

2016-2017 Plan of Work

Where Business Knows No Bounds



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About Big Spring EDC

The economic development corporation, formed in 1990, was originally named after the late Wayne Moore the chief executive officer for economic and community development for the Big Spring Area Chamber of Commerce. He was a major force in the effort to adopt the sales tax for economic development in Big Spring. Wayne passed away in July 1990 but his vision for Big Spring will always be remembered.

Big Spring Economic Development Corporation is funded by a one-half (1/2) cent Type A sales tax referendum under the Development Corporation Act of 1979. Big Spring Economic Development Corporation assists, stimulates, and enhances economic development in Big Spring, Texas, subject to applicable State and Federal laws and the Bylaws and the Articles of Incorporation of Big Spring Economic Development Corporation. BSEDC utilizes its sales tax revenues to increase job opportunities available to the citizens of Big Spring by assisting in the expansion of local industry and the attraction of new industry to Big Spring and Howard County.

Since 1990, the Big Spring EDC has been governed by a five-member Board of Directors who are appointed to serve three-year terms by the City Council. The staff carries out the day-to-day operations and consists of an Executive Director and Executive Assistant.



Strategic Direction

The goals of Big Spring EDC are to attract businesses who offer highly skilled positions at high wages, to retain and expand existing businesses in Big Spring and the surrounding area, help develop a skilled workforce, and to create a business environment conducive for entrepreneurship. These goals are accomplished by implementing an aggressive business prospect program and developing strong relationships with the existing Big Spring business community.



Our Mission Statement

“To assist, stimulate, and enhance economic development in Big Spring, Texas, subject to applicable State and Federal laws and the Bylaws and the Articles of Incorporation. To utilize its Sales Tax Revenues to increase the job opportunities available to the citizens of Big Spring by assisting the expansion of local businesses and attracting new business activities to Big Spring.”

Our mission will be accomplished in these three ways:

- Attracting new business and industry to the Big Spring area that will create primary jobs.
- Assisting existing primary business and industry with growth and expansion plans through a pro-active business retention and expansion program.
- Creating a business environment conducive to entrepreneurialism by providing financial support and technical assistance to primary businesses in collaboration with partner agencies.
- Work with local and state agencies as well as secondary and post secondary education institutions to help develop a skilled workforce for local business and industry.

THE BIG SPRING COMMUNITY

BIG SPRING is located at the crossroads of U.S. Interstate Highway 20, U.S. Highway 87, State Highway 350 and State Highway 176 in West Texas. Big Spring has a diverse and varied economy. Oil and gas production became a major economic force in the early 1900's and continues today. Today, the economy has grown to include refining, manufacturing, wind energy production, agriculture, transportation, governmental services, and a broad range of health care services.



Strengths & Challenges

Big Spring EDC works to promote the current competitive strengths of the City of Big Spring and takes advantage of competitive challenges. Big Spring EDC strongly markets the following Big Spring attributes:

- *Diverse Economy:* Businesses in Big Spring and Howard County range from health care, oil and gas, wind energy production, manufacturing and agriculture. With such a diverse economy, Big Spring has been able to weather any economic down turn.
- *Transportation:* Big Spring is well connected by highway, air and rail service. The city is located at the crossroads of West Texas and is easily accessible from any direction making it part of the Ports-to-Plains Region. Along with highway access, Big Spring is east west rail serviced by Union Pacific Railroad. The city also has McMahan/Wrinkle Airport located in Big Spring, as well as an International Airport only 55 miles to the west.
- *Community Networking:* Big Spring and Howard County are fortunate to have a progressive leadership with excellent cooperation between the governmental, educational institutions and the citizenry; thus encouraging and allowing organizations' work to streamline the process of starting or expanding a business.
- *Quality of Life:* Big Spring is the home of caring residents, friendly families, beautiful landscapes, comfortable climate and a multitude of cultural, sporting & recreational events. Big Spring has recently been designated as a Certified Retirement Community by the Texas Department of Agriculture and is a safe oasis to call home.

With the educational support of Howard College and its vocational and technical training courses, we are developing a strong foundation for highly skilled labor which will provide for a more skilled workforce for Big Spring.



Target Industries

Big Spring EDC targets specific industries, activities and opportunities on which to focus recruitment and retention efforts. Matching location strengths to industry requirements and to industry demand patterns is critical in target industry identification, and an essential component of an effective development strategy. These defined industries are a likely match for the relocation or expansion of primary jobs in Big Spring.

Big Spring EDC Five Target Industries

Oil and Gas Energy- West Texas and Howard County in particular have a strong tradition of oil and gas exploration and production. Oil, originally discovered in 1926, has been a primary industry in the area and a major contributor to the local economic base. Today Big Spring is home of one of the largest inland refineries in the United States and is a hub for oil and gas processing and distribution. Drilling, refining, carbon black production, oil well servicing, oil field supply, and oil field equipment manufacturing represent a significant employment base for the area. Big Spring will continue to have a strong oil related base and efforts will continue to develop and retain oil related industry.

Transportation and Distribution- Big Spring is situated at the “Crossroads of West Texas” making it a natural transportation and distribution hub. Interstate Highway 20 is the major east west artery and U.S. Highway 87 the major north south artery. Big Spring is located on the Ports-to-Plains Corridor linking Mexico with Canada, a major transportation route for goods and services manufactured or grown in the mid west and distributed worldwide. Big Spring is the former home of Webb Air Force base and boasts an 8,800 ft. runway capable of landing 737 class aircraft, a new state of the art air terminal, and facilities that lend themselves to national and global shipping and distribution. Big Spring is serviced by Union Pacific Railroad on their primary east-west track with thousands of railcars passing through Big Spring daily. Big Spring is also proud of the newly established Big Spring Rail System, a short line, which provides trans load services to existing customers on the airpark and potential new businesses. These assets make Big Spring ideal for transportation and distribution operations and a focus for the EDC to develop logistical operations.



Agriculture- Before oil and gas, before wind, farming and ranching were the economic engines of West Texas and Big Spring. Cattle and cotton production continue to have a significant impact of the local economy. Recently, Big Spring was selected by a major cotton storage distribution coop to warehouse and market cotton nationally and internationally. BSEDC understands the importance of agricultural production not only locally, but nationally and place a high priority on developing agriculture related industry, manufacturing and distribution.

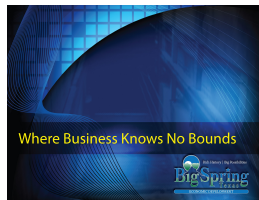
Renewable Energy- Big Spring was one of the first sites for wind energy production in the central United States. Some thirteen years ago an over 34MW project was completed and in 2008 another 250MW of capacity was added with future projects being discussed. Utility scale solar projects are now being planned with possible location in the Big Spring area. These projects are opening new doors for supply chain industries to locate in our region. Training programs for renewable energy related jobs are now offered at the community college and high schools. This new industry diversifies the economic base and offers many new areas for job development and growth.

Health Care- Big Spring long had the reputation as being a center for health care in West Texas. Big Spring is a center for health care ranging from a 150 bed private hospital serving the general public, to a Department of Veteran Affairs Medical Center, a State mental health facility and a Texas State Veterans Home. Big Spring is home of one of the premier rehabilitation facilities in West Texas providing physical therapy, occupational therapy, cardiac rehabilitation, audiology, wellness programs, and with a multitude of other services.

Implementing the Mission

Building and Communicating a Consistent Brand

Since the launch of the website in March 2009, many inquiries have been made. It is very important in this day and time to keep up with our ever changing



communication technology. With this new site Big Spring Economic Development has accomplished just that.



Big Spring EDC has been publicized in many magazines that are not only distributed Nationwide but worldwide as well.

- Images
- Business Expansion
- Inbound Logistics
- Trade & Industry
- Expansion Solutions



Sponsorships & Speaking Opportunities

Big Spring EDC is making an eager effort to communicate the purpose, mission and accomplishments of the corporation to not only the Big Spring community but internationally as well. This is done in several ways with continued standard marketing efforts and also through sponsorship and speaking opportunities.



The Big Spring EDC has broadened our Social Network to include Facebook. As well as acquiring a QR (quick response) Code.



Big Spring became a Texas Certified Retirement Community in 2009 and Big Spring EDC has been instrumental in marketing the community as a retirement destination. Big Spring marketing initiatives include materials distributed at the State Fair, AARP

Annual Conventions and joining with the Convention and Visitors Bureau in advertising in numerous publications along with a nationally distributed television ad produced by The State of Texas as a great place to retire

- Texas Highways Travel Host
- Gone to Texas



GO TEXAN.



Trade Shows

Big Spring EDC staff will continue to attend trade shows that focus on Big Spring EDC target industries. They have proven to be valuable for both marketing the Big Spring EDC brand and as a source for developing potential client relationships.

Collaborations

Local, Regional, State and National

Big Spring EDC maintains relationships with organizations that support our mission. These partnerships begin with local organizations and extend from regional to national levels.

City of Big Spring: Big Spring EDC works extensively with the administration of the city through the City Manager's office, Planning & Zoning, Public Works, and Code Enforcement and Permits.



High Ground of Texas: The main purpose of the High Ground is to create jobs and increase the tax base of the region. They continue to have a definite presence on the regional, state and national level with marketing the region to prospective new industry, networking, economic development, education and providing a common voice on issues that affect the region.



The Texas Economic Development Council (TEDC) is an

Austin based, statewide, non-profit professional association dedicated to the development of economic and employment opportunities in Texas.



Team Texas provides opportunities and create platforms for Team Texas members to make contacts and build relationships with targets and to identify and provide access to projects that will grow jobs and investment in member communities."



Texas Wide Open for Business promotes Texas Economic Development and provides valuable information for companies looking to expand or relocate in the Lone Star State. Texas Wide Open for Business is the official brand for the Texas Economic Development Division within the Office of the Governor.

Ports-to-Plains Alliance:



Big Spring EDC is excited to be part of the Ports-to-Plains Alliance. The Ports-to-Plains Trade Corridor Coalitions is, above all, a network of people who share the same interest in the robust, sustainable growth of jobs and investment throughout the 9-state Ports-to-Plains corridor. The corridor is increasingly recognized as an important economic development resource for business leaders throughout North America's energy and agricultural heartland.

Leading/EDG: Leading EDG is a network of resources with the goal of developing entrepreneurs and strengthening small businesses. They utilize a network of strategic alliances with an A-list team that includes experts in financial management, sales training, business coaching, intellectual property, social media, and more.



Business Development

Big Spring EDC will work to promote the Big Spring area as a competitive location for new primary businesses and targeted industries with specific focus on companies paying wages that meet or exