in excess of \$44 million, a 26% increase over a five-year period. The County’s fruit, nut, and berries production is ranked 11th in Texas with the pecan crop being a large part of that category.

The Food and Beverage Processing industry sector can benefit from the agricultural production in Bastrop County. The addition of two new wastewater treatment plants and the availability of water in the city are attractive assets for food and beverage processors. The industry has been undergoing a shift, with consumers increasingly choosing healthy, fresh, organic, local, and ready-to-eat alternatives over traditional products that are mass-produced. Over the past decade, national employment has increased by 21.4% and is predicted to grow another 7.1% in the next 10 years.

Specialty foods, snack foods, and sauce manufacturing are three subsectors of the Food Processing industry that are undergoing exceptional growth nationally and are forecasted to grow. On the beverage manufacturing side, breweries, wineries, and distilleries along with additive water and energy drinks lead growth. Breweries and distilleries, in particular, have seen triple-digit increases in the past decade.

Bastrop is well situated for food and beverage processing with ample water, proximity to regional and national markets, and proximity to agricultural products. Subsectors included in this target are snack foods; flavorings, dressings, and sauces; bakeries; and a variety of beverage manufacturing as well as cold chain and storage. Bastrop Business and Industrial Park has greenfield sites for prospects and the recommendation to construct a 50,000 square foot spec building will make Bastrop more attractive for food and beverage projects.

**Agribusiness/
Food & Beverage Processing**

Target Rationales:

- Bastrop County had agricultural products sold in 2017 in excess of \$44 million. (P)(C)
- Availability of water and the addition of two new wastewater treatment plants (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Bastrop Business and Industrial Park with developable land currently available (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

**Agribusiness/
Food & Beverage Processing**
Target Rationales:
(continued)

- Competitive cost of labor (P)
- Availability of technicians and scientists (P)
- Low cost of living (P)(C)
- 12,240 degrees and certificates granted in majors related to target (P)
- Historical national job growth of 21.4% for past decade (P)(C)
- National job growth forecast of 7.1% for next 10 years (P)(C)
- National average wage \$50,327 (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.6: Regional Degree Completions in Majors Related to Target, 2017

Program/Major	Certificate or Associate Degree	Bachelor's Degree	Post-Baccalaureate Credentials	Total Certificates or Degrees
Business, Management & Marketing	2,042	1,439	1,265	4,746
Engineering	78	1,167	635	1,880
Communication & Journalism	51	1,254	115	1,420
Biological & Biomedical Sciences	56	1,197	72	1,325
Computer & Information Sciences	428	502	163	1,093
Family & Consumer/Human Sciences	52	467	8	527
Mathematics & Statistics	40	325	57	422
Engineering Technologies	190	-	35	225
Personal & Culinary Services	199	-	-	199
Precision Production	127	-	-	127
Communications Technologies	124	-	-	124
Mechanic & Repair Technologies	67	-	-	67
Natural Resources & Conservation	12	19	33	64
Science Technologies	21	-	-	21
TOTAL	3,487	6,370	2,383	12,240

Graduates from colleges & universities in a 45-minute drive time from Bastrop are included.

Source: National Center for Education Statistics, Garner Economics

Table 2.7: Agribusiness/Food & Beverage Processing Target Subsectors

National Level Employment, Change & Average Wages

NAICS	Description	2018 Jobs	2008–2018 % Change	2018–2028 % Change	2018 Wages
3118	Bakeries and Tortilla Manufacturing	331,970	14.3%	4.4%	\$39,193
31191	Snack Food Manufacturing	57,769	28.2%	3.9%	\$51,542
311930	Flavoring Syrup and Concentrate Manufacturing	11,539	14.6%	6.2%	\$152,920
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing	17,632	33.9%	16.7%	\$55,277
312111	Soft Drink Manufacturing	80,030	2.5%	-6.2%	\$57,531
312112	Bottled Water Manufacturing	16,311	4.9%	11.2%	\$55,414
312120	Breweries	76,510	188.3%	33.0%	\$45,496
312130	Wineries	68,457	65.0%	14.1%	\$44,816
312140	Distilleries	15,569	117.3%	25.5%	\$67,908
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	101,420	-1.6%	4.6%	\$58,159
424910	Farm Supplies Merchant Wholesalers	118,909	7.5%	-2.6%	\$62,194
493120	Refrigerated Warehousing and Storage	62,923	29.4%	14.2%	\$50,290
493130	Farm Product Warehousing and Storage	11,330	18.8%	20.8%	\$47,309
TOTAL/WEIGHTED AVERAGE		970,369	21.4%	7.1%	\$50,327

Certain subsectors included on target matrix (Figure 2.2) have different naming than NAICS code subsector and the business activity falls under NAICS listed above.

Source: EMSI, Garner Economics

Table 2.8 Key High-Demand Occupations, 2018

Occupation	2018 Jobs	Typical education needed for entry	Compatible Occupations
Combined Food Preparation and Serving Workers☀	576	No formal educational credential	Cooks, Fast Food; Dishwashers
Stock Clerks and Order Fillers☀	179	High school diploma or equivalent	Pharmacy Aides; Cooks, Restaurant; Gaming and Sportsbook Writers; Bartenders; Library Assistant
Janitors and Cleaners☀	121	No formal educational credential	Garment Pressers, Maids, Transportation Attendants, Food Preparation Workers
Cooks, Restaurant☀	113	No formal educational credential	Food Preparation Workers; Manicurists; Packers and Packagers, Hand; Farmworkers
Supervisors of Food Preparation and Serving Workers☀	113	High school diploma or equivalent	Shipping, Receiving and Traffic Clerks; Weighers, Measurers, Checkers and Samplers; Butchers
Food Preparation Workers☀	85	No formal educational credential	Food Servers; Garment Pressers; Dining Room Attendants; Maids; Baggage Porters
Electricians	71	High school diploma or equivalent	Welders; Tapers; Welding Machine Operators; Plasterers and Stucco Masons; Operating Engineers and Construction Equipment Operators
Heavy and Tractor-Trailer Truck Drivers☀	70	Postsecondary nondegree award	Dispatchers; Forest and Conservation Technicians, Traffic Technicians; Service Unit Operators, Oil, Gas and Mining
Maintenance and Repair Workers, General☀	65	High school diploma or equivalent	Motorcycle Mechanics; Outdoor Power Equipment and Small Engine Mechanics; Farm Equipment Mechanics;
Supervisors of Mechanics, Installers, and Repairers	31	High school diploma or equivalent	Boilermakers; Insurance Appraisers; Supervisors of Production Workers or Construction Workers
Shipping, Receiving, and Traffic Clerks	31	High school diploma or equivalent	Office Machine Operators; Tellers; Pharmacy Technicians;
Heating, Air Conditioning, and Refrigeration Mechanics/Installers☀	21	Postsecondary nondegree award	Welders; Welding Machine Operators; Meter Readers; Operating Engineers and other Construction Equipment Operators
Inspectors, Testers, Sorters, Samplers, and Weighers	17	High school diploma or equivalent	Industrial Truck and Tractor Operators; Milling and Planing Machine Operators; Cutting and Slicing Machine Operators; Mixing and Blending Machine Operators

Source: EMSI, O*Net OnLine, Garner Economics

☀ – Bright Outlook (Bureau of Labor Statistics)



**TARGET:
FILM &
CREATIVE SERVICES**

Audio-visual and related products are one of the nation’s largest exports. This category of services reached \$21.6 billion in 2017, according to the Bureau of Economic Analysis. Charges for the use of film, video, and recordings have grown 15% from 2012 to 2017. Bastrop has an excellent opportunity to develop the Film & Creative Services target in this growing service sector.

Recently designated as the “Film Hospitality Capital of Texas,” Bastrop is no stranger to this medium. As a location for a handful of major movies and television series, the opening of New Republic Studios in 2017 has put this industry in the spotlight for future growth. The 200-acre film studio is home to several buildings and a backlot and will be home to the Art Institute of Austin in 2020. The institute will offer degrees in design, media arts, and other creative programs located in multiple facilities including a creative campus at New Republic Studios.

Bastrop’s proximity to Austin is a major asset for this target. Austin is well-known as a film and music hub and host to the massive South by Southwest event. As studio space and production capabilities grow within Bastrop, the ease of pulling from the crew and talent in Austin provides the ability to scale easily for major productions.

Creative services as a whole target family include production services, creative design, performing artists, and writers. This blend of art and technical skill serves multiple markets from the entertainment industry, marketing/advertising, education, and more. Predictions are that video will account for 82% of all internet traffic by 2022.² The market for production of video and interactive formats will continue to grow.

Degrees granted in the 45-minute drive time surrounding Bastrop number more than 13,000 for a wide range of technical and creative credentials. With the move of the Art Institute of Austin to Bastrop, a core group of talent will build for participation in this sector.

Film & Creative Services

Target Rationales:

- Proximity to Austin and its well-known film and music hub and talent/crew (P)(C)
- New Republic Studios 200-acre campus and facilities (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Availability of technicians and scientists (P)
- Attractive downtown location (P)(C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

² “Cisco Visual Networking Index: Forecast and Trends, 2017–2022 White Paper,” Cisco, Updated February 27, 2019

Film & Creative Services

Target Rationales:

(continued)

- Competitive cost of labor (P)
- Low cost of living (P)(C)
- 13,610 degrees and certificates granted in majors related to target (P)
- Historical national job growth of 7.6% for past decade (P)(C)
- National job growth forecast of 7.9% for next 10 years (P)(C)
- National average wage \$67,647 (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.9: Regional Degree Completions in Majors Related to Target, 2017

Program/Major	Certificate or Associate Degree	Bachelor's Degree	Post-Baccalaureate Credentials	Total Certificates or Degrees
Business, Management & Marketing	2,042	1,439	1,265	4,746
Engineering	78	1,167	635	1,880
Liberal Arts & Sciences	1,310	134	29	1,473
Social Sciences	89	1,177	172	1,438
Communication & Journalism	51	1,254	115	1,420
Computer & Information Sciences	428	502	163	1,093
Visual & Performing Arts	147	354	158	659
English Language & Literature	96	300	51	447
Engineering Technologies	190	0	35	225
Communications Technologies	124	0	0	124
Mechanic & Repair Technologies	67	0	0	67
Construction Trades	38	0	0	38
TOTAL	4,660	6,327	2,623	13,610

Graduates from colleges & universities in a 45-minute drive time from Bastrop are included.

Source: National Center for Education Statistics, Garner Economics

Table 2.10: Film & Creative Services Target Subsectors

National Level Employment, Change & Average Wages

NAICS	Description	2018 Jobs	2008–2018 % Change	2018–2028 % Change	2018 Wages
51211	Motion Picture and Video Production	288,815	19.6%	16.0%	\$86,373
51219	Postproduction Services and Other Motion Picture and Video Industries	30,206	7.6%	27.8%	\$70,277
51224	Sound Recording Studios	10,556	-3.6%	1.6%	\$40,923
51229	Other Sound Recording Industries	4,219	8.6%	14.0%	\$55,792
54143	Graphic Design Services	134,440	-2.9%	0.1%	\$43,292
54181	Advertising Agencies	228,497	5.3%	3.4%	\$96,132
71151	Independent Artists, Writers, and Performers	304,252	4.7%	5.3%	\$40,070
TOTAL/WEIGHTED AVERAGE		1,000,986	7.6%	7.9%	\$67,647

Certain subsectors included on target matrix (Figure 2.2) have different naming than NAICS code subsector and the business activity falls under NAICS listed above.

Source: EMSI, Garner Economics

Table 2.11 Key High-Demand Occupations, 2018

Occupation Title	2018 Jobs	Typical Entry Level Education	Compatible Occupations
Market Research Analysts & Marketing Specialists 🌟	26	Bachelor's degree	Insurance Sales Agent, Writers & Authors, Public Relations Specialist, Real Estate Broker
Software Developers, Applications 🌟	27	Bachelor's degree	Computer Systems Analysts, Electronics Engineers, Statisticians
Graphic Designers	18	Bachelor's degree	Audio and Video Equipment Technicians, Music Directors and Composers, Desktop Publishers
Editors	<10	Bachelor's degree	Writers & Authors; Public Relations Specialists; Communications Teachers, Postsecondary; Training & Development Specialists
Writers and Authors	<10	Bachelor's degree	English Language and Literature Teachers, Postsecondary; Public Relations Specialists; Communications Teachers, Postsecondary
Audio and Video Equipment Technicians 🌟	<10	Postsecondary nondegree award	Security and Fire Alarm Systems Installers, Telecommunications Line Installers and Repairers
Broadcast Technicians	<10	Associate degree	Traffic Technician
Sound Engineering Technicians	<10	Postsecondary nondegree award	Audio and Video Equipment Technicians, Music Directors and Composers; Audio-Visual and Multimedia Collections Specialists
Photographers	<10	High school diploma or equivalent	Photographic Process Workers and Processing Machine Operators; Merchandise Displayers
Camera Operators, Television, Video, Motion Picture	<10	Bachelor's degree	
Film and Video Editors 🌟	<10	Bachelor's degree	Audio and Video Equipment Technicians, Audio-Visual and Multimedia Collections Specialists, Desktop Publishers, Graphic Designers
Music Directors and Composers	<10	Bachelor's degree	Curators
Musicians and Singers	15	No formal educational credential	Actors; Choreographers
Set and Exhibit Designers 🌟	<10	Bachelor's degree	Choreographers, Architectural and Civil Drafters; Interior Designers
Producers and Directors 🌟	<10	Bachelor's degree	Compliance Officers, Writers and Authors, Editors; Market Research Analysts

Source: EMSI, O*Net OnLine, Garner Economics

🌟 – Bright Outlook (Bureau of Labor Statistics)



Bastrop is home to a variety of manufacturers; however, there are less than 300 people employed in Manufacturing, or under 2% of the employment base in the City. A niche approach to recruiting manufacturers is recommended. There are several subsectors that are considered a fit for Bastrop due to natural materials in the area and some existing specialties. Medium to small manufacturers, like the Business and Industrial Park, are the most appropriate for existing industrial real estate in Bastrop. The recommended spec building construction will also be a flexible size to attract companies in this sector.

The availability of pine lumber and other woody crops in Bastrop gives reason to the presence of wood-based subsectors in this target. Sawmills, wood product manufacturing, and paper packaging are examples that would be a good fit for the City. Existing companies in Bastrop include Cook Portable Warehouses and Wampler Manufacturing (sawmill).

Materials mined in the area are a resource to a handful of brick, block, and other building products such as concrete block and structural tile. Metal fabrication and machining are other subsectors suggested. The unique Deep in the Heart Art Foundry and JAMCo are Bastrop companies that work in the metal fabrication business. These companies show innovative work from metal wall infrastructure to glazed block.

The production of niche, specialized products is suitable for small to medium footprint facilities currently available in the City and do not require a large workforce. The future of manufacturing is trending toward automation, high-tech, and efficiency. This speaks to less people and smaller spaces; however, upskilling workers to be able to work in future industrial environments will require training resources. A local community college or technical school recommended in this report will aid in this area.

Niche Manufacturing

Target Rationales:

- Availability of raw product in area (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Bastrop Business and Industrial Park with developable land currently available (P)
- Competitive cost of labor (P)
- Availability of technicians and scientists (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Niche Manufacturing

Target Rationales:

(continued)

- Low cost of living (P)(C)
- 10,104 degrees and certificates granted in majors related to target (P)
- National job growth forecast of 1.7% for next 10 years (P)(C)
- National average wage \$55,890 (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

An additional resource recommended in this report is the creation of a makerspace for entrepreneurship and opportunities to increase manufacturing skills among Bastrop residents. A makerspace is a place with tools and resources for manufacturing and collaboration. For this target, the type of makerspace envisioned is a place stocked with equipment like 3D printers, laser cutters, CNC machines, electronics, etc. Makerspaces are also fostering entrepreneurship and are being utilized as incubators and accelerators for business startups. Craft and artisan-type manufacturing would be ventures that a makerspace would support.

Degrees granted in the 45-minute drive time surrounding Bastrop number more than 10,000 for manufacturing related and business management. Most notably, there are more than 2,000 engineering and engineering technology degrees or credentials awarded.

Not all manufacturing operations will be a fit for Bastrop; however, with utilization of resources and available industrial space, there are many types of manufacturing that can thrive in the City.

Table 2.12: Regional Degree Completions in Majors Related to Target, 2017

Program/Major	Certificate or Associate Degree	Bachelor's Degree	Post-Baccalaureate Credentials	Total Certificates or Degrees
Business, Management & Marketing	2,042	1,439	1,265	4,746
Engineering	78	1,167	635	1,880
Communication & Journalism	51	1,254	115	1,420
Computer & Information Sciences	428	502	163	1,093
Mathematics & Statistics	40	325	57	422
Engineering Technologies	190	-	35	225
Precision Production	127	-	-	127
Communications Technologies	124	-	-	124
Mechanic & Repair Technologies	67	-	-	67
TOTAL	3,147	4,687	2,270	10,104

Graduates from colleges & universities in a 45-minute drive time from Bastrop are included.

Source: National Center for Education Statistics, Garner Economics

Table 2.13: Niche Manufacturing Target Subsectors
National Level Employment, Change & Average Wages

NAICS	Description	2018 Jobs	2008–2018 % Change	2018–2028 % Change	2018 Wages
3321	Forging and Stamping	99,799	-6.9%	-1.5%	\$58,182
3323	Architectural and Structural Metals Manufacturing	391,048	-5.0%	2.6%	\$54,812
3325	Hardware Manufacturing	25,706	-16.4%	-6.1%	\$62,544
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	368,235	-1.8%	2.4%	\$55,154
3353	Electrical Equipment Manufacturing	140,611	-11.7%	-3.3%	\$71,339
3359	Other Electrical Equipment and Component Manufacturing	144,215	4.8%	4.9%	\$67,784
32111	Sawmills and Wood Preservation	97,443	-7.2%	2.4%	\$47,539
32121	Veneer, Plywood, and Engineered Wood Product Manufacturing	80,552	-11.4%	4.4%	\$49,941
32191	Millwork	106,454	-19.6%	-2.8%	\$44,945
32192	Wood Container and Pallet Manufacturing	65,754	6.6%	1.2%	\$37,093
32199	All Other Wood Product Manufacturing	77,472	-11.2%	10.0%	\$42,069
32221	Paperboard Container Manufacturing	150,246	-8.8%	-0.9%	\$61,602
32229	Other Converted Paper Product Manufacturing	45,693	-6.3%	2.2%	\$65,744
32733	Concrete Pipe, Brick, and Block Manufacturing	27,122	-19.3%	5.9%	\$57,356
32739	Other Concrete Product Manufacturing	56,583	-8.4%	2.5%	\$52,728
TOTAL/WEIGHTED AVERAGE		1,876,932	-6.5%	1.7%	\$55,890

Certain subsectors included on target matrix (Figure 2.2) have different naming than NAICS code subsector and the business activity falls under NAICS listed above.

Source: EMSI, Garner Economics

Table 2.14: Key High-Demand Occupations, 2018

Occupation	2018 Jobs	Typical education needed for entry	Compatible Occupations
Supervisors of Production and Operating Workers	21	High school diploma or equivalent	Plant and Systems Operators, Supervisors of Construction Workers; Gas Compressor and Gas Pumping Station Operators
Laborers and Freight, Stock, and Material Movers, Hand	65	No formal educational credential	Stock Clerks and Order Fillers; Shoe and Leather Workers and Repairers; Foundry Mold and Coremakers
Industrial Truck and Tractor Operators	14	No formal educational credential	Roustabouts, Oil and Gas; Furniture Finishers; Bus Drivers; Packaging Machine Operators
Heavy and Tractor-Trailer Truck Drivers ☀	70	Postsecondary nondegree award	Dispatchers; Forest and Conservation Technicians, Traffic Technicians; Service Unit Operators, Oil, Gas and Mining
Maintenance and Repair Workers, General ☀	65	High school diploma or equivalent	Motorcycle Mechanics; Outdoor Power Equipment and Small Engine Mechanics; Farm Equipment Mechanics;
Shipping, Receiving, and Traffic Clerks	31	High school diploma or equivalent	Office Machine Operators; Tellers; Pharmacy Technicians;
Electrical Engineers	12	Bachelor's degree	Computer Occupations, Mining and Geological Engineers; Materials Engineers
Cabinetmakers and Bench Carpenters	14	High school diploma or equivalent	Helpers-Carpenters, Woodworking Machine Operators, Sawing Machine Operators
Tool and Die Makers	<10	Postsecondary nondegree award	Bus and Truck Mechanic; Lathe and Turning Machine Operators; Electric Motor and Repair
Stock Clerks and Order Fillers ☀	179	High school diploma or equivalent	Pharmacy Aides; Cooks, Restaurant; Gaming and Sportsbook Writers; Bartenders; Library Assistant
Supervisors of Mechanics, Installers, and Repairers	31	High school diploma or equivalent	Boilermakers, Insurance Appraisers, Supervisors of Production Workers or Construction Workers
Light Truck or Delivery Services Drivers	43	High school diploma or equivalent	Bus Driver, Floor Sanders and Finishers
Sales Representatives, Technical and Scientific Products	24	Bachelor's degree	Securities, Commodities, and Financial Services Sales Agents; Sales Engineers
Network and Computer Systems Administrators	21	Bachelor's degree	Logistician

Source: EMSI, O*Net OnLine, Garner Economics

☀ – Bright Outlook (Bureau of Labor Statistics)



High-Value Business Services covers a myriad of industries that could thrive in Bastrop. The City has the ability to attract and grow several subsectors that focus on providing value to business and consumers.³ Proximity to Austin and connections to the greater metro area bode well for Bastrop to support office operations. One of the most valuable assets for this target is the Austin-Bergstrom International Airport. The airport is ranked 38th in the United States based on passenger traffic and is ranked 23rd in the United States for cheapest domestic flights. The latter ranking is based on an average price of \$341.51.⁴

Bastrop’s location near the airport opens the door for logistics offices such as freight forwarding or logistics consulting operations to be successful. *Management Consulting, Architectural & Engineering Services* firms as well as *Corporate, Subsidiary, or Regional Managing Offices* are subsectors of this target.

“Back office” is a term that enables global companies to achieve efficiencies and cost savings by consolidating staff support functions such as accounting, customer service, information technology, legal, logistics, sales and marketing, or other support functions in one location. Particularly, Bastrop’s location between several major cities in Texas offers a strategic, lesser cost location.

Outside of a consolidated location, these roles are offered as *Business Services* and also considered part of the target. Being able to operate these business roles in lower labor and real estate markets opens opportunity for communities like Bastrop to gain quality, high-paying jobs.

³ High-speed broadband internet service is needed for optimal recruitment of this target sector.

⁴ “2019 U.S. Airport Cost Rankings” *Finance Buzz*, June 27, 2019

High-Value Business Services

Target Rationales:

- Proximity to Austin-Bergstrom International Airport (P)(C)
- Within major metro area (P)(C)
- Availability of office & admin workers in area (P)
- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Competitive cost of labor (P)
- Low cost of living (P)(C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

High-Value Business Services

Target Rationales:

(continued)

- 10,137 degrees and certificates granted in majors related to target (P)
- Historical national job growth of 18.2% for past decade (P)(C)
- National job growth forecast of 13.9% for next 10 years (P)(C)
- National average wage \$92,722 (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Within 45-minutes of Bastrop, colleges and universities have awarded more than 10,000 degrees or credentials in Business, Management, Marketing, IT, and other target-related fields.

An obstacle for this target is the lack of Class A and Class B office space to attract firms interested in locating or expanding operations in Bastrop. An infrastructure upgrade needed for this target is reliable high-speed internet throughout the City.

Table 2.15: Regional Degree Completions in Majors Related to Target, 2017

Program/Major	Certificate or Associate Degree	Bachelor's Degree	Post-Baccalaureate Credentials	Total Certificates or Degrees
Business, Management & Marketing	2,042	1,439	1,265	4,746
Liberal Arts & Sciences	1,310	134	29	1,473
Communication & Journalism	51	1,254	115	1,420
Computer & Information Sciences	428	502	163	1,093
English Language & Literature	96	300	51	447
Mathematics & Statistics	40	325	57	422
Legal Professions & Studies	41	2	369	412
Communications Technologies	124	0	0	124
TOTAL	4,132	3,956	2,049	10,137

Graduates from colleges & universities in a 45-minute drive time from Bastrop are included.

Source: National Center for Education Statistics, Garner Economics

Table 2.16: High-Value Business Services Target Subsectors⁵

National Level Employment, Change & Average Wages

NAICS	Description	2018 Jobs	2008–2018 % Change	2018–2028 % Change	2018 Wages
5411	Legal Services	1,345,021	-3.7%	1.3%	\$92,526
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	1,183,680	6.5%	8.8%	\$70,018
5413	Architectural, Engineering, and Related Services	1,554,270	0.6%	9.6%	\$88,160
5611	Office Administrative Services	531,611	27.8%	23.5%	\$85,197
5614	Business Support Services	968,226	6.9%	12.2%	\$41,861
54151	Computer Systems Design and Related Services	2,259,076	41.1%	22.2%	\$111,014
54161	Management Consulting Services	1,449,531	46.3%	26.0%	\$86,365
488510	Freight Transportation Arrangement	250,872	21.9%	13.9%	\$60,394
551114	Corporate, Subsidiary, and Regional Managing Offices	2,243,299	24.5%	9.3%	\$121,017
TOTAL/WEIGHTED AVERAGE		11,785,585	18.2%	13.9%	\$92,722

Certain subsectors included on target matrix (Figure 2.2) have different naming than NAICS code subsector and the business activity falls under NAICS listed above.

In particular, Logistics Consulting is included under the 54161 Management Consulting Services category.

Source: EMSI, Garner Economics

⁵ High-speed broadband internet service is needed for optimal recruitment of this target sector.

Table 2.17: Key High-Demand Occupations, 2018

Occupation	2018 Jobs	Typical education needed for entry	Compatible Occupations
Logisticians	9.0	Bachelor's degree	Business Operations Specialists, Market Research Analysts, Property, Real Estate Managers, Surveyors
Management Analysts 🌟	33.2	Bachelor's degree	Financial Analysts; Sales Representatives, Technical and Scientific Products;
Supervisors of Office and Administrative Support Workers 🌟	97.7	High school diploma or equivalent	Brokerage Clerks, Career/Technical Education Teachers; Postal Service Clerks;
Lawyers	29.4	Doctoral or professional degree	Human Resource Managers; Purchasing Managers; Media and Health Services Managers
Office Clerks, General 🌟	234.5	High school diploma or equivalent	Mail Clerks, Pharmacy Technicians; Tellers, Medical Assistants; Shipping, Receiving and Traffic Clerks
Customer Service Representatives 🌟	194.1	High school diploma or equivalent	Office Clerks, Interviewers, Tellers
Secretaries and Administrative Assistants	173.5	High school diploma or equivalent	Medical Records and Health Information Technicians; Word Processors and Typists; Billing and Posting Clerks
General and Operations Managers 🌟	116.5	Bachelor's degree	Managers, All Other; Human Resource Managers
Sales Representatives, Services	112.7	High school diploma or equivalent	Supervisors of Office and Administrative Support Workers; Appraisers and Assessors of Real Estate
Accountants and Auditors 🌟	72.5	Bachelor's degree	Property, Real Estate, and Community Association Managers; Financial Examiners: Insurance Underwriters
Business Operations Specialists, All Other	45.6	Bachelor's degree	Loan Officers; Compliance Officers; Financial Examiners
Human Resources Specialists	28.2	Bachelor's degree	Compliance Officers; Social and Community Service Managers; Business Operations Specialists, All Other
Computer User Support Specialists 🌟	29.9	Some college, no degree	Sound Engineering Technicians;
Network and Computer Systems Administrators	21.1	Bachelor's degree	Logistician
Software Developers, Systems Software 🌟	17.4	Bachelor's degree	Sales Engineers, Statisticians, Electronics Engineers
Software Developers, Applications 🌟	27.3	Bachelor's degree	Computer Systems Analysts, Computer Programmers, Electronics Engineers, Electrical Engineers
Information Security Analysts 🌟	9.0	Bachelor's degree	Computer Programmers, Sales Engineers, Software Developers, Applications & Systems Software
Computer Systems Analysts	25.7	Bachelor's degree	Network and Computer Systems Administrators; Industrial Engineers; Database Administrators

Source: EMSI, O*Net OnLine, Garner Economics

🌟 – Bright Outlook (Bureau of Labor Statistics)



**TARGET:
EXPERIENTIAL
& HOSPITALITY**

The experiential economy is a big part of the growth in hospitality and recreation. From retailers to tour guides and restaurateurs to sports venues, the effort to give visitors an experience they can't get at home is key. Building on existing assets to create an elevated experience will enhance the quality of place in Bastrop for visitors, residents, and future residents.

The Bastrop area is fortunate to have the Hyatt Regency Lost Pines Resort and Spa, which brings in many visitors to the area. Only 15 minutes from downtown, there is opportunity to build on this tourism traffic by offering a unique, memorable experience.

Breweries, wineries, and distilleries are growing rapidly nationwide and are a popular fixture in most cities and towns and offer different vibes for a mix of consumers. Retail and eateries in this target are meant to be boutique, unique, or specialty to offer consumers something that cannot be found at the average strip mall or experienced shopping online.

The Bastrop Convention Center attracts meetings and conventions and will be enhanced by a full-service hotel connected to the center. A study for building a hotel at this location has been completed and efforts to construct it will certainly leverage the opportunity the convention center offers.

River frontage and a downtown location are enviable assets together. The Colorado River and Lost Pines Nature Trails are two attractions that will attract outdoor recreation outfitters to host tours and experiences on both land and water.

This sector may not be in the traditional economic development wheelhouse; however, finding community partners to help establish and build a better sense of place is a great benefit to attracting and retaining talent.

Experiential & Hospitality

Target Rationales:

- Centrally located for major regional & national market (P)
- Well positioned to serve international markets (P)
- Proximity to Austin-Bergstrom International Airport (P)(C)
- Lost Pines Resort & Spa (P)(C)
- Bastrop Convention & Exhibit Center (P)(C)
- Lost Pines Art Center (P)(C)
- Attractive downtown (P)(C)
- Colorado River frontage (P)(C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

High-Value Business Services

Target Rationales:

(continued)

- 12,528 degrees and certificates granted in majors related to target (P)
- Historical national job growth of 20.9% for past decade (P)(C)
- National job growth forecast of 11.2% for next 10 years (P)(C)

Table 2.18: Regional Degree Completions in Majors Related to Target, 2017

Program/Major	Certificate or Associate Degree	Bachelor's Degree	Post-Baccalaureate Credentials	Total Certificates or Degrees
Business, Management & Marketing	2,042	1,439	1,265	4,746
Liberal Arts & Sciences	1,310	134	29	1,473
Social Sciences	89	1,177	172	1,438
Communication & Journalism	51	1,254	115	1,420
Computer & Information Sciences	428	502	163	1,093
Visual & Performing Arts	147	354	158	659
Family & Consumer/Human Sciences	52	467	8	527
English Language & Literature	96	300	51	447
Parks, Recreation, Leisure & Fitness Studies	40	255	19	314
Personal & Culinary Services	199	0	0	199
Area, Ethnic, Cultural, Gender & Group Studies	1	98	49	148
Natural Resources & Conservation	12	19	33	64
TOTAL	4,467	5,999	2,062	12,528

Graduates from colleges & universities in a 45-minute drive time from Bastrop are included.

Source: National Center for Education Statistics, Garner Economics

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.19: Experiential & Hospitality Target Subsectors

National Level Employment, Change & Average Wages

NAICS	Description	2018 Jobs	2008–2018 % Change	2018–2028 % Change	2018 Wages
31212	Breweries	76,510	188.3%	33.0%	\$45,496
31213	Wineries	68,457	65.0%	14.1%	\$44,816
31214	Distilleries	15,569	117.3%	25.5%	\$67,908
45112	Hobby, Toy, and Game Stores	166,027	7.9%	3.7%	\$18,613
45322	Gift, Novelty, and Souvenir Stores	163,848	-22.5%	-20.4%	\$20,347
45331	Used Merchandise Stores	219,731	31.8%	22.2%	\$20,711
45391	Pet and Pet Supplies Stores	125,498	19.4%	16.7%	\$24,252
45399	All Other Miscellaneous Store Retailers	235,613	21.5%	18.4%	\$30,397
71399	All Other Amusement and Recreation Industries	232,034	56.3%	28.3%	\$21,226
72111	Hotels (except Casino Hotels) and Motels	1,630,870	8.0%	5.0%	\$31,095
72251	Restaurants and Other Eating Places	10,733,937	22.8%	11.8%	\$19,117
TOTAL/WEIGHTED AVERAGE		13,688,095	20.9%	11.2%	\$21,190

Certain subsectors included on target matrix (Figure 2.2) have different naming than NAICS code subsector and the business activity falls under NAICS listed above.

Source: EMSI, Garner Economics

Table 20: Key High-Demand Occupations, 2018

Occupation	2018 Jobs	Typical education needed for entry
Combined Food Preparation and Serving Workers, Including Fast Food ☀	576.2	No formal educational credential
Waiters and Waitresses ☀	219.0	No formal educational credential
Cooks, Restaurant ☀	113.2	No formal educational credential
Supervisors of Food Preparation and Serving Workers ☀	112.8	High school diploma or equivalent
Cashiers ☀	372.5	No formal educational credential
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	39.2	No formal educational credential
Maids and Housekeeping Cleaners ☀	64.7	No formal educational credential
Cooks, Fast Food	82.3	No formal educational credential
Retail Salespersons ☀	522.1	No formal educational credential
Dishwashers	30.7	No formal educational credential
Food Preparation Workers ☀	84.8	No formal educational credential
Bartenders ☀	26.8	No formal educational credential
Dining Room and Cafeteria Attendants and Bartender Helpers	37.9	No formal educational credential
Driver/Sales Workers	38.7	High school diploma or equivalent
Hotel, Motel, and Resort Desk Clerks	11.3	High school diploma or equivalent
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop ☀	42.6	No formal educational credential
Supervisors of Retail Sales Workers ☀	169.6	High school diploma or equivalent
Maintenance and Repair Workers, General ☀	65.2	High school diploma or equivalent
Cooks, Short Order	24.0	No formal educational credential
General and Operations Managers ☀	116.5	Bachelor's degree
Amusement and Recreation Attendants	14.2	No formal educational credential
Chefs and Head Cooks ☀	13.0	High school diploma or equivalent
Janitors and Cleaners, Except Maids and Housekeeping Cleaners ☀	121.3	No formal educational credential
Light Truck or Delivery Services Drivers ☀	43.0	High school diploma or equivalent
Food Servers, Nonrestaurant ☀	28.8	No formal educational credential

Source: EMSI, Garner Economics

☀ – Bright Outlook (Bureau of Labor Statistics)

Chapter 3: Where Do We Go from Here? Recommendations to Enhance the Economic Vitality in the City of Bastrop



To ensure that Bastrop can meet its full potential, leverage its many assets, and strengthen its business climate to retain current companies and attract the recommended business targets, the EDC and its many partners must be proactive in driving the City's economic future and setting it apart from peers and competitors.

The following observations, conclusions, and recommendations are based on data and feedback collected during Phase 1 of this project. They also build upon the assessments made to identify the business targets suggested in Chapter 2.

The end goal of **ELEVATING BASTROP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT** is to help strengthen the area's business climate, so the community can attract talent and target business sectors to diversify the economy in a way that is sustainable and leverages Bastrop's assets. The strategy's main objective is to provide a framework for the EDC to more effectively organize and resource its economic development service delivery and activities to support and augment the area's ability to attract high-quality jobs and talent.

This objective is based on the assumption that Bastrop must be more proactive in shaping its economic future, with a more targeted approach that leverages its proximity to the Austin MSA rather than working against it. The EDC must also take a leadership role in advocating for policy changes that will strengthen the area's business climate. The EDC will also need to advocate for catalytic economic development enhancements that will improve the City's product and make a strong case for why potential businesses should choose Bastrop as their investment location.

Build on Assets and Mitigate Challenges

As illustrated in the **COMPETITIVE REALITIES REPORT** and noted in Chapter 1, Bastrop has several assets upon which to build. However, the area suffers from several challenges to attracting more businesses and only ranks as average in others. Together, these challenges and neutral rankings may be detriments to the area as it works to diversify its economy and attract talent and high-quality companies.

ELEVATING BASTROP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT seeks to help strengthen the City's business climate, so the community can attract talent and companies to diversify the economy in a way that is sustainable and leverages its assets and geographic position.



To diversify and grow its economic base, Bastrop must continue to set itself apart from other communities in the Austin metro area not only in terms of the business climate it offers, but also with its quality of place to win projects and build a sustainable economic future for the community. It must also continue to take on transformational initiatives that will have a positive, game-changing effect on the community and create long-term economic impact.

By better connecting and leveraging the region’s infrastructure, quality of place, talent, and workforce toward the area’s long-term economic development goals, the EDC can help set Bastrop apart as a competitive business location. The status quo is not an option.

As Figure 3.1 illustrates, the recommendations for action are categorized under three areas of opportunity: Strengthen the Product (Asset Development), Execute Effectively (Organizational), and Tell the Story (Marketing).

An estimated timeline for the optimal application of the recommendations is included in the Recommendations Summary table on page 55. Within the recommendations, where appropriate or possible, an estimated budget and lead organization is noted. An asterisk () symbolizes a transformative recommendation that could have a significant positive impact on the City if implemented.*

FIGURE 3.1: RECOMMENDATION CATEGORIES



I. Strengthen the Product (Asset Development)

Strategy:

Develop assets and initiatives that support the community's desire to attract and grow more high-quality economic activities in the area and to support the current and future residents of the City of Bastrop.

The City's product is defined as the infrastructure—including a favorable business climate—needed to attract talent and investment to Bastrop. Local development and marketing efforts will only be successful if the community has product to sell. This includes sites and buildings, utility infrastructure, workforce development programs, initiatives to support entrepreneurship, incentives, and other quality of place assets and amenities to attract targeted business sectors and talent.

1. **Develop a speculative building in the Bastrop Business and Industrial Park suitable to accommodate businesses from the targeted industry sectors list and enhance Bastrop's opportunity for success.***

Observation: More than 85% of all site searches begin by looking for an existing building that has the potential to meet the needs of the company's requirements. In these cases, because speed to market is important, communities with ready to market properties have an advantage. If a suitable building cannot be found, the project may turn into a greenfield site development project that will take much more time to bring to fruition. The time needed to find and prepare a greenfield site may dissuade those conducting the search and cause them to look to place the investment in other communities that have already existing building options.

Bastrop's inventory of quality, available space to meet the needs of the targeted industries is virtually nonexistent. To show the community's commitment to welcoming new businesses and to get on the radar of companies looking to expand elsewhere as well as site-advisory consultants, the EDC should consider constructing a speculative shell building.

Recommendation: The EDC should develop a speculative building in the EDC's Industrial Park that is of sufficient size and usage to attract the types of operations required by the target business sectors. A 50,000 sq. ft. building, expandable to 100,000 sq. ft., should be considered. The ceiling height of the building should be no less than 34 feet, and the building should have an unfinished interior so that a potential tenant or buyer can build out the structure based on their specific needs or criteria.

Best practice examples: City of Sylacauga, Alabama, and Alabama Power

- <https://amazingalabama.com/services/speculative-building-program/>
- <https://alabamane.wscenter.com/2019/07/25/sylacauga-breaks-ground-on-60000-square-foot-facility-through-alabama-power-speculative-building-program/>

Cost: \$25–\$40/sq. ft. for construction

Lead entity: Bastrop EDC



2. Work to convince the community of the merits of attracting a new technical college in Bastrop (and then do so).*

Observation: “Talent is the new currency.” However, the assessments conducted in Phase 1 suggest that Bastrop is falling short in opportunities to skill up the existing and potentially new resident workforce, especially for those individuals who have finished secondary school but need more training to succeed in today’s technology-driven world. Feedback from recent focus groups participants and respondents to the electronic survey validate this finding. The two groups were nearly unanimous in their observation that the City’s inability to attract or retain a skilled workforce is a severe challenge.

In 2010, voters in Bastrop defeated a bond issue that would have allowed Austin Community College to build a campus in Bastrop. The voters of Elgin approved it, and hence ACC Elgin was built 20 miles north of Bastrop. The campus houses the Sustainable Agriculture Entrepreneurship Program and the Veterinary Technology Program.

By not having a technical or community college offering curriculum choices for the occupations that both existing businesses and the targeted business sectors need, Bastrop will be left behind its competitors both on a regional and national level. The attraction of the Art Institute (AI) to Bastrop is a positive accomplishment, but its curriculum will be limited based on the offerings of the college (<https://www.artinstitutes.edu/austin>). Cedar Creek High School offers dual credit classes through Austin Community College, but more needs to be done to grow the technical trades.



TSTC Campus in East Williamson

Recommendation: Bastrop should develop a cadre of champions to attract and sell voters on the merits of attracting a campus of the Texas State Technical College (TSTC) System (<https://www.tstc.edu/>). TSTC offers curricula and course offerings demanded by local employers and the targeted business sectors found in Chapter 2. (<https://www.tstc.edu/programslist/browse>)

Best practice example: Brownwood, Texas
<https://www.tstc.edu/campuses/brownwood>

Lead entity: EDC, City Council, Chamber of Commerce

3. Develop a sports complex for local use and as a destination attraction in amateur sports.*

Observation: Focus group participants and local citizens and stakeholders who responded to the electronic survey used in Phase 1 voiced a need for recreational venues (e.g., a variety of ball fields, etc.) for families and children in Bastrop.

In addition to answering to resident needs, such venues—if created on a scale and quality to differentiate them from traditional community activity centers—have the added benefit of potentially attracting sports tourism groups by hosting tournaments and other events that would drive overnight visits to the area. Youth sports and sports-related travel are creating an approximate economic impact of \$7 billion per year nationally, according to the consulting firm Sports Facilities Advisory of Clearwater, Florida. Attracting travel teams in youth sports such as soccer, basketball, baseball, softball, lacrosse, gymnastics, swimming, or football is a significant economic generator for communities with the infrastructure to accommodate them.

A new complex in Bastrop could anchor such activity; the City’s proximity to the Austin-Bergstrom International Airport (AUS) and easy driving access in the southeast Texas area compared to the northern areas of the Austin

MSA would give the complex an advantage over existing complexes in the region.

Recommendation: By taking the need to meet resident demands for more recreational facilities a step further, a sports complex designed to also attract regional and national amateur and youth tournaments could serve as an economic generator for the City and grow its sales and lodging tax by driving more travel and overnight visitation to the area. This would, in turn, increase demand for food and accommodations, shops, sports retail stores, and more. **The City should conduct a feasibility analysis of building and operating a youth and amateur sports complex that would be used by local citizens and out-of-town visitors.** The analysis should take into account the existing venues in the Austin MSA and identify a niche for Bastrop that is aligned with residents’ demands.

Although neighboring Round Rock has developed and branded itself successfully as the “Sports Capital of Texas,” the geographic distance and ease of travel to Bastrop from (AUS) suggests that Bastrop could offer other options for amateur sports teams, and potentially as a lower cost alternative to the existing facilities in the region. A market assessment and feasibility analysis would determine the optimal programming and uses for the complex.

Though Garner Economics is not endorsing or recommending a partnership with any particular entity or private developer, we are suggesting that the City explore on-site, best practice examples of successful complexes to learn what each has done effectively, and identify best practices that could be applied to Bastrop and the community’s local-use needs. If the City determines the market demand is sufficient to proceed with developing the complex, it should also consider recruiting or partnering with a private developer to help absorb some of the risk and costs involved in such a capital-intensive project, as well as to provide marketing and operational support to establish the complex among regional and national sports tournament organizers.



Round Rock Sports Complex and Multiuse Complex

Best practice examples: A multitude of communities have made youth sports a priority for their community to serve the local needs and to serve as an economic generator and sports tourism demand driver. The following municipalities offer examples:

- Round Rock, Texas <https://rrsportscenter.com/>
- Lawrence, Kansas <https://sportspavilion.lawrenceks.org/>
- Sandusky, Ohio <https://sportsforceparkssandusky.com/explore-the-park>

Cost: \$35,000–\$50,000 to test the market (feasibility analysis and initial pro forma). \$70K with architectural concepts.

Lead entity: Chamber of Commerce; Visit Bastrop

4. Create an Entrepreneurial Center (or Knowledge Center) that would include a small-business incubator and makerspace.*

Observation: The Kauffman Foundation suggests that nationally new firms and young businesses disproportionately contribute to net job creation throughout the economy and account for more than two-thirds of gross job creation. Tracking the employment by new firms, those established less than one year, is a good measure of the entrepreneurial ecosystem of an area. The ability to create a new company and create new jobs helps to bolster the local economy. Additionally, new firms contribute disproportionately to job creation and have an important role in employment growth.

At the local level, measuring the proportion of people who are *Self-Employed* is a rough proxy to gauge entrepreneurial activity, which in turn, can provide a sense of local risk-taking tolerance and economic dynamism. Bastrop has a self-employment rate of 9.7% for 2017. This is above the other benchmarks of Fredericksburg and Tomball but behind Bastrop County and the Austin-Round Rock Metro and is slightly lagging to Texas and the nation. Bastrop County had the highest self-employment rate of 11% due to the high number of unincorporated and unpaid family worker enterprises (8.3%).

Recommendation: Because there is no four-year, two-year, or technical college currently in Bastrop to help foster entrepreneurship, the City, ISD and EDC will need to take the lead in building the entrepreneurial ecosystem in the City. The EDC/City should either find a vacant facility (approximately 2,000 sq. ft.) that will allow for the development of an Entrepreneurial Center (or Knowledge Center) or seek funding to construct one in the Industrial Park. Adding a makerspace within the facility will set it apart from others in the region and will allow the facility to serve a broader range of entrepreneurial activity.

Lead entity: City of Bastrop, EDC, ISD

Best practice examples:

- Greensboro, North Carolina: <https://www.forgegreensboro.org/>
- Hartford, Connecticut: <https://makerspacect.com/join-the-movement/>
- Greenville, South Carolina: <http://synergymill.com/>

Makerspaces

Atlantic Magazine published an article on how makerspaces are helping local economies. A makerspace is a collaborative workspace for making, learning, and exploring that uses a variety of tools—from high-tech to no-tech tools. There are a few with trademarked names such as TechShop (governed as a for-profit corporation) or FabLab (nonprofit foundation). Depending on the structure, these operations provide access to members, students, or entrepreneurs and have a variety of maker equipment including 3D printers, laser cutters, CNC machines, soldering irons, and even sewing machines. Makerspaces are often entrepreneurial tools that can be paired with programming and business planning support. Another positive use is to leverage the space and equipment to help the displaced and consistently unemployed to “skill up” or find resources for wealth building on their own merit.



II. Execute Effectively (Organizational)

Strategy:

Build programing that results in outstanding economic development service delivery across all City functions.

1. Create a one-stop permitting office to streamline the permitting process and create an internal culture of “yes.”

Observation: Economic development wealth-building occurs when private investment causes a snowball effect of more private investment. The role of government in the economic development process is to nurture a strong business climate and implement a service delivery mechanism that serves as a catalyst and facilitator for investment to occur rather than as an inhibitor.

Comments related to the City’s permitting and planning process during Phase 1 of the project were numerous. Many participants stated the process is difficult, the rules are unclear, and the interpretations are unpredictable. Survey respondents agreed with the sentiment, ranking the difficult permitting process as one of the largest obstacles to enticing new development. There was also considerable conversation on the particular example of applying signage to buildings citing different applications of rules and confusion over what is actually permitted. One participant felt it was sometimes based on who the applicant is, rather than the business’s activity. The perception is so detrimental that a business owner stated that they developed just outside the city limit/ETJ (extraterritorial jurisdiction) border to avoid working with the City.

From another perspective, businesses felt the permitting process was easier than it is in Austin or in other states, such as California. One participant stated the permitting process has been an exceptional pleasure

compared to other highly regulated locations they’ve dealt with. But these are the exceptions rather than the rule.

Recommendation: The City of Bastrop should create a one-stop shop to facilitate the planning and inspections process. A one-stop shop would help those who live or do business in Bastrop find what they need in the most efficient, time-saving manner. Information on City development processes, including case submittals, plan submittals, permits, and development records, would be accessible in one location. Whether a business is looking to develop a property or renovate a commercial building, the one-stop shop would be the place to start.

The permitting process can be an intimidating task for any business applicant. The City should create an ombudsman or concierge staffing position to serve as the main point of contact to bring together the various parties (both City staff and private) in the permitting process. This is a customer-focused initiative that will help Bastrop transform into being a leader in effective community solutions and services. Many times, municipal planners and inspections personnel are construed as regulators with a culture of “no.” Not to lessen the role that government needs to play to protect the character of a municipality, it also needs to instill in its employees a culture of “yes” to spur private investment and to enhance the economic vitality of Bastrop.

Lead entity: City of Bastrop

Best practice examples:

- City of El Paso: <https://www.elpasotexas.gov/planning-and-inspections/one-stop-shop>
- City of Scottsdale: <https://www.scottsdaleaz.gov/planning-development/one-stop-shop>

III. Tell the Story (COMMUNICATE)

Strategy

Tell the Bastrop story and promote the brand, locally and globally.

The Bastrop EDC has the opportunity to be more proactive in telling the City’s story more effectively and be a better spokesperson for the economic dynamism of the community. Site-location advisors and companies within the targeted sectors are the primary audience for such efforts.

1. Enhance the EDC’s marketing tools and tactics in its external and internal outreach efforts.

Rationale: With the City’s efforts taking a more proactive and focused effort as a result of implementing this strategy and targeted business sectors approach, more emphasis should be placed on fine-tuning messages and marketing to the target audiences to have a direct impact on the City’s economic development goals.

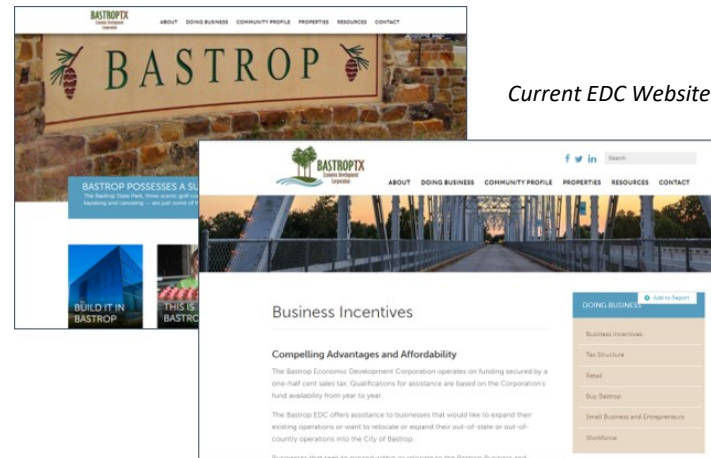
Recommendations: The EDC should leverage the wealth of information and data provided in this body of work and craft an integrated communications, marketing, and public relations plan to reach the target audiences. Doing so will strengthen Bastrop’s position for economic development, entrepreneurship, business attraction, and talent attraction to a U.S. and international audience comprised of C-level executives, site selectors, entrepreneurs, and skilled professionals making business location decisions.

a. Update the EDC’s website for greater functionality and graphic appeal.

An economic development organization’s (EDO) website is its most important marketing tool to attract investment into the area. As such, the EDC’s website needs to be designed to offer the resources that meet its primary and specific audiences’ needs.

As the Economic Development Corporation works to implement its business development and marketing efforts for the City, its website should be adjusted to serve both the information needs and the interests of location advisory audiences and companies doing site searches on their own, including entrepreneurs. The site’s navigation functionality, graphic appeal, and available data should be built and directed to these external audiences.

