



**BRAZOS VALLEY**  
ECONOMIC DEVELOPMENT  
CORPORATION



## IMPLEMENTATION PLAN

Submitted by Market Street Services, Inc.  
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# STEERING COMMITTEE

This process will be guided by a diverse Steering Committee comprised of representatives from the public, private, and non-profit sectors. The following individuals have generously volunteered their time to serve the community and this process by providing strategic guidance, input, and oversight throughout the process.

## INDIVIDUAL

Spencer Clements - Chair  
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 James Benham  
 Rebecca Boenigk  
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 Jim Pillans  
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 John Raney  
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 Frank Varisco  
 Christie Whitbeck  
 Tom Wilkinson  
 Jonathan Winkler

## REPRESENTING ORGANIZATION

William Cole Companies  
 Texas A&M University, School of Innovation  
 Oldham Goodwin Group  
 Brazos County – Commissioner  
 Beckendorf Investments  
 JB Knowledge Inc.  
 Neutral Posture  
 Bryan/College Station Chamber of Commerce  
 Briaud Financial  
 KBTX  
 The Bank and Trust  
 Extraco Banks  
 Astin Partners  
 Caldwell Companies  
 BVEDC Chairman, BB&T Bank  
 CHI St. Joseph Health  
 The Eagle  
 College Station ISD – Superintendent  
 FUJIFILM Diosynth Biotechnologies  
 Stylecraft Builders  
 West Webb Albritton and Gentry  
 Brazos Valley Bombers  
 University Title Company  
 Gutierrez Ventures  
 Hardeman Properties  
 The Blinn College District  
 Bryan/College Station Chamber of Commerce  
 Prosperity Bank  
 Spherion Staffing Services  
 Chef Tai's Restaurant Group  
 City of Bryan – Council Member  
 City of College Station – Mayor  
 City of Bryan – Mayor  
 Brazos County – County Judge  
 Brazos Valley Small Business Development Corporation  
 AdventGX  
 State of Texas – State Representative  
 LSPI  
 Essentium Materials  
 American Momentum Bank  
 Bryan ISD – Superintendent  
 Brazos Valley Council of Governments  
 Vaughn Construction

# PROJECT OVERVIEW

## *Phase 1: Stakeholder and Community Engagement (August)*

Qualitative feedback is a vital component that will be used to identify strategic priorities for the Brazos Valley. Market Street engaged as many regional stakeholders as possible through an online survey, individual interviews, and multiple focus groups to help identify the community's strengths, weaknesses, challenges, and opportunities.

## *Phase 2: Regional Assessment (October)*

The Regional Assessment provided a detailed examination of the Brazos Valley's competitiveness as a place to live, work, visit, and do business. The Assessment wove qualitative feedback from phase one with deep quantitative and data findings into a set of "stories" that provide a concise narrative of the region's opportunities and challenges. The Assessment is complemented by a series of scorecards that benchmark the region's historical performance to that of nine peer or aspirational regions. Market Street also examined data for the Austin and Houston metro areas to add additional context.

## *Phase 3: Target Sector Analysis (November)*

The Analysis offered an in-depth examination of the economic opportunities that have the greatest potential to diversify the economy, create and retain jobs for new and existing residents, spur innovation, increase the local tax base, and raise levels of prosperity throughout the Brazos Valley. Research focused not only on businesses, but also the occupational concentrations that support them as well as the innovation, infrastructure, and entrepreneurial capacities throughout the region. The document identifies the most promising target business sectors for the region.

## *Phase 4: Brazos Valley Economic Development Strategy (November – March)*

The Strategy represents the culmination of all the quantitative and qualitative research findings and strategic implications. The Strategy will guide the community's collective actions and will be geared towards addressing challenges and capitalizing on opportunities. The plan is holistic, actionable, and measurable. Examples of best practice programs, policies, and initiatives from communities around the country have been included when relevant.

## *Phase 5: Implementation Plan (March – April)*

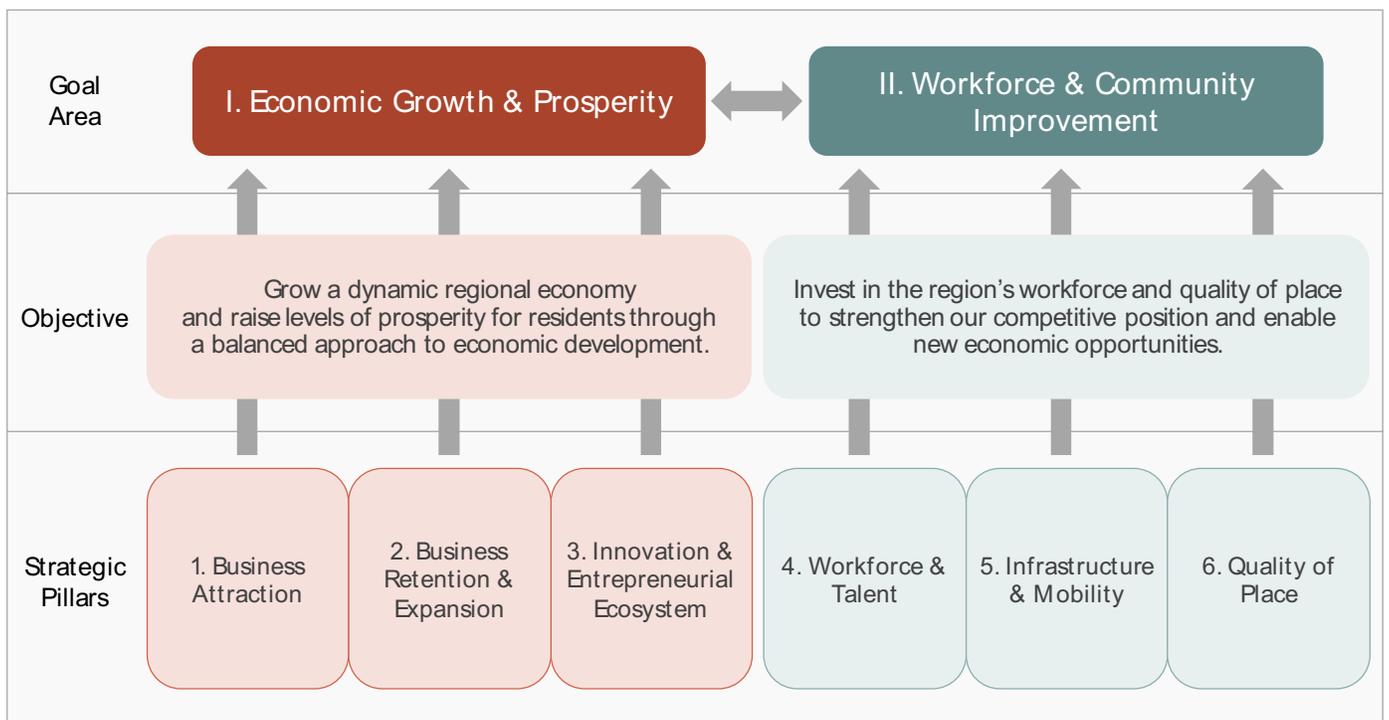
This Implementation Plan will ensure that the Strategy is activated and sustained for the next five years and beyond. The Plan formalizes timelines for phasing in the Strategy's multiple actions, identifies lead and support implementation entities, determines existing and necessary financial and personnel capacity to drive implementation, proposes optimal staffing and governance operations, and confirms performance metrics to track implementation progress and success.

# STRATEGIC OVERVIEW

Public, private, and non-profit leaders have come together around a holistic economic development initiative that will help the Brazos Valley achieve a more prosperous and successful future. This process has resulted in an Economic Development Strategy that will guide the community’s collective actions for the next five years. This Implementation Plan focuses on translating this consensus blueprint into reality. But before proceeding, it is first necessary to briefly review the strategic framework that this plan will operationalize.

The strategic planning process began with a stakeholder engagement process that included interviews, focus groups, and an online survey that received more than 1,500 responses from community stakeholders. This public input was combined with in-depth analysis of demographic, socioeconomic, economic, and quality of life data to create two foundational research documents. The Regional Assessment examined the competitive issues facing the Brazos Valley by evaluating them through the prism of what Market Street believes to be the three critical aspects of a community: its people, their prosperity, and the quality of the place. The Target Sector Analysis identified three target sectors and multiple “niche” areas that the community can pursue to achieve job and investment growth over the next five years.

The key findings from these initial research phases directly informed the creation of the Brazos Valley Economic Development Strategy. The Strategy is organized around two primary Goal Areas. These Goal Areas are summarized by an Objective and supported each by three Strategic Pillars that contain numerous actions, programs, and other initiatives. This strategic framework is illustrated below.



# IMPLEMENTATION PLAN

The Brazos Valley Economic Development Strategy represents “what” the community must do to achieve a more prosperous and successful future. This Implementation Plan describes “how” the community will put this Strategy into action. As discussed throughout the planning process, the Brazos Valley has more potential to raise levels of prosperity and improve quality of life than at any other time in its history. But no organization can single-handedly seize this opportunity.

Activating the Strategy will require a greater level of effort and cooperation across organizations and jurisdictions than ever before. Implementation must be collaborative. Public, private, and non-profit partners have been called upon to support the implementation of the Strategy by dedicating time, personnel, resources, and other forms of support. Because budgets are always limited and many of these partners already have capacity and programs dedicated to improving the Brazos Valley, Market Street sought to incorporate ongoing efforts into the strategic framework whenever possible. The goal is not to “reinvent the wheel” if an existing initiative has demonstrated success, but it is vital that existing and new efforts work together in a coordinated fashion. Volunteer leaders across many organizations must be dedicated to the Strategy’s recommendations in order for the plan to be advanced in a timely manner.

This Implementation Plan describes how partners in the Brazos Valley can coordinate and structure the activation of the Strategy. It provides a framework through which the community can build effective partnerships across organizations and between professional staff and volunteers. This document is divided into five sections covering interdependent aspects of implementation:

1. Volunteer Leadership
2. Organizational Leadership
3. Action Timelines
4. Implementation Budget
5. Performance Measurement

The first section outlines the effective transition of the Steering Committee into a “Coordinating Council” dedicated to advancing implementation of the Strategy and providing an enduring framework for the region’s public, private, and non-profit partners to present a “unified front” on issues related to holistic economic development. The second section focuses on the organizational and staff capacity needed to advance programs and initiatives within the Strategy and formally coordinate strategic implementation activities across numerous partner organizations. The third section contains timelines covering activities that should occur during various stages of strategic implementation. The fourth section discusses the resources that will be required to support new staff and programs that will result from the Strategy. The fifth section provides a brief overview of how partners in the Brazos Valley can track their progress and measure results.

# 1. Volunteer Leadership

Holistic economic development is a “team sport” that requires coordinated and collaborative action. Public, private, and non-profit partners in the Brazos Valley will all have a role in implementing the Economic Development Strategy. As discussed in the next section, organizational capacity will be required to coordinate implementation efforts and directly advance some strategic initiatives. However, the Strategy is not a plan for any single organization, and no entity by itself will be able to activate its full range of strategic actions. Instead, the community must bring together a network of volunteers from the public, private, and non-profit sectors to coordinate implementation activities and achieve sustained success. Doing so is especially important in the Brazos Valley, as stakeholder input revealed that internal divisions that go beyond typical intra-regional rivalry and competition have long held the community back. If the Brazos Valley is to achieve its immense potential for increased prosperity and success, the community’s various jurisdictions, institutions, and organizations must commit to working together and presenting a “unified front” on issues of holistic economic development.

Fortunately, the community is already heading in the right direction. At the outset of the strategic planning process, a wide variety of public input participants said that “the stars are aligning” in the community and that cooperation among various partners was on the rise. The work of the Steering Committee has continued this trend. The public, private, and non-profit leaders who have served as members have been active and engaged throughout the process. Their collaboration and commitment has resulted in an Economic Development Strategy that has the potential to be transformative for the Brazos Valley. Continued dedication to the implementation of this Strategy would ensure that the region’s momentum continues and that the Committee’s hard work translates into meaningful success. Accordingly, Market Street recommends that the Steering Committee – with potential key additions – transition to a “Coordinating Council” at the conclusion of the planning process. This section describes the proposed structure, roles, and responsibilities of the Coordinating Council.

**COUNCIL ROLES AND RESPONSIBILITIES:** The Coordinating Council would serve several important roles. As its name suggests, the Council would be the framework through which various partners in the Brazos Valley work collaboratively on issues related to holistic economic development. With a membership comprised of key leaders from the public, private, and non-profit sectors, the Council would enable the community to present a “unified front” and communicate to both internal and external stakeholders that the community is working together. The primary way in which the Council would do this is by ensuring the successful activation of the Economic Development Strategy. Council members must be the most vocal and committed “champions of the Strategy” in its implementation. They must work together to inform and educate the community and their fellow leaders to build support for strategic recommendations. The Council would also be the primary convener of a network of implementation partners. The Council would have no organizational governance authority over any of the partners, but it would work with this network to ensure that the community remains focused on actions and results. Some communities have a tendency to continually discuss challenges and opportunities; the Council would ensure that dialogue does not impede doing. The Council would, in effect, serve as the “keeper of the goals” of the Strategy to ensure that implementation honors the development and approval of its strategic framework. The boundaries of implementation are in fact the goals and actions detailed in the Strategy – for at least the first year of implementation, there can be no alterations to the framework and no additions to the program of work. The Council would also play an important advisory role for the various implementation partners and their professional

staff (see “2. Organizational Leadership”). By engaging key partners, the Council would ensure that implementation is collaborative, effectively networked, and free of any programmatic redundancies.

**ORGANIZATIONAL AND PROFESSIONAL STAFF SUPPORT:** The Coordinating Council is a purely volunteer body, but to operate effectively, it must be supported by an organization with dedicated professional staff. As discussed in “2. Organizational Leadership,” the Brazos Valley Economic Development Corporation (BVEDC) is well positioned to provide this support. The BVEDC is the community’s designated economic development organization (EDO) that served as the “convening organization” and provided staff and administrative support to the planning process. Because resources are always limited, the Brazos Valley must seek every opportunity to leverage existing organizational and staff capacity in support of strategic implementation. Accordingly, Market Street recommends that BVEDC dedicate staff resources to support the Coordinating Council. This work will entail serving as a liaison between implementation partners, planning meetings, developing agendas, ensuring good attendance, taking minutes, and managing actionable outcomes of Council discussions. The Council should assist BVEDC staff in tracking implementation progress and regularly communicating these results to the public with investor and partner engagement.

**COMPOSITION AND LEADERSHIP:** The Coordinating Council must be comprised of individuals who are interested and willing to make a personal commitment to advance the Strategy and its recommendations. A significant portion of the group’s representation should be derived from the existing Steering Committee membership, as these individuals are familiar with the strategic planning process and the input that informed the process, the strategic implications of the research findings, and the Strategy itself. Continuity in leadership is critical to an effective transition from strategic planning to implementation.

The Council should include leaders from organizations and entities that will be key partners in advancing one or more recommendations. In the interest of presenting a unified front, it is particularly important that the top elected officials from Brazos County, the City of Bryan, and the City of College Station be permanent members of the Council. The Council should also include senior administrators from Texas A&M University and potentially the Texas A&M University System. Organizations and entities that will be called upon to lead or assist in the implementation of a specific Strategic Pillar or Tactical Recommendation and/or devote significant financial or staff resources to the effort should be represented, including those that were not formally represented on the Steering Committee. Not all potential partners can be engaged on the Council, however, and it must remain small enough to be productive. Market Street advises that the Council would ideally be comprised of roughly 25 to 30 members in the long run, though the initial membership may be larger due to the size of the current Steering Committee and the possibility of adding representatives from additional key partner organizations and entities. Implementation partners that are not represented on the Coordinating Council can be included on Action Teams to ensure that the entire effort is effectively networked.

As new members are added to the Council, the group should hold an orientation session to introduce new members to the Strategy and convey that, at least for the first year of implementation, there should be no alterations to the consensus strategic framework that the Steering Committee developed. The Council should include only those individuals willing and able to devote additional time and actively contribute to implementation. It should not include individuals who are there simply to observe or passively participate. The membership of the Council should also reflect the community’s diversity in terms of age, gender, race/ethnicity, geographic distribution, and so on.

The Council should be chaired by two or three individuals and it is important that there is continuity in leadership between the Steering Committee and the volunteer body that will see to its effective implementation. Accordingly, Market Street recommends that, if possible, the current tri-chairs remain as the chairs of the Coordinating Council through the end of the first full year of implementation concluding on September 30, 2020. In the long run, the Council should nominate and elect chairs on an annual or biennial basis. All chairs should be required to serve on the Council in the year immediately preceding and following their service as a chair.

**TRANSITION AND MEETING SCHEDULE:** At the conclusion of the strategic planning process in April 2019, Market Street recommends that the Steering Committee take the following steps to facilitate its formal transition to the Coordinating Council, with the first meeting ideally taking place at some point in May or early June:

- ∟ Seek commitments from Steering Committee members who are willing to commit to serve on the Coordinating Council through at least the end of September 2020
- ∟ Identify key senior staff and volunteer leadership at the organizations and entities referenced in this Implementation Plan as lead implementers or supporting partners for the Strategy's various Tactical Recommendations (see 3. "Action Timelines")
- ∟ Speak in person with the identified senior staff and volunteer leadership and inform and educate them regarding the strategic planning process and its outcomes; invite them to serve on the Coordinating Council
- ∟ Develop a meeting schedule for the Coordinating Council through the end of the third quarter of 2020, understanding that much of the work in the initial months will be devoted to building capacity (see the "Pre-Implementation" section in "3. Action Timelines"); ultimately, the Coordinating Council will determine the frequency of its meetings on an ongoing basis.

**ACTION TEAMS:** The Coordinating Council described on the preceding pages would meet quarterly to provide high-level accountability and guidance for holistic economic development activities in the Brazos Valley. However, the Economic Development Strategy is a detailed program of work, and there will be a further need to oversee the activation of specific programs and initiatives at a more tactical level. To address this need, Market Street recommends that the Brazos Valley create or designate a number of “Action Teams” connected to the Coordinating Council. These groups would meet on a more frequent basis – ideally monthly – and would engage a broader membership than the Council. Action Teams should leverage local experts and program operators to establish connected networks of leaders and ensure that the community is advancing its vision in a coordinated and collaborative fashion. This structure would allow organizations and entities that are currently involved in activities that impact implementation to meet regularly to discuss how to integrate and potentially expand their programs and responsibilities to advance recommendations in an optimal fashion.

While the Coordinating Council should ultimately determine the number, focus, and membership of subgroups within the implementation framework, Market Street recommends an initial composition of four Action Teams that would be charged with advancing implementation in one or more of the Strategy’s Strategic Pillars. Not all of these groups need to be formed from scratch. As discussed in the Strategy, the BVEDC’s Invest Brazos Valley (IBV) group regularly convenes public and private leaders to “advance the economic development of our community as a single marketplace.” This group is well-positioned to identify and address common business issues and create an environment in the Brazos Valley that is supportive of economic growth through business attraction (Strategic Pillar #1) and business retention and expansion (Strategic Pillar #2). Additionally, Tactical Recommendation 4.1 proposes the creation of a “Business Education Partnership” dedicated to “devising, coordinating, and/or operating programs that align the business education communities and help build a highly competitive workforce in the Brazos Valley.” This group would be ideally positioned to function as an Action Team for Strategic Pillar #4. Market Street also recommends creating two additional Action Teams, one to focus on issues related to innovation and entrepreneurship (Strategic Pillar #3) and another to address infrastructure and quality of place (Strategic Pillars #5 and #6). The proposed Composition of Action Teams is detailed in the following table.

#### PROPOSED COMPOSITION OF ACTION TEAMS

Action Team	Status	Assigned Strategic Pillar(s)
Invest Brazos Valley	Existing Group	1. Business Attraction 2. Business Retention & Expansion
Innovation & Entrepreneurship	New Group	3. Innovation & Entrepreneurial Ecosystem
Business Education Partnership	New Group (corresponds to Tactical Recommendation 4.1)	4. Workforce & Talent
Place	New Group	5. Infrastructure & Mobility 6. Quality of Place

With the possible exception of IBV, at least one member of the original Steering Committee should chair each Action Team. (The chair(s) of IBV should have permanent positions on the Coordinating Council to ensure

interconnectivity between the two groups.) Membership of each Action Team will include practitioners and representatives of entities that will play a role in implementing one or more Tactical Recommendations in that team's assigned Strategic Pillars. With the support of professional staff, Action Teams will be charged with integrating the Economic Development Strategy into the programs of work of organizations and identifying and closing gaps between what is taking place and what is outlined in the Strategy. As discussed in "2. Organizational Leadership," Market Street recommends that the BVEDC assign a staff member to provide support to each Action Team.

Once established, Action Teams will begin implementing their assigned program of work. Initial tasks include working with relevant partners to identify current capacity and additional needs, including programs, personnel, and funding. Priorities can be reordered if necessary, but it is crucial that the groups respect the comprehensive, consensus process that developed the Strategy and its recommendations. The ultimate goal of creating Action Teams is to develop an implementation framework that includes public and private staff, leaders, and practitioners. This should be a seamless network of partners that will work collectively toward the common goal of a more prosperous and successful Brazos Valley. The framework also ensures that the Strategy and its implementation structure can adjust and evolve to meet the changing needs of the community.

## 2. Organizational Leadership

The Economic Development Strategy is a plan for all of the Brazos Valley, not a single organization. Activating the Strategy requires an implementation structure comprised of both volunteer and professional staff leadership. The preceding section outlined the network of leaders, partner organizations, and practitioners that will work toward the successful activation of the Strategy. This section describes the organizational capacity needed to complement volunteer leadership.

### LEVERAGING EXISTING CAPACITY

Successful communities of all sizes understand that holistic community and economic development necessitates a public-private approach that brings together not just public and private for-profit investors, but also non-profits, foundations, and community organizations whose missions support various strategic objectives and whose work will be vital to the successful activation of the Strategy.

Numerous organizations are already engaged in work that supports holistic economic development. As the community's economic development organization, the Brazos Valley Economic Development Corporation is charged with growing jobs and investment in Brazos County and the Cities of Bryan and College Station. The 501(c)(6) organization is jointly funded by these three jurisdictions, Texas A&M University, and private investors. It is the lead entity for business attraction and business retention and expansion (BRE) and a supporting partner for innovation and new enterprise development. This balanced approach to economic development is represented with the slogan: "Launch. Grow. Locate."

The community's robust innovation ecosystem is anchored by Texas A&M University and the Texas A&M University System. Under these umbrellas are numerous agencies, extensions, and departments that facilitate research, develop public-private partnerships, manage technology transfer, and provide administrative support and programing. Entrepreneurs and small businesses are further supported by an array of assets (e.g. incubators), entities, and programs. When it comes to talent, few communities can match higher education assets such as Texas A&M University and Blinn College. The RELIS Campus promises to further enhance this immense strength and serve as a new connection point in the region's "talent pipeline." Also integral to this pipeline are PK-12 providers (including the Bryan and College Station ISDs), Workforce Solutions Brazos Valley, and numerous other non-profits, foundations, etc. Local governments in the Brazos Valley have also been working with regional, state, and federal partners to address the infrastructure and mobility needs of a growing metro, while the Cities of Bryan and College Station and private developers have been making significant enhancements to the region's quality of place and "live-work-play" built environments.

There are numerous other organizations and entities that play some role in holistic economic development – far too many, in fact, to properly credit here. As shown in the "3. Action Timelines," a variety of public, private, and non-profit partners could devote personnel and resources to activate one or more effort or initiative in the Strategy. (Many are indeed already doing so.) Simply put, the community has significant capacity, and every effort should be made to leverage it to further strategic implementation.

## DEFINING ORGANIZATIONAL NEEDS

The Brazos Valley is fortunate to have numerous public, private, and non-profit entities working to move the community toward a more prosperous and successful future. But the Strategy outlines a comprehensive program of work that is much larger in scope and will require a much higher degree of coordination than anything the community has attempted prior to this point. Based on discussions with the Steering Committee and key stakeholders and drawing from national best practices, Market Street has identified three areas of organizational need that are not fulfilled by an existing community partner and/or that will require additional staff resources.

First, the community must designate an organization to coordinate the implementation effort. The Strategy outlines a large program of work that will require a high degree of collaboration among partners. The preceding section proposes a powerful volunteer framework that can facilitate this collaboration, but staff resources must be devoted to providing administrative support to the Coordinating Council and Action Teams and ensuring that implementation is effectively networked. Additionally, there is a need to publicly promote the strategic implementation effort and report progress and metrics to volunteers, investors, community partners, and the public.

Second, the Brazos Valley needs to add business development staff capacity to support a growing program of work. As previously discussed, the BVEDC provides economic development services such as project management, marketing, and BRE on behalf of the Brazos Valley community. Meanwhile, the Strategy recommends a more expansive approach to business development, particularly in the context of promoting the region's value proposition for applied research and identifying potential private firms for innovation partnerships with Texas A&M and its related institutes and agencies. Discussions with key stakeholders revealed that additional professional staff capacity will be required to advance this work.

Third, public input and Steering Committee discussions revealed a clear need to better connect Brazos Valley businesses with the region's immense talent pipeline. Doing so will require adding organizational capacity that does not yet exist within the community. As discussed throughout this process, talent is the most important factor influencing a region's economic competitiveness. While the Brazos Valley unquestionably has the institutions and resources to produce the kind of skilled and educated workers that employers demand, there are several gaps that must be filled if the Brazos Valley is to take full advantage of its greatest asset. The fourth Strategic Pillar of the Strategy, "Workforce & Talent," outlines a program of work to "build bridges" between the business community and education and training providers and to better retain and attract talented individuals to the Brazos Valley. New staff capacity will be needed to facilitate these relationships and activate new programs. This need is not limited to existing firms in the Brazos Valley. Given the paramount importance of skilled and educated talent in the modern economy, communities must be able to demonstrate to prospective businesses that they will be able to meet and be responsive to workforce needs both immediately and far into the future. Accordingly, new staff capacity must be effectively networked with the community's economic development efforts if the Brazos Valley is to maximize its potential for business attraction.

The remainder of this section describes Market Street's recommended approach to fulfilling these needs.

## RECOMMENDED APPROACH: IMPLEMENTATION COORDINATION

A new holistic economic development effort requires the commitment and participation of multiple entities. It involves launching new programs and incorporating existing efforts under the framework of the Strategy. Experience has shown that if sufficient organizational capacity is not present to coordinate the many individuals and entities engaged in strategic implementation, the entire initiative will suffer.

To successfully implement the Economic Development Strategy, the Brazos Valley must ensure that all efforts and initiatives – new and existing – are connected, collaborative, and complementary. In its role as a convening organization and consistent with national best practices, the BVEDC is well positioned to provide organizational support for coordinating strategic implementation. As stated in its mission statement, the BVEDC “serves and convenes community leaders to prepare Brazos County for economic growth.” Accordingly, the organization can leverage its organizational capacity to provide administrative oversight and support for the implementation effort. This will primarily entail the following activities:

- ∟ Serving as a liaison between the many community partners advancing programs and initiatives that support the Strategy and its recommendations
- ∟ Providing administrative support to the Coordinating Council and Action Teams, including planning and staffing meetings and managing communications with Committee members and their organizations
- ∟ Working with the Coordinating Council and key partners to publicly promote the strategic implementation effort and report progress and metrics to volunteers, investors, community partners, and the public

Multiple staff members at the BVEDC can assist in carrying out the preceding activities. The President and CEO can serve as a “connector” between the BVEDC and the executive and board leadership of other public, private, and non-profit partners in the community. Additionally, Market Street recommends that the BVEDC assign a dedicated staff member to provide administrative support to the Coordinating Council and each of the four recommended Action Teams (for a total of five staff members engaged in providing support).

## RECOMMENDED APPROACH: BUSINESS DEVELOPMENT CAPACITY

In Market Street’s experience, one of the biggest mistakes a community can make following a strategic planning effort is underestimating the staff capacity needed for successful implementation. Community and economic development is a labor- and knowledge-intensive field where many months or even years of work may be required before the benefits of those efforts become apparent. Accordingly, successful implementation requires a professional staff comprised of talented, committed individuals.

To effectively advance the program of work related to business attraction outlined in the Strategy, Market Street recommends the creation of a new staff position within the BVEDC: Manager, Business Development. This individual would work with BVEDC staff to support business development activities. Specific duties would include supporting recruitment efforts, managing projects, and building relationships with site selectors and other key influencers. Market Street further advises that the ideal candidate would possess requisite knowledge and/or

networks to support the community's Applied Research & Development target sector that was identified during this strategic planning process. A key component of this role would be supporting the faculty and staff of Texas A&M, RELLIS, and related entities in identifying potential corporate candidates for public-private innovation partnerships. It could also entail managing the effort to develop an "applied research brand identity" for the Brazos Valley and supporting established "Innovation Districts" within the region. This individual would be ideally positioned to support the Innovation & Entrepreneurship Action Team. The Manager, Business Development would report to the BVEDC's EVP of Business Development.

## RECOMMENDED APPROACH: CONNECTING BUSINESSES AND THE TALENT PIPELINE

As discussed throughout the process, the Brazos Valley has many excellent education and training providers and programs. With the recent growth of Texas A&M, the launch of the RELLIS Campus, and new career and technical education programs at the high school level, the region's immense "talent production" capabilities are growing stronger. But research and stakeholder engagement revealed several challenges related to the region's workforce. The online survey conducted for this process asked more than 500 executives, business owners, and managers in the Brazos Valley about the community's workforce. Among these respondents, nearly half agreed with the statement "my business frequently has to recruit workers from outside the Brazos Valley." Meanwhile, a plurality of respondents viewed the region's "availability of skilled labor" as a competitive disadvantage. The Regional Assessment and Strategy discuss many factors that could contribute to the discrepancy between the region's education and training advantages and these perceptions. In short, a wide variety of stakeholders emphasized a need to strengthen the connections between the Brazos Valley's business community and its talent pipeline. The six recommendations in the Workforce & Talent section speak to this need and address specific opportunities and challenges that emerged from input.

Facilitating stronger connections between the business community and talent pipeline and executing the program of work outlined in the Workforce & Talent section will be a significant undertaking. Additionally, as discussed earlier in this Implementation Plan, there is a critical connection between these activities and the business attraction and BRE efforts. In Market Street's experience, fulfilling these needs necessitates – at a minimum – the creation of a new full-time staff position. Market Street recommends that stakeholders in the Brazos Valley consider housing a new "Talent Coordinator" staff position at a partner organization to facilitate collaboration between the business community and talent pipeline, with roles, responsibilities, and boundaries clearly defined and agreed to by all relevant parties in advance.

A Talent Liaison staff person would fulfill several core functions, including:

- ∠ Serve as a “bridge-builder” between the Brazos Valley’s business community and education and training providers
- ∠ Provide the primary staff support to the Business Education Partnership (see recommendation 4.1) in order to facilitate stronger connections between partners and help businesses, education and training providers, and other interested parties respond to opportunities and challenges
- ∠ Work with relevant partners to administer programs and initiatives outlined in the Strategy (i.e. recommendations 4.2 through 4.6)
- ∠ Support business recruitment and BRE efforts and work with all relevant partners to connect existing and prospective employers with appropriate talent solutions

Neither the Talent Coordinator nor the BVEDC would directly provide any workforce development, education, or training services. Those functions would remain the purview of the region’s education and training providers and the BVEDC would have no authority or interest other than relationship building and coordination. The Talent Coordinator would serve instead to develop connections between these providers and new, existing, and prospective businesses in the Brazos Valley.

## 3. Action Timelines

Successful communities never stop planning, but they also do not allow the conversations that take place around a strategic planning process – as important as they are – to impede the process of doing. Every strategy needs a realistic schedule for implementation. Not all aspects of the Strategy can or should be completed within five years, but all can and should be started. This section contains three action timelines. The first covers a “pre-implementation” period that should begin immediately upon completion of the strategic planning process and last through the end of the third quarter of 2019. The second details activities that should occur in the first full year of implementation. The third provides a brief overview of potential partners, funding sources, and considerations for all Tactical Recommendations for the Strategy’s full five-year timeline.

### PRE-IMPLEMENTATION TIMELINE

The Economic Development Strategy is an ambitious program of work for the Brazos Valley that is unlike anything the community has previously undertaken. New volunteer and organizational capacity and structures will be required to ensure its successful implementation. Accordingly, Market Street recommends a “pre-implementation” period prior to the formal launch of the Strategy. During this time, stakeholders and partner organizations in the community must assess critical implementation capacity, generate support for the Strategy and the implementation framework among key constituencies and leaders, and lay other groundwork not specifically identified in the Strategy itself. Market Street recommends that this pre-implementation timeline begin immediately upon conclusion of the strategic planning process and last until the end of the third quarter of 2019. Market Street recommends formally launching implementation of the Strategy on October 1, 2019 to coincide with the fiscal year of the convening organization, the BVEDC.

## PRE-IMPLEMENTATION TIMELINE

	Action	Launch/ Duration	Notes
1	Formalize Coordinating Council membership	April	Secure commitments from existing Steering Committee members and potential new members to serve on the Coordinating Council; set a date for the first full Council meeting
2	Create a temporary communications and investor outreach group	April	Identify a small sub-committee comprised of Coordinating Council members to develop a plan for communicating Strategy benefits, outreaching to top investors, and securing consensus and buy-in from key implementation partners, elected boards and councils, and the public
3	Position the BVEDC as the "convening organization" for implementation	April onward	Work with the BVEDC board of directors to position the organization as the principal coordination entity for strategic implementation; ensure that the BVEDC's related 501(c)(3) entity is positioned to receive potential grants and other tax-deductible donations
4	Develop a communications plan	May	With the sub-committee in Action 2, hone key messaging and develop plans to reach out to implementation partners, elected officials, and the public; develop a PowerPoint and identify participants for a Speaker's Bureau; begin planning the rollout event (see Action 16)
5	Develop an investor outreach plan	May	Task the sub-committee established in Action 2 with identifying potential funding sources for strategic implementation and developing a plan to conduct outreach; ensure the plan is aligned with the communications plan established in Action 4
6	Develop potential names for the implementation effort	May	With the sub-committee in Action 2, develop potential names for the Economic Development Strategy in order to establish an easily recognizable "brand identity"
7	Hold first full Coordinating Council meeting	June	Hold an orientation session to introduce new members to the Strategy and process; brief members on pre-implementation activities; identify Action Team chairs from the Council roster and discuss chair roles; identify opportunities for member assistance with the communications strategy; adopt a formal name for the implementation effort based on sub-committee recommendations (see Action 6)
8	Begin communications outreach	June onward	Based on the plan developed in Action 4, present and build support for Strategy to all requisite partners; seek commitments to assist with implementation, potentially as Action Team members
9	Begin investor outreach	June onward	With the plan established in Action 5, conduct outreach to potential top funding partners; ensure that funding for FY 2020 operations is in place by October

## PRE-IMPLEMENTATION TIMELINE, CONTINUED

Action		Launch/ Duration	Notes
10	Conduct an information session for implementation partners	July	In connection with the communications outreach described in Action 8, hold a briefing for all potential implementation partners, Action Team members, etc. on the strategic planning process, the Strategy, and volunteer opportunities
11	Populate Action Teams	July onward	Follow up on initial outreach to confirm membership in implementation Action Teams
12	Hold second Coordinating Council meeting	August	Prepare Council for population and launch of Action Teams; update Council on progress of communications outreach and fundraising activities
13	Begin the process of hiring staff positions	August onward	Hire new professional staff as soon as highly qualified candidates are identified; actual hire need not occur right away, but search should begin at this time; work with the communications and investor outreach group to ensure that full funding for positions is available for FY 2020 and beyond
14	Hold the third Coordinating Council meeting	September	Brief Council on new activities and status of investor outreach; prepare Council for rollout event (see Action 16); develop frequency and schedules for future Council meetings
15	Hold initial Action Team meetings	September	Hold initial meetings for each Action Team; brief each newly formed group on the Strategy and ask members to vet their organizational programming against relevant Tactical Recommendations; develop schedules for future meetings
16	Hold a high-profile rollout event for the Strategy	Late September	Host an official community-wide rollout event to debut the Strategy and issue a call to action for its implementation; promote event in preceding months as part of communications plan developed in Action 4; event should demonstrate seriousness and momentum of effort through new capacity and early implementation progress
17	Begin implementation of the Economic Development Strategy	October 1, 2019	Begin the formal five-year implementation timeline

## POTENTIAL IMPLEMENTATION PARTNERS

As discussed throughout the strategic planning process, successful implementation of the Strategy will require coordinated action from a range of community partners. The following table lists the potential implementation partners identified for each Tactical Recommendation in the First-Year Action Timeline and Five-Year Implementation Matrixes. This list is not intended to be final or comprehensive – it would be difficult to accurately list every single supporting entity that could contribute to each effort, and these lists will almost certainly evolve over time. But the following represents the organizations that public input participants, Steering Committee members, and Market Street identified as potential key partners. It is also important to reiterate that outreach efforts to these partner entities will be a critical component of the Pre-Implementation phase, as these initiatives must have support and buy-in from a range of partners.

