

**Copperas Cove**  
**Economic Development Corporation**

**Report**  
**and**  
**Strategic Plan**

**July 2011**

**Prepared and Facilitated**  
**By**  
**Ron Cox Consulting**

**REPORT AND ACTION PLAN  
COUNCIL/STAFF  
RETREAT**

**COPPERAS COVE  
EDC  
BOARD OF DIRECTORS**

**March 24, 2011**

**Introduction**

On March 24, 2011, the Copperas Cove EDC Board and staff met in a retreat to discuss, develop, and prioritize short and long term strategies. Ron Cox facilitated.

Prior to the retreat, Ron Cox met individually with each member of the staff, the Board members individually, City Council Liaisons to the Board, the City Manager and City Engineer and the County Judge to determine the key issues facing the EDC at this point. These key issues were identified and presented at the retreat. The Board and staff then discussed each of the issues and identified strategies to address each one.

Those attending the retreat included the CCEDC Board, City Council appointed liaisons, the City Manager, County Judge and CCEDC staff. It is noted the County Judge and City Manager had other commitments and left early in the meeting. Before they left, they were called upon to make some general comments about the state of economic development in Copperas Cove, from their perspective and to present the issues they brought up for discussion.

The CCEDC Board, Council liaisons and staff participated in the retreat discussions in a free and open manner. All participants were honest, courteous and respectful in their responses, and dialogue was excellent in all respects. The purpose of this report is to document the discussion at the retreat and provide the basis for the strategies established at the retreat.

## **Accomplishments and Financial Report**

### **Accomplishments**

The staff made a presentation regarding the accomplishments of the EDC over the last fourteen months. These accomplishments included the hiring of a new Executive Director, completing the financing and construction of Constellation Drive, assisting in the funding and securing the commitment of TxDOT for the construction of the new Highway 290 Bypass, spearheading the land exchange with Fort Hood and the annexation of the newly exchanged property, negotiations for the major shopping development known as Shops at Five Hills.

The Board recognized and appreciated the work of the EDC as being significant over the last fourteen months.

### **Financial Report**

Staff then presented a conservative five-year outlook of the financial position of the EDC. This overview took into consideration low interest income, conservative expenses and did not take into consideration any income from the sale of property now owned by the EDC.

The budgeting of revenues for future programs and capital projects will be dependent on the outcomes of the retreat and decisions made by the Board on the direction the organization should take.

## **Mission Statement and Mission Elements**

### **Mission Statement**

The Board then turned its focus on looking at the future of the EDC. Discussion began with a review of the CCEDC Mission Statement. That statement is as follows.

**“To establish a comprehensive economic development program for Copperas Cove through new industry recruitment, business expansion and retention activity and small business development.”**

### **Mission Statement elements**

The Board then divided and discussed the elements of the mission statement in the following four areas.

- **“To establish a comprehensive economic development program...**
- **...through new industry recruitment...**
- **...business retention and expansion activities...**
- **...and small business development.”**

(It is noted here that later in the discussion the group reviewed the wording of the Mission Statement and made changes. The changes to the Mission Statement are noted later in this report, but the discussions centered on the four elements presented above. The issues will be reported based on the existing Mission Statement for the sake of consistency in the report.)

## **Issues**

The key issues identified during the interview process were as follows. These issues have not been consolidated, and are generally unedited to show the consistency of thinking between individuals. This consistency shows that individually the group is thinking very much alike. Their collective discussion of the issues will bring clarity and order to the direction of the CCEDC by the group participating in the retreat.

The issues are as follows.

- Continue to develop and enhance communication and transparency of CCEDC.
- Identify the next area of Fort Hood land for land-swap and annexation.
- Identify and begin next phases of annexation.
- Develop the new Highway190 corridor – correctly.
- Don't forget downtown as the new Highway190 corridor develops.
- Improve transportation and beautification of the city.
- Get a clear understanding and agreement of vision of economic development between the CCEDC and City Council.
- Emphasize local business retention and assistance.
- Develop an industrial park.
- Communicate the successes of the CCEDC.
- Work hand-in-hand with the City.
- Continue to improve on communication.
- Attract basic industry in industrial park.
- Enhance retail business opportunities.
- Emphasize business retention.
- Provide for job training and better coordination with workforce training.
- Better develop internal rules of procedure for Board protocols and financial management of CCEDC.
- Develop a comprehensive "blue-print" of the long-term economic development of Copperas Cove.
- Balance our bedroom community with compatible business development.
- Develop a comprehensive master plan for the city, including economic development.
- Get involved more in the federal political and funding processes.

The twenty-one key issues were discussed in general and by the Board.

The issues were then consolidated to eliminate the duplication. The remaining 12 issues were then categorized within the Mission Statement elements as follows.

- **“To establish a comprehensive economic development program...**
  - Enhance Communication and transparency - communicate the successes
  - Develop a comprehensive approach for annexation
  - Transportation and beautification
  - Define a common ED vision and blue-print
  - Comprehensive Plan for the city to include economic development
  - Balance our bedroom community with compatible business development
  
- **...through new industry recruitment...**
  - Create an Industrial Park
  - Attract basic industry
  - Emphasize work force training opportunities
  
- **...business retention and expansion activities...**
  - Emphasize business retention and assistance
  
- **...and small business development.”**
  - Develop the new Highway190 corridor
  - Enhance new retail business opportunities

In addition, one issue identified was specific to the administration and organization of the CEDC. This issue was not discussed by the Board as a whole, but the staff will address the issue in its implementation plan. That issues is as follows.

- **Organizational development**
  - Review and develop as appropriate internal rules of procedure for Board protocols and financial management

## **Strategies**

Strategies were developed within each Mission Statement element. These strategies are designed to address the identified issues.

The strategies are as follows (with the listed opportunities below each Mission Statement element).

- **“To establish a comprehensive economic development program...”**
  - Communication**
    - Expand and emphasize transparency and communication at all levels – city government, county government, chamber of commerce, industry and the citizens
      - Identify the target audience to establish the appropriate message

- Develop the message
- Deliver the message consistently
- Be genuine and transparent
- Utilize the website and social media

**Planning.**

- Create a comprehensive plan for the new corridors being developed
  - Take into consideration zoning for highest and best uses for the areas
  - Create a beautification and landscaping plan to ensure high quality development in the new corridors
- Seek and provide opportunities for the CCEDC to both include others and to be included at the planning and development table at every opportunity
  - Include City, County, COG, ISD Chamber, Fort Hood, Industrial Foundation and other representatives at CCEDC planning functions
  - Seek opportunity to be included with these same organizations during planning sessions
  - Participate with the City to assist in including an economic development element in their Comprehensive Plan update
  - Conduct joint posted meetings with other entities to fully discuss issues and opportunities in the communities

- “...through new industry recruitment...”

**Industrial Park**

- Identify the target market industry for Copperas Cove
- Identify a new location for an industrial park focusing on the Highway 190 State Highway 9 and State Highway 116 corridors

**Workforce development - Marketing/Attraction/Recruitment**

- Focus on expansion of technical training utilizing Fort Hood personnel, through the CTC and Workforce development programs
- Use the Social media and one-on-one visits to attract workforce to fit the target industry

- “...business retention and expansion activities...”

**Determine the needs of existing business**

- Conduct a survey of sample businesses through out the city
  - Recognize and survey the different business areas including downtown and the existing Highway 190 corridor
  - Utilize other entities to assist in the development of the survey to ensure usefulness for others as well as CCEDC
- Based on the survey define the problems and issues to emphasize the retention of existing businesses

### **Develop business retention and expansion plan**

- Establish and/or identify programs for retention and expansion based on the identified needs resulting from survey
- Be a resource to existing and potential businesses to help them succeed
- Make one-on-one contact offering assistance as appropriate
- Capture and report all business inquiries
- Determine if additional staff is needed

### **Traffic Management**

- Develop a traffic management plan for the city, including all major current and future transportation corridors

- **“...and small business development.”**

### **Highway 190, SH 6 and SH 116 corridor planning**

- Identify properties in the corridors for business development
- Determine need for land trade with Fort Hood
- Determine need for annexation
- Plan proper zoning for highest and best use
- Identify and plan for provision of infrastructure
- Develop marketing strategy

### **New retail**

- Pursue quality retail of all types
- Utilize partners, including existing developers where applicable

## **Planning Summary**

Upon further discussion, the Board reviewed the planning efforts desired as next steps for the CCEDC as follows

- Overall Economic Development Plan elements
  - Future land exchanges and annexation plan
  - Beautification and landscaping plan
  - Transportation/mobility plan
  - New corridor plan (Highways 190, 9 and 116)
  - Communications plan
  - Business retention, expansion and development plan
- Participation in the City’s Comprehensive Plan update

## **Mission Statement Revision**

After reviewing the elements and strategies established those present then discussed the applicability of the current Mission Statement to their stated work program. After some

discussion a proposed change in the Mission Statement was developed. The revised Mission Statement is as follows.

**“To establish and maintain a comprehensive economic development program for Copperas Cove through new industry recruitment, business expansion, retention and development activity.”**

With the change in wording, the strategies listed earlier in “small business development” will be combined with “business expansion and recruitment.” There are now three Mission Statement elements. The Strategic Plan that follows will reflect the changes.

### **Development of Action Plan**

Ron Cox, the facilitator, will meet with the Executive Director and staff in a series of follow up meetings. At these meetings the staff will be asked to develop an action plan for each of the strategies approved and adopted by the Board.

The Action Plan is to include the following:

- **Identification of the staff project team members.** Each staff member will identify a project team. The team then is responsible for the development and implementation of the plan for each of the strategies.
- **Identification of partners.** There are various individuals and organizations the staff team can work with, partner with, to ensure the successful outcome of the strategies.
- **Development of action steps.** These steps are the basic steps in the implementation process establishing a framework for the staff to follow to accomplish the strategies.
- **Establishment of a timeline.** Each strategy has a basic timeline associated with its implementation. Depending on the complexity of the project, the timeline may be multi-year, or it may be very quick. In addition, the timeline may be associated with the initial implementation steps identified.
- **Estimation of costs.** Costs of implementation may be the immediate costs of the initial implementation steps, or the estimate may be to complete the entire project. In either case, the Executive Director needs an estimate of the costs for budgeting purposes.
- **Reporting.** The staff team will report regularly to the Executive Director the status of the implementation of the steps. In turn, the Executive Director will report regularly to the Board.

It is important to reflect that this plan is dynamic. The Action Steps, Timeline, and Costs in the Action Plan will all be adjusted over time. The reporting process should reflect the status of the project and the changes that may be effected throughout the life of the Plan.

Attached is the Strategic Plan for the Copperas Cove EDC, as prepared by the Board and staff at the Board Retreat on March 24, 2010. The CCEDC staff will establish the Action Plan for each of the strategies after the retreat.



# **Strategic Plan 2011**

**Board/Staff Retreat  
March 24, 2011**

**Final Report to Board**

**Prepared and Facilitated  
By  
Ron Cox Consulting**

**Mission Statement**  
**of the**  
**Copperas Cove EDC**

**“To establish and maintain a comprehensive economic development program for Copperas Cove through new industry recruitment, and business expansion, retention and development activity.”** (Revised March 24, 2011)

## Strategies

- **“To establish and maintain a comprehensive economic development program...”**

### Communication

- **1.1 Expand and emphasize transparency and communication at all levels – city government, county government, chamber of commerce, industry and the citizens**
  - Identify the target audience and establish the appropriate messages
    - Develop the message  
The message is targeted to each audience.
    - Deliver the message consistently  
Consistency will be a guiding principle in all our communication efforts.
    - Be genuine and transparent  
This effort is ongoing and will be accomplished through all available communication channels.
  - Utilize CCEDC website and appropriate social media outlets  
Social media is a key component in all our future communication efforts.

### Local Audiences

- Citizens and business owners
- City, county and regional government

### Communication Tools

- Facebook, Twitter, YouTube, LinkedIn and Flickr. (2012)
- Repurpose Polo’s monthly column as a “blog” (2011)
- Keep website current with news items (ongoing)
- Continue to promote Business Resource Center programs/classes on "Business Development" page on website (ongoing)
- Create a newsletter and send out quarterly. (2012)
- Continue to promote CCEDC stories to local media (ongoing)
- Take opportunities to speak to community service groups (Rotary, Lions Club, etc.) (ongoing)

## **External Audience**

### **Targeted Industries**

- Retail/Commercial
- Renewable Energy Products, Construction Materials, Media Devices, Light Manufacturing, Distribution & Logistics, Information Technology

### **Other Targets**

- Site selectors and Commercial brokers

### **Communication Tools**

- LinkedIn profile for staff & organization (2012)
- Promote CCEDC stories to regional, statewide and national media (ongoing)
- Keep CCEDC website news section current (ongoing)
- Targeted marketing to reach specific industries. (ongoing)
- One-on-one communication through conferences, conventions, trade shows, “Fam Tours” and mission trips. (ongoing)

## **Planning**

### **1.2 Seek and provide opportunities for the CCEDC to both include others and to be included at the planning and development table at every opportunity**

- Include City, County, COG, CCISD, Chamber, Fort Hood, Industrial Foundation and other representatives at CCEDC planning sessions.
- Seek opportunities to be included with these same organizations during their planning sessions
- Participate with the City in the work to include an economic development element in their Comprehensive Plan update
- Conduct joint posted meetings with other entities to fully discuss issues and opportunities in the communities

Create and implement programs to accomplish 1.2

- Establish a reporting system which will keep the Board of Directors informed.
- Timeline: Ongoing

## **Strategies**

- **“...through new industry recruitment...”**

## **Industrial Park Development**

- **2.1 Identify the target market industry for Copperas Cove**
  1. Research and identify “what we have to sell”. Determine the strengths and weaknesses of the community; focus on the strengths and work on eliminating or reducing the weaknesses
  2. Determine the industries/businesses most likely to need our strengths which include a ready and able workforce, geography, an abundant supply of energy, a highly regarded educational system, no personal income tax, a business friendly local government, a regional airport and opportunities for expansion.

*Please note that staff accomplished the above steps in 2010/2011.*

### Target Industries:

- Renewable energy products
  - Construction materials
  - Medical devices
  - Light Manufacturing
  - Distribution & Logistics
  - Information Technology
3. Market to those industries/businesses. Timeline is ongoing

○ **2.2 Identify a new location for an industrial park focusing on the Highway 190, State Highway 9, and State Highway 116 corridors**

Create a comprehensive plan for the new transportation corridors being developed

Action Steps:

- Select and take into consideration the zoning that will allow for the highest and best use of the land (2013)
- Create or cause to be created a beautification and landscaping plan to ensure high quality development (2013)
- Develop or cause to be developed a traffic management plan that includes all major transportation corridors (2013)
- Identify properties suitable for business development in or near the new transportation corridors (late 2012)
- Determine the need for an additional land swap with Fort Hood (late 2012 or early 2013)
- Determine the need for annexation of properties (2013)
- Plan for proper zoning for a land owned by the CCEDC; highest and best use (2012)
- Identify and plan for the provision of infrastructure (2013)
- Develop a marketing strategy that is focused on the new location(s) (late 2013)

## **Workforce development- Marketing/Attraction/Recruitment**

- **2.3 Focus on expansion of technical training opportunities utilizing available Fort Hood personnel, through the CTC and Workforce development programs**
  - Use Social media and one-on-one visits to attract workforce to fit the target industry
    - Maintain existing relationship with Central Texas College, the primary provider of workforce training programs and services in our region
    - Stay current on Texas Workforce Commission Programs
    - Monitor State Workforce Development Programs for opportunities

# Strategies

- **“...and business expansion, retention and development activity.”**

## **Business Expansion, retention and development**

- **3.1 Conduct a survey of sample businesses through out the city**
  - Recognize and survey businesses in the different business areas including downtown and the existing Highway 190 corridor
  - Utilize other entities to assist in the development of the survey to ensure usefulness for others as well as CCEDC
- **Based on the survey, identify the issues associated with the retention of existing businesses**
- **Establish a process to be a known resource to existing and potential businesses to help them succeed**
  - Identify programs for retention and expansion based on the identified needs
  - Make one-on-one contact offering assistance as appropriate
  - Determine if additional staff is needed
  - Prepare a system to capture and report all business inquiries
- I. Conduct a Business Retention & Expansion Survey**

Action Steps: Business Retention & Expansion Survey Program

  - Select Team Leader (September, 2011)
  - Recruit survey team members (October, 2011)
  - Identify Survey Instrument (October, 2011)
  - Train Survey Team (November, 2011)
  - Conduct Survey (December 2011, January 2012, February 2012)
  - Evaluate Findings (March, 2012)
  - Issue Report (May, 2012)

II. Based on the findings of the survey, create and implement programs

III. Establish a process to be a known resource to existing businesses

IV. Prepare a system to capture and report all business retention and expansion inquiries

○ **3.2 Determine and define the CCEDC role and responsibility in retail recruitment programs**

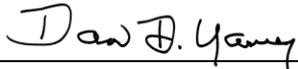
- Determine the limitations of using 4A funds for retail recruitment
- Develop a program within those limitations
- Within the program parameters, pursue quality retail of all types
- Within the program parameters, utilize partners, including existing developers where applicable

**Create Retail Recruitment Programs & Services**

**Action Steps**

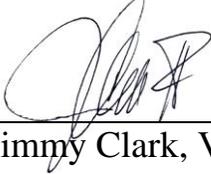
- Determine the legal limitations of using Type 4A funds for retail recruitment (October 2011)
- Develop programs and service, including marketing, incentives, counseling, and reimbursements within those limitations (January & February, 2012)
- Within the parameters of the programs and services, pursue quality retail of all types (ongoing)
- Where allowable by the parameters of the programs and services, utilize partners such as developers, bankers, the City of Copperas Cove, the Chamber of Commerce, Central Texas College, the media, workforce development entities, and others (ongoing)

**Adopted July 21, 2011**



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Dan Yancey, Chairman



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Jimmy Clark, Vice Chairman



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Fred Chavez, Treasurer



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Ray Don Clayton, Secretary