Though the Bastrop EDC website contains information that is of value to potential investors, it is difficult to find data on the current website or the data may be irrelevant to a site selector’s or company’s needs. The site also has a dated feel compared to other best practice websites noted at the end of this recommendation.



Current EDC Website

From the perspective of a location advisory firm, Garner Economics suggests the following recommendations to enhance the Bastrop EDC website related to economic development:

- Navigation should be restructured to better serve each target sector, especially for recruitment. Successful websites have oriented navigation by audience type, such as the optimal business sector targets noted in Chapter 2.
- While advisors will begin their expansion or location search via the internet, eventually real-time contact with considered locations is made. Contact information (especially phone and email) should be clearly visible on each page (e.g., in the header of the site) and on all material for printing or downloading.
- Data most commonly considered in the location process by site selectors and corporate end users should be available and easily accessible. The data compiled for the City from this report and the **COMPETITIVE REALITIES REPORT** should be used.
- Branded, thematic maps should be created to orient and inform website visitors of Bastrop’s location and its geography.
- Content providing a City overview and statistical data from the **COMPETITIVE REALITIES REPORT** should be created and translated into the languages of potential international clients (e.g., Japanese, Chinese, Korean, German, and Spanish). Use a professional translation services firm rather than a translation program for accuracy’s sake.

Best practice examples:

- The Choctaw Nation <https://www.growchoctaw.com/> (SEDC 2019 award winner)
- The EDC of Southwest Indiana <https://www.southwestindiana.org/>
- Chambers County, Alabama <https://www.chamberscoida.com/>
- The Savannah Economic Development Authority <http://seda.org/home>
- Dorchester County, South Carolina <https://www.dorchesterforbusiness.com/> (SEDC 2019 award winner)

Cost: \$20,000 +/-

b. Enhance and utilize social media channels for local community awareness. The EDC should have a program related to *“All Things Economic Development”* in Bastrop. Much of the community engagement that occurred during the discovery process suggested that the EDC needs to do a better job in messaging activities occurring in Bastrop. Social media platforms such as podcasts, You Tube, Twitter, and email newsletters, are examples of many communication platforms that can be used to tell the story. It is imperative that the EDC tell its story effectively and often, so the community can appreciate the change and improvements taking place. It is much better to overcommunicate than under communicate.

Cost: \$10,000 annually

2. Conduct a focused, targeted outreach to Austin- and San Antonio-area real estate brokers and developers.

The Austin/San Antonio commercial real estate community can be of help in promoting Bastrop as a lower cost yet quality alternative to other parts of the Austin metro, especially after new product comes online in the City and more space becomes available. Bastrop should conduct a semiannual or annual developer’s day in the area with regional commercial real estate brokers and developers, highlighting Bastrop’s value proposition as a business location.

Cost: \$7,500 annually

3. Conduct targeted consultant calls in key markets.

The EDC should partner with both Opportunity Austin, Texas One (Go Big in Texas), and Team Texas in calling on consultants and companies in major markets that have a high concentration and specialty with the identified targets. Those locations include Atlanta, New York/New Jersey, Chicago, and Dallas/Ft. Worth. There will also be pockets of opportunities in the California market.

Cost: \$15,000 annually



4. Execute a process for lead generation and business target profiling with the targeted companies.

To jump-start the EDC’s ability to fully utilize the business sector targets and subsector targets identified in Chapter 2, the EDC should engage a marketing firm to provide lead generation services that identify qualified investment opportunities. This service should yield a list of companies (including the company’s current location, contact information for the C-level executive responsible for choosing future operation sites, business description [NAICS code, etc.], and magnitude of recent growth) that would be hot prospects for the EDC’s recruitment efforts.

If done correctly, the lead generation identification process is methodical and evaluates key company performance metrics including sales, employment, growth, number of locations, and other relevant factors. The process tracks and evaluates “events” undertaken by companies in the identified target business sectors that indicate expansion or consolidation. Such events would include mergers and acquisitions, executive changes, or technology development. The process would also track overall industry trends. Through this evaluation of indicative corporate behavior, the lead generation firm would identify specific companies and qualified leads that are “best bets” to consider an expansion opportunity in the short and medium term.

Engaging a firm with a lead generation capacity will enable the EDC to conduct its marketing efforts in a focused and more direct manner. With a list of qualified leads, the EDC can focus its efforts on specific companies and concentrate broader marketing efforts in areas where there is a larger concentration of the qualified companies. The approach would be more cost-effective and would focus business development efforts.

Cost: \$15,000–35,000, depending on the number of qualified leads generated.

Chapter 4: What's Next?



Bastrop is well on its way to leveraging its location within a growing metropolitan area to raise its visibility as a competitive place for high-quality businesses. However, the community needs to strengthen the product it has to offer, as well as improve the quality of its workforce—especially for entry-level and technical job opportunities. The recommended business sector targets provided in this strategy will help Bastrop focus those efforts.

Through this report, **ELEVATING BASTROP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT**, community leaders can make long-term structural investments to ensure that the City can attract the types of activity it wants while also taking on game-changing initiatives to augment the area's quality of place assets.

Garner Economics would like to thank the Bastrop EDC staff and board of directors, the stakeholders who participated in the focus groups, and the community residents that participated in the electronic survey for their help and assistance during this process. Their feedback, compilation of data, and information—as well as their openness and willingness to explore various opportunities to strengthen operations—have contributed to the richness and rigor of this report.

Recommendations Summary

The recommendations below form the core of the [ELEVATING BASTROP: AN ECONOMIC DEVELOPMENT ACTION PLAN TO ATTRACT TALENT AND INVESTMENT](#) and inform the City’s economic development efforts for years to come. Recommendations noted with an asterisk (*) are considered transformational by Garner Economics and, if implemented, could have a profound impact on the economic vitality of the City.

By telling Bastrop’s story more succinctly and taking proactive steps to build more product and execute more effectively, Bastrop can build economic opportunities for its residents and businesses.

Strategy	Actions	Timing
<p>Strengthening the Product</p> <p>Asset development initiatives to ensure Bastrop can compete to attract, retain, and grow the types of companies and talent the community desires</p>	<p>1. Develop a speculative building in the Bastrop Business and Industrial Park suitable to accommodate businesses from the targeted industry sectors list and enhance Bastrop’s opportunity for success.</p>	<p>2021</p>
	<p>2. Work to convince the community of the merits of attracting a new technical college in Bastrop (and then do so).</p>	<p>2020–2021</p>
	<p>3. Develop a sports destination complex for local use and destination attraction in amateur sports (feasibility study).</p>	<p>2020–2021</p>
	<p>4. Create an Entrepreneurial Center (or Knowledge Center) that would include a small-business incubator and makerspace.</p>	<p>2021–2022</p>
<p>Executing Effectively</p> <p>Organizational adjustments that allow the City to work proactively in those areas that will directly impact the economic growth the community desires</p>	<p>1. Create a one-stop permitting office in the City to streamline the permitting process and create an internal culture of “yes.”</p>	<p>2021</p>

Strategy	Actions	Timing
<p>Tell the Story</p> <p>Marketing approaches for the City to share the economic dynamism of the area with target prospects and talent</p>	<p>1. Enhance the EDC’s marketing tools and tactics in its external and internal outreach efforts.</p> <ul style="list-style-type: none"> a. Update the EDC’s website for greater functionality and graphic appeal. b. Enhance and utilize social media channels for local community awareness. 	2021
	<p>2. Conduct a focused, targeted outreach to Austin and San Antonio area real estate brokers and developers.</p>	2021–2026
	<p>3. Conduct targeted consultant calls in key markets.</p>	2021–2026
	<p>4. Execute a process for lead generation and business target profiling with the targeted companies.</p>	2021–2022