### POTENTIAL IMPLEMENTATION PARTNERS

Abbv.	Organization or Group	Abbv.	Organization or Group
AFS	The Assoc. of Former Students of Texas A&M	MPAC	Midtown Plan Advisory Committee
BC	Blinn College	MPO	Bryan/CS Metropolitan Planning Organization
BC	Brazos County	QOP	Quality of Place Action Team*
BEP	Business Education Partnership*	RAIL	Railroads
BISD	Bryan Independent School District	REG	Regional partners (e.g. local governments)
BIZ	Private businesses	RELLIS	RELLIS Campus
BRMA	Potential Brazos Regional Mobility Authority	SBDC	Brazos Valley Small Business Dev. Center
BTD	Brazos Transit District	TAMAG	Additional Texas A&M agencies/extensions
BVCOG	Brazos Valley Council of Governments	TAMCC	Texas A&M Career Center
BVEDC	Brazos Valley Economic Development Corp.	TAMTS	Texas A&M University Transportation Services
COB	City of Bryan	TAMU	Texas A&M University
COC	Bryan/College Station Chamber of Commerce	TBD	To be determined
COCS	City of College Station	TCRC	Texas Central Railway Company
CRE	Commercial real estate and dev. partners	TEES	Texas A&M Engineering Experiment Station
CSISD	College Station Independent School District	TEEX	Texas A&M Engineering Extension Service
CVB	Bryan-CS Convention & Visitors Bureau	TxDOT	Texas Department of Transportation
DBA	Downtown Bryan Association	TxEDC	Texas Economic Development Corporation
EA	Easterwood Airport	VCs	Venture capitalists and potential investors
EDT	Governor's Office of Econ. Dev & Tourism	VOL	Non-profit service organizations (e.g. Rotary)
ENTRE	Current entrepreneurs, incubators, etc.	WSBV	Workforce Solutions Brazos Valley
IBV	Invest Brazos Valley	YPA	Young Professionals of Aggieland

\* - to be created

## FIRST-YEAR ACTION TIMELINE

The First-Year Action Timeline includes the Tactical Recommendations and/or component actions that should be substantially advanced during the first year of strategic implementation. It consists of both high-priority actions (including recommendations that the Steering Committee identified in an online survey) and ongoing activities that are already moving the Brazos Valley toward its desired future.

### *First-Year Action Timeline Key*

The following key corresponds to the columns in the First-Year Action Timeline on the following pages:

- ∟ The # and Recommendation columns refer to the specific Tactical Recommendation and its placement in the Strategy.
- ∟ Potential Lead Implementer(s) corresponds to the abbreviations for the potential lead entity or entities that will guide the implementation of the recommendation and associated actions. (See “Potential Implementation Partners” for an abbreviation key.) Certain lead roles may be listed as “to be determined” (TBD) based on pending discussions with implementation leaders.
- ∟ Potential Implementation Partners lists the key entities that could assist with or influence the implementation of a recommendation and associated tasks.
- ∟ Status refers to the present status of Tactical Recommendations:
  - O = Ongoing action(s)
  - E = Expanded or enhanced versions of action(s) already underway
  - N = New action
- ∟ Launch refers to the quarter in which strategic activities should begin. It is assumed that all ongoing and enhanced activities will continue to operate during the pre-implementation phase. Additionally, due to budgeting needs, some activities may need to begin prior to the October 1 strategic launch.
- ∟ Y1 Activities refers to the specific actions associated with each Tactical Recommendation that should be completed in the first year of implementation. Most of these bullets correspond to a specific “potential action” outlined in the Strategy, though many have been modified in this matrix for the purposes of brevity. Implementation partners should always refer to the Strategy for full descriptions of potential actions. Potential actions listed in the Strategy but not included on this matrix should occur subsequent to the first year of implementation activities.

At the end of each implementation year of the campaign, Market Street recommends BVEDC staff and the Coordinating Committee work with all relevant partners to develop a new current-year action plan informed by the successes and challenges of prior-year actions. A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

## FIRST-YEAR ACTION TIMELINE

#	Recommendation	Lead Implementer	Potential Implementation Partners	Status	Launch	Y1 Activities
1.1	Support a Collaborative, Regional Approach to Business Attraction	BVEDC	BC; BIZ; BVCOG; COB; COC; COCS; CRE; IBV; TAMU	O	---	<ul style="list-style-type: none"> <li>Continue to convene all relevant partners through BVEDC</li> <li>Continue to communicate benefit and ROI to community</li> </ul>
1.2	Update Economic Development Marketing Materials and Incorporate New Target Sectors	BVEDC	BC; COB; COCS; IBV; TAMU	E	Q1 2020	<ul style="list-style-type: none"> <li>Evaluate existing websites and materials against BP standards</li> <li>Update websites to reflect revised approach to targets</li> <li>Begin integration of applied research brand identity (see 1.3)</li> </ul>
1.3	Build an External Identity for the Brazos Valley as a Hub for Applied Research	BVEDC; RELLIS; TAMU	BIZ; IBV; TEES; TEEX; TAMAG	E	Q1 2020	<ul style="list-style-type: none"> <li>Convene all relevant partners to discuss external messaging</li> <li>Evaluate and retain a third-party firm</li> <li>Begin developing website and other materials</li> </ul>
1.4	Develop and Sustain Relationships with Site Consultants, Influencers, and "Upstream" Partners	BVEDC	BIZ; EDT; IBV; SC; TxEDC	E	Q4 2019	<ul style="list-style-type: none"> <li>Continue to maintain relationships w/ consultants and partners</li> <li>Identify key consultants and influencers in target sector areas</li> <li>Begin planning inbound marketing event for Q3 or Q4 2020</li> </ul>
1.5	Operate a Highly Targeted Outbound Marketing Program	BVEDC	BIZ; EDT; IBV; SC; TxEDC	E	Q2 2019	<ul style="list-style-type: none"> <li>Evaluate ROI of recent outbound marketing events</li> <li>Identify potential new outbound events based on targets</li> <li>Develop work plans for FY 2020 based on analysis</li> </ul>
2.1	Operate a Best-Practice Regional Business Retention and Expansion (BRE) Program	BVEDC	BC; BEP; BIZ; COB; COCS	O	---	<ul style="list-style-type: none"> <li>Continue to operate a well-resourced, best-practice BRE program</li> <li>Convene partners ASAP to update info. sharing protocols</li> <li>Increase emphasis on IDing potential innovation partnerships</li> </ul>
2.2	Leverage Invest Brazos Valley (IBV) to Inform and Support Economic Growth	BVEDC; IBV	BIZ	E	Q4 2019	<ul style="list-style-type: none"> <li>Work with IBV membership to discuss new roles for group</li> <li>Ensure IBV is supported by a dedicated staff person</li> <li>Enhance utilization of IBV members as ambassadors for ED</li> </ul>

## FIRST-YEAR ACTION TIMELINE, CONTINUED

#	Recommendation	Lead Implementer	Potential Implementation Partners	Status	Launch	Y1 Activities
3.1	Pursue a "Commercialization Nexus" at Texas A&M to Reduce Barriers to Bringing Ideas to Market	TAMU	BIZ; BVEDC; ENTRE; RELLIS; TAMAG; TEES; TEEX	E	Q4 2019	<ul style="list-style-type: none"> <li>· Convene stakeholders to evaluate possible Nexus models</li> <li>· Develop a comprehensive "map" of existing services</li> </ul>
3.2	Leverage Economic Development Activities to Identify Private Sector Partners for Innovation	BVEDC; TAMU	BIZ; EDT; ENTRE; IBV; SC; TxEDC	E	Q4 2019	<ul style="list-style-type: none"> <li>· Increase emphasis on identifying private sector partners</li> <li>· Ensure integration w/ applied research marketing (see 1.3)</li> </ul>
3.3	Collaboratively Promote and Enhance Innovation Districts	BVEDC; CRE; RELLIS; TAMU	BC; BIZ; COB; COCS; ENTRE	E	Q1 2020	<ul style="list-style-type: none"> <li>· Update marketing approach to promote innovation districts</li> <li>· Work with public and private partners to enhance quality of place</li> <li>· Assess need for additional infrastructure and real estate</li> </ul>
3.5	Pursue Opportunities for Government Laboratory Facilities and Other Research Partnerships	TAMU	BC; BVEDC; COB; COC; COCS	O	---	<ul style="list-style-type: none"> <li>· Ensure collaboration among all relevant stakeholders</li> <li>· Continue to pursue options for facilities and/or inter-regional partnerships</li> </ul>
4.1	Create an Action-Oriented Business Education Partnership to Enhance the Local Talent Pipeline	BLINN; BVEDC; BISD; BIZ; BVCOG; COB; COC; COCS; CSISD; NO; REG; VOL; WSBV		N	Q4 2019	<ul style="list-style-type: none"> <li>· Convene all relevant stakeholders to form Partnership</li> <li>· Ensure adequate professional staff support is in place</li> <li>· Work with all relevant partners to support PK-12 education</li> <li>· Support additional talent programming and develop metrics</li> </ul>
4.2	Promote and Expand Career and Technical Education (CTE) Programs	BISD; BLINN; CISD; WSBV	BEP; BIZ; BVCOG; BVEDC; COC; RELLIS; TAMU	E	Q1 2020	<ul style="list-style-type: none"> <li>· Through BEP, build awareness and participation in CTE</li> <li>· Launch parent education initiative</li> <li>· Work with employers to begin developing career ladders</li> </ul>
4.4	Strengthen Connections to Internships to "Attach" Students and Graduates to the Region	BIZ; BLINN; RELLIS; TAMU	BEP; BVEDC; IBV; TAMCC	E	Q1 2020	<ul style="list-style-type: none"> <li>· Task staff with building connections between business community and higher education institutions</li> <li>· Work with all relevant partners for program launch in Fall 2020</li> </ul>

FIRST-YEAR ACTION TIMELINE, CONTINUED

#	Recommendation	Lead Implementer	Potential Implementation Partners	Status	Launch	Y1 Activities
5.1	Improve Internal Connectivity and Mobility Options Within the Brazos Valley	GOV	BIZ; BRMA; BTD; BVCOG; BVEDC; COC; MPAC; MPO; QOP; TAMTS	E	Q4 2019	<ul style="list-style-type: none"> <li>· Continue to advocate for and support infrastructure investments</li> <li>· Continue to pursue BRMA</li> <li>· Develop multi-media "business case" for mobility</li> <li>· Evaluate need for updated active transportation plan</li> <li>· Pursue "micromobility" options if desired</li> </ul>
5.2	Support Enhanced Transportation Connections to Nearby Regions and Large Markets	COC; GOV	BIZ; BVCOG; BVEDC; EA; MPO; QOP; RAIL; REG; TCRC; TxDOT	O	---	<ul style="list-style-type: none"> <li>· Continue to work with all stakeholders on potential projects</li> <li>· Determine options to leverage Brazos Yard</li> </ul>
6.1	Support and Catalyze Live-Work-Play Environments in Bryan and College Station	COB; COCS; CRE	BIZ	E	Q4 2019	<ul style="list-style-type: none"> <li>· Evaluate/update local regulations to ensure optimization</li> <li>· Complete inventory of development and redevelopment sites</li> </ul>
6.2	Continue to Establish Downtown Bryan as a Regional Destination and Cultural Hub	COB; DBA	BIZ; CRE; ENTRE; PHIL; SBDC; VOL; YPA	E	Q4 2019	<ul style="list-style-type: none"> <li>· Continue ongoing work to support Downtown Bryan</li> <li>· Evaluate options to incentivize additional housing</li> <li>· Work with entrep. partners to begin expanding startup activity</li> </ul>
6.3	Advance and Implement the Midtown Area Plan	COB; MPAC	BIZ; COCS; CRE; TAMU	O	---	<ul style="list-style-type: none"> <li>· Continue developing the plan; prepare to implement</li> <li>· Continue to promote cross-jurisdictional collaboration</li> </ul>

## FIVE-YEAR IMPLEMENTATION MATRICES

Based on the realities of how holistic economic development strategies are implemented, Market Street has prepared the following framework as a resource for the Brazos Valley as it seeks to implement its Strategy. Complemented by the detailed potential actions for each Tactical Recommendation in the Strategy, these matrices should be utilized by the Coordinating Council and Action Teams to guide their efforts, manage outreach to appropriate implementation partners, help track progress, and identify “what’s next” on the implementation to-do list. The information included for each Tactical Recommendation is provided in the following key.

### *Five-Year Implementation Matrices Key*

- ∟ The # and Recommendation columns refer to the specific Tactical Recommendation and its placement in the Economic Development Strategy.
- ∟ The Y column refers to the estimated launch year.
- ∟ Potential Lead Implementer(s) corresponds to the abbreviations for the potential lead entity or entities that will guide the implementation of the recommendation and associated actions. (See “Potential Implementation Partners” for an abbreviation key.) Certain lead roles may be listed as “to be determined” (TBD) based on pending discussions with implementation leaders.
- ∟ Potential Implementation Partners lists the key entities that could assist with or influence the implementation of a recommendation and associated tasks.
- ∟ Possible funding resources for each recommendation are provided in the Potential Funding Sources column.
- ∟ The Funding Notes column provides additional detail about specific costs. In instances where the Implementation Budget is listed as a potential funding source, this field discusses specifics about what the Budget will cover.

**FIVE-YEAR IMPLEMENTATION MATRIX – BUSINESS ATTRACTION**

#	Recommendation	Y	Lead Implementer	Potential Implementation Partners	Potential Funding Source(s)	Funding Notes
<b>1. Business Attraction</b>						
1.1	Support a Collaborative, Regional Approach to Business Attraction	1	BVEDC	BC; BIZ; BVCOG; COB; COC; COCS; CRE; IBV; TAMU	BVEDC	This recommendation primarily entails affirming the commitment of regional partners and continuing ongoing work covered within the BVEDC budget
1.2	Update Economic Development Marketing Materials and Incorporate New Target Sectors	1	BVEDC	BC; COB; COCS; IBV; TAMU	BVEDC; Implementation Budget	The Implementation Budget includes a line item for the cost of refreshing and maintaining relevant marketing materials
1.3	Build an External Identity for the Brazos Valley as a Hub for Applied Research	1	BVEDC; RELLIS; TAMU	BIZ; IBV; TEES; TEEX; TAMAG	BVEDC; Implementation Budget	The implementation Budget includes costs for developing the brand identity in year one of implementation; the brand can be integrated into existing marketing budgets in subsequent years
1.4	Develop and Sustain Relationships with Site Consultants, Influencers, and "Upstream" Partners	1	BVEDC	BIZ; EDT; IBV; SC; TxEDC	BVEDC; Implementation Budget	Primary costs will be staff time of BVEDC personnel, including the CEO, EVP of Business Development, and Managers of Business Development; the Implementation Budget includes a line item for an annual inbound marketing event beginning in FY 2021
1.5	Operate a Highly Targeted Outbound Marketing Program	1	BVEDC	BIZ; EDT; IBV; SC; TxEDC	BVEDC; Implementation Budget	The existing BVEDC budget accommodates some outbound marketing expenses; the Implementation Budget includes an annual increase in this amount to accommodate updated target sectors
1.6	Launch an Earned Media Campaign to Strengthen External Perceptions of the Brazos Valley	2	BVEDC	BC; BIZ; COB; COC; COCS; CVB; TAMU	BVEDC; Implementation Budget	The Implementation Budget includes annual costs of retaining a PR firm, though significant savings could be achieved if capacity can be developed in-house; will also require time commitment for BVEDC marketing staff

**FIVE-YEAR IMPLEMENTATION MATRIX – BUSINESS RETENTION & EXPANSION**

#	Recommendation	Y	Lead Implementer	Potential Implementation Partners	Potential Funding Source(s)	Funding Notes
2. Business Retention & Expansion						
2.1	Operate a Best-Practice Regional Business Retention and Expansion (BRE) Program	1	BVEDC	BC; BEP; BIZ; COB; COCS	BVEDC	Primary costs will be staff time to operate the BRE program; these activities are accommodated within the existing BVEDC budget
2.2	Leverage Invest Brazos Valley (IBV) to Inform and Support Economic Growth	1	BVEDC; IBV	BIZ	IBV	The Implementation Budget includes a small annual budget for facilitation of Action Team meetings, but any actual expenses and staff time are more than covered by the investment of IBV members

**FIVE-YEAR IMPLEMENTATION MATRIX – INNOVATION & ENTREPRENEURIAL ECOSYSTEM**

#	Recommendation	Y	Lead Implementer	Potential Implementation Partners	Potential Funding Source(s)	Funding Notes
<b>3. Innovation &amp; Entrepreneurial Ecosystem</b>						
3.1	Pursue a “Commercialization Nexus” at Texas A&M to Reduce Barriers to Bringing Ideas to Market	1	TAMU	BIZ; BVEDC; ENTRE; RELLIS; TAMAG; TEES; TEEX	Various public and private sources	Costs are highly variable dependent on the desired functions and business plan for the Nexus; ultimately the Nexus would seek to generate revenue to support some activities
3.2	Leverage Economic Development Activities to Identify Private Sector Partners for Innovation	1	BVEDC; TAMU	BIZ; EDT; ENTRE; IBV; SC; TxEDC	Implementation Budget; BVEDC	Primary costs will be staff time to identify partnership opportunities, and some of these activities can be accommodated within the existing BVEDC budget; the Implementation Budget also proposes a new Manger, Business Development staff position to support this work
3.3	Collaboratively Promote and Enhance Innovation Districts	1	BVEDC; CRE; RELLIS; TAMU	BC; BIZ; COB; COCS; ENTRE	BVEDC; public and private sources	Costs associated with enhanced promotion of Innovation Districts can be incorporated into existing marketing budgets of the BVEDC and public and private partners
3.4	Launch a “Smart City Initiative” to Leverage Innovations Emerging from Texas A&M and RELLIS	2	COB; COCS	BVCOG; BVEDC; ENTRE; RELLIS; TAMU	Various public and private sources	Costs for smart cities initiatives are highly variable and dependent on specific activities, levels of private investment, etc.
3.5	Pursue Opportunities for Government Laboratory Facilities and Other Research Partnerships	1	TAMU	BC; BVEDC; COB; COC; COCS	Various public sources	Actual costs of pursuing opportunities for a laboratory or similar facility can likely be accommodated within the context of TAMU’s overall pursuit of government research funding
3.6	Establish the Aggie Venture Fund to Expand Access to Capital and Mentoring	2	VCs	AFS; BIZ; BVEDC; ENTRE; TAMU	Private investors	Costs are variable and would be borne by private investors seeking a return in exchange for risk

**FIVE-YEAR IMPLEMENTATION MATRIX – WORKFORCE & TALENT**

#	Recommendation	Y	Lead Implementer	Potential Implementation Partners	Potential Funding Source(s)	Funding Notes
<b>4. Workforce &amp; Talent</b>						
4.1	Create an Action-Oriented Business Education Partnership to Enhance the Local Talent Pipeline	1	BLINN; BVEDC; BISD; BIZ; BVCOG; COB; COC; COCS; CSISD; NO; REG; VOL; WSBV		Implementation Budget	Funding for a Talent Coordinator staff position is included in the Implementation Budget; participating organizations may need to devote staff time to the formation and operation of the Partnership
4.2	Promote and Expand Career and Technical Education (CTE) Programs	1	BISD; BLINN; CISD; WSBV	BEP; BIZ; BVCOG; BVEDC; COC; RELLIS; TAMU	Training providers; Implementation Budget	The Implementation Budget includes an annual allotment for an enhanced awareness campaign; costs to CTE providers of enhancements are highly variable dependent on programmatic details
4.3	Expand Access to Training and "Upskilling" for Adults	2	BLINN; RELLIS; WSBV	BEP; BIZ; BVEDC; NO; PHIL	Various public and philanthropic sources	Costs are variable depending on the type of incentives/assistance offered; could include in-kind donations; could require staff time from the Talent Coordinator to administer some aspects of the program
4.4	Strengthen Connections to Internships to "Attach" Students and Graduates to the Region	1	BIZ; BLINN; RELLIS; TAMU	BEP; BVEDC; IBV; TAMCC	Implementation Budget; public and private sources	The Implementation Budget includes an annual budget for promoting the program; will also require significant Talent Coordinator staff time; primary costs will be distributed across businesses participating in the program
4.5	Assist Trailing Spouses and Partners with Finding Employment	2	BIZ	BEP; BVEDC; TAMU	Implementation budget; private employers	Primary costs of the program would be borne by participating private businesses; will also require significant Talent Coordinator staff time to administer the program; the Implementation Budget includes a one-time budget for startup costs
4.6	Leverage the Texas A&M Alumni Network to Recruit Experienced Professionals and Executives	2	AFS; BIZ	BEP; BVEDC; TAMU	Implementation budget; private employers	Primary costs of leveraging AFS data would be borne by private businesses participating in the program; will also require Talent Coordinator and AFS staff time to plan and administer the program; the Implementation Budget includes a one-time budget for startup costs

**FIVE-YEAR IMPLEMENTATION MATRIX – INFRASTRUCTURE & MOBILITY / QUALITY OF PLACE**

#	Recommendation	Y	Lead Implementer	Potential Implementation Partners	Potential Funding Source(s)	Funding Notes
<b>5. Infrastructure &amp; Mobility</b>						
5.1	Improve Internal Connectivity and Mobility Options Within the Brazos Valley	1	GOV	BIZ; BRMA; BTD; BVCOG; BVEDC; COC; MPAC; MPO; QOP; TAMTS	Primarily public sources	Infrastructure improvements will require local revenues (likely leveraging state or federal dollars); bike/ped or micromobility planning or enhancements could be funded by private or philanthropic partners
5.2	Support Enhanced Transportation Connections to Nearby Regions and Large Markets	1	COC; GOV	BIZ; BVCOG; BVEDC; EA; MPO; QOP; RAIL; REG; TCRC; TxDOT	Public sources; private investment	Depending on infrastructure type, primary costs would likely be furnished by state or federal government sources and/or private investment; local funds could be required to achieve some improvements (e.g. transit to leverage intercity rail or expanded air service)
<b>6. Quality of Place</b>						
6.1	Support and Catalyze Live-Work-Play Environments in Bryan and College Station	1	COB; COCS; CRE	BIZ	Various public and private sources	Development costs would primarily be borne by private firms; public costs would include staff time to evaluate incentives, plan for development, etc.; could also entail additional incentives
6.2	Continue to Establish Downtown Bryan as a Regional Destination and Cultural Hub	1	COB; DBA	BIZ; CRE; ENTRE; PHIL; SBDC; VOL; YPA	City of Bryan; private investment	Costs are highly variable depending on specific developments, desired level of incentivization, etc.
6.3	Advance and Implement the Midtown Area Plan	1	COB; MPAC	BIZ; COCS; CRE; TAMU	City of Bryan; private investment	Costs are highly variable depending on specific developments, desired level of incentivization, etc.
6.4	Promote Resident-Driven Quality of Place Enhancements	2	COB; COCS; QOP	BIZ; COC; PHIL; VOL; YPA	Various public and private sources	Actual costs are likely to be low and can be funded by private donations, crowdfunding, etc.; could require some public sector staff time to assist with project implementation and compliance

## 4. Implementation Budget

The Economic Development Strategy contains numerous efforts and initiatives that will need to be staffed and funded. As previously discussed, this will require partners from the public, private, and philanthropic sectors to evaluate their roles in implementation in the context of existing budgets. All opportunities for refocusing, redirecting, and redistributing current funding to support strategic implementation should be assessed and pursued before any new resource development activities are initiated.

It is not possible to create a comprehensive budget for implementation. There are simply too many programs, capital improvements, variables, partners, and ongoing efforts to develop a defensible estimate. Additionally, some efforts might be resourced from outside the community (e.g. through state or federal assistance or competitive philanthropic grants). For the purposes of this Implementation Plan, Market Street has provided an estimate for the new expenditures that will be required to activate new staff positions and other new or expanded programs or initiatives.<sup>1</sup> The total estimated five-year implementation cost for these new expenditures shown in the table on the following page is roughly \$2.02 million. It should be emphasized again that this figure is not an estimate for the cost of implementing the entire Strategy, nor is it a full operational budget for any implementation partner.

### RESOURCING OPPORTUNITIES

The Economic Development Strategy seeks to impact a variety of outcomes at the individual, business, and community levels. Accordingly, the benefits of implementation will accrue to residents, new and existing businesses, entrepreneurs, the public sector, and so on. Successful communities around the country recognize this fact and acknowledge that all segments of the community – public, private, and non-profit – must have “skin in the game” to demonstrate commitment and ensure accountability toward the implementation of the Strategy. Every effort should be made to leverage the existing capacity and ongoing efforts of partner organizations – including those listed in “3. Action Timelines” and those that will be identified later as implementation progresses. In some cases, new staff positions and programs could be funded in part by reallocating funds from the existing budgets of implementation partners. Some costs could also be covered by seeking in-kind contributions. That said, implementing the Strategy will unquestionably require the development of new resources. The strategic implementation effort must be supported by continuing and new investments from the public, private, and philanthropic sectors; Market Street has never seen a strategic process succeed without a collaborative public-private framework – in terms of personnel, governance, and funding. As previously mentioned, community partners must assess their capacity to implement portions of the plan and consider potential resource enhancements. Additionally, the community may pursue competitive grants and state and federal funding to activate some initiatives.

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<sup>1</sup> The total compensation for the Talent Coordinator position is not included in the following budget but the estimated national total compensation for such a position is \$102,000 annually. It is important to note that the total compensation level could be lower in the Brazos Valley.

## IMPLEMENTATION BUDGET FOR NEW STAFF POSITION AND NEW OR ENHANCED PROGRAMS, INITIATIVES, AND TOOLS

Expense	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	5-Year Total
<b>Staff Positions<sup>1</sup></b>						
Manager, Business Development	\$96,000	\$98,880	\$101,846	\$104,902	\$108,049	\$509,677
<b>Programs, initiatives, and tools</b>						
Earned media campaign (see 1.6) <sup>2</sup>	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Updated ED website & marketing materials (see 1.2)	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
Inbound marketing event (see 1.4)	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
Expanded outbound marketing program (see 1.5)	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Promotion of CTE education and training programs (see 4.2)	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Facilitation of Coordinating Council and Action Team meetings	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Internship program management (see 4.4)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Applied research brand development & mktg. materials (see 1.3)	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Trailing spouses and partners program initiation (see 4.5) <sup>3</sup>	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Executive recruitment program initiation (see 4.6) <sup>3</sup>	\$0	\$25,000	\$0	\$0	\$0	\$25,000
<b>Total</b>	<b>\$276,000</b>	<b>\$313,880</b>	<b>\$291,846</b>	<b>\$294,902</b>	<b>\$298,049</b>	<b>\$1,474,677</b>

1 - Estimates for new positions represent range midpoints; benefits and taxes are included using a 1.2 base salary multiplier; includes 3 percent annual increases

2 - Figures shown reflect an estimate for annual cost of retaining an economic development PR firm; significant savings could be achieved by developing capacity in-house

3 - Estimates provided are for program startup costs (e.g. marketing and awareness building); in subsequent years, it is assumed that expenses will be borne by employers who place candidates through the programs

## 5. Performance Measures

To assess the progress of the Economic Development Strategy and its influence on long-term outcomes, stakeholders in the Brazos Valley should identify and track a set of performance metrics. Metrics are an important factor in helping investors, implementation partners, and the community as a whole determine if implementation is having the desired impact and producing the desired return on investment. Market Street recommends that the community track two distinct types of metrics:

1. **Performance Measures:** These metrics represent community outcomes that will be impacted by effective implementation of the Economic Development Strategy but are also influenced by innumerable other factors outside the control of any implementing organization. They seek to measure the Brazos Valley's performance in key demographic, socioeconomic, economic, and quality of life indicators.
2. **Activity Measures:** These metrics are closely tied to the specific recommendations in the Economic Development Strategy and are directly – in some cases exclusively – influenced by the implementation effort. They primarily measure activities that implementing organizations will carry out. Note that many more Activity Measures related to the completion or activation of individual recommendations could be added to the “Potential Additional Measures” table if the Coordinating Council and other partners desire.

Based on findings from research and public input, the contents of the Economic Development Strategy, and feedback from the Steering Committee, Market Street has developed a recommended set of metrics for the Brazos Valley to gauge implementation progress and success. These metrics are divided into two categories, Core Performance Measures and Potential Additional Measures, which are described as follows.

### CORE PERFORMANCE MEASURES

As previously discussed, the Strategy is organized around two Goal Areas that are summarized by two Objective statements. The Goal Areas and Objectives are as follows:

- ∠ Goal Area I: Economic Growth & Prosperity – “Grow a dynamic regional economy and raise levels of prosperity for residents through a balanced approach to economic development.”
- ∠ Goal Area II: Workforce & Community Improvement – “Invest in the region's workforce and quality of place to strengthen our competitive position and enable new economic opportunities.”

To measure success toward these Objectives, Market Street has identified a set of potential Core Performance Measures. These “top-line” data indicators can help stakeholders in the Brazos Valley determine whether their community is broadly on the right track toward a more prosperous and successful future. The table on the following page shows a list of potential Core Performance Measures and a data source for each proposed metric.

## POTENTIAL CORE PERFORMANCE MEASURES

Indicator	Year(s)	Brazos Valley Value	Comparison Average	Brazos Valley Rank	Data Source(s)
% total employment growth rate, 5-year	2013-2018	11.9%	8.3%	2	EMSI or Census QCEW
% traded-sector employment growth rate, 5-year <sup>1</sup>	2013-2018	14.3%	9.9%	4	EMSI or Census QCEW
\$ average annual wage	2017	\$38,746	\$60,899	9	EMSI or Census QCEW
% of all residents living in poverty	2017	22.9%	14.9%	10	Census SAIPE
% of residents aged 0-17 living in poverty	2017	21.3%	16.3%	7	Census SAIPE
% residents aged 25+ with a bachelor's degree or higher	2017	6.3%	42.5%	10	Census ACS
% of in-migrants with a bachelor's degree or higher	2017	45.4%	50.4%	7	Census ACS

Note: All figures for the "Brazos Valley" are for the College Station-Bryan, TX Metropolitan Statistical Area (MSA). The "Comparison Average" represents the unweighted mean value from nine comparison MSAs: Ann Arbor, MI; Auburn-Opelika, AL; Champaign-Urbana, IL; Durham-Chapel Hill, NC; Fort Collins, CO; Gainesville, FL; Lubbock, TX; Madison, WI; Waco, TX. The "Brazos Valley Rank" field displays the College-Station-Bryan MSA's performance relative to the comparison metros; a value of 1 indicates the "best" performance.

1 - "Traded sectors" are considered to be NAICS 31-33, 42, 48-49, 51, 52, 54, and 55

2 - Represents the proportion of individuals living in the College Station-Bryan MSA who commute to work by means other than driving alone; includes individuals who work from home.

### *Establishing Goals for Performance Measures*

The practice of establishing long-term goals associated with the implementation of a community and economic development strategy has become a common practice. Organizations, fundraisers, and sometimes even investors often see goals such as “create 10,000 jobs in the next five years” or “increase per capita incomes by \$2,000” as necessary for ensuring that a strategy will have an impact in a community. However, setting such long-term goals can have downsides that often outweigh the potential benefit. Simply put, it is virtually impossible to establish meaningful goals for metrics that are influenced by countless uncertain external factors. The impact of the Great Recession illustrates this concept. In the mid-2000s, many economic development organizations created lofty job creation goals – none of which were met once the global financial crisis dried up business investments and expansions. Additionally, there is also a lag of up to two or three years in the release of certain types of data. As such, if a community were to establish goals for a five-year strategy spanning 2020-2024, it could have to wait until 2026 or 2027 to determine whether it had reached them. By this point, a community should already be in the midst of its next strategic planning and fundraising cycle.

Accordingly, Market Street recommends that any specific goals tied to Core Performance Measures or other data indicators be utilized internally by the Coordinating Council and other key implementation partners. When reporting data to the public, Market Street recommends that the community make use of benchmark comparisons whenever possible. This can help account for any external trends such as economic cycles and place the community’s progress within the appropriate context. The table on the following page illustrates one possible approach to benchmarking. For each data indicator, it shows the value for Brazos Valley and an unweighted average figure from nine other metro areas that were utilized as comparison regions during the research phases of this process (for a list of these regions, see the table footnotes). It also shows the Brazos Valley's rank relative to these comparison communities, with a rank of “1” indicating the top-performing region. To measure success, the Brazos Valley could seek to improve its standing relative to this competitive set and/or the State of Texas and the United States.

## POTENTIAL ADDITIONAL MEASURES

The tables on the following page show Potential Additional Measures. These metrics – which include both Performance and Activity Measures – can help the Brazos Valley measure progress related to specific Strategic Pillars and Tactical Recommendations in the Strategy. The tables are sorted by Strategic Pillar. BVEDC staff should work with the Coordinating Council and all other relevant implementation partners to track and report metrics.

### POTENTIAL ADDITIONAL MEASURES

Potential Measure	Potential Data Source(s)
<b>1. Business Attraction</b>	
# jobs resulting from attraction efforts	BVEDC
\$ of capital investment resulting from attraction efforts	BVEDC
\$ of payroll resulting from attraction efforts	BVEDC
# of leads, prospects, and projects generated from attraction efforts	BVEDC
\$ of tax digest increase attributable to attraction efforts	BVEDC/Local governments
ED marketing website hits, bounce rates, time on site, etc.	BVEDC
<b>2. Business Retention &amp; Expansion</b>	
# of new and retained jobs resulting from BRE efforts	BVEDC
\$ of capital investment resulting from BRE efforts	BVEDC
\$ of payroll resulting from BRE efforts	BVEDC
# of firms contacted through BRE efforts	BVEDC
\$ of tax digest increase attributable to BRE efforts	BVEDC/Local governments
<b>3. Innovation &amp; Entrepreneurial Ecosystem</b>	
\$ of research & development expenditures	NSF
\$ of Small Business Innovation Research (SBIR) awards	U.S. Small Business Administration
# of patents issued per capita	USPTO
% of total employment in firms less than five years old	Census QWI
# of jobs resulting from innovation partnerships	BVEDC
\$ of capital investment resulting from innovation partnerships	BVEDC
# of Smart Cities initiatives launched	Track locally
# of jobs and \$ of investment leveraged through new Aggie Venture Fund	Track locally

## POTENTIAL ADDITIONAL MEASURES, CONTINUED

Potential Measure	Potential Data Source(s)
<b>4. Workforce &amp; Talent</b>	
% of HS graduates enrolling in college and completing credits	TEA / ISDs
% of residents aged 16-24 who are not working or enrolled in school	Census ACS
# of families contacted through CTE outreach campaign	Track locally
# net change of total enrollment in CTE programs	ISDs / Blinn
# of adults receiving a degree or credential through "upskilling" effort	Track locally
# of individuals placed through internship program	Track locally
# of individuals placed through trailing spouse/partner program	Track locally
# of individuals placed through exec./professional recruitment program	Track locally
<i>Additional accountability metrics developed and tracked through the Business Education Partnership</i>	
<b>5. Infrastructure &amp; Mobility</b>	
% of individuals who do not drive alone to work	Census ACS
# in mins. of average commute time	Census ACS
Additional traffic congestion measures	TTI
# of linear miles of new bicycle/pedestrian infrastructure	Local governments
Website hits, social media engagements, etc. related to "business case"	Track locally
WalkScore (downtown Bryan ZIP code(s) and principal cities)	WalkScore.com
Economic impact of connections to external markets	TAMU research partners
<b>6. Quality of Place</b>	
# of net new housing units in Downtown and mixed-use developments	Local governments
\$ value of capital investment in Downtown and mixed-use developments	Local governments
# of net new business licenses in Downtown and mixed-use developments	Local governments
# of residential population in Downtown Bryan	City of Bryan / DBA
Retail occupancy rates (community-wide and in mixed-use areas)	Track locally
# of attendees at Downtown and other community events	Track locally
# of projects catalyzed through resident-driven place program	Track locally

## CONCLUSION

This strategic planning process has led to the creation of a transformative Economic Development Strategy for the Brazos Valley. But without an effective, coordinated, and sufficiently resourced and staffed implementation process, the potential of the plan will not be realized. The implementation structure proposed in this Implementation Plan – including the activation of new volunteer and organizational capacity and leadership – represents the framework through which the community can work together toward a more prosperous and successful future. As discussed throughout this process, the Brazos Valley has more possibilities to increase levels of prosperity and improve quality of life than it has ever had. Unlocking this potential, however, will require that the community work collaboratively. This implementation framework will allow the Brazos Valley to come together to ensure that its momentum carries on in the years to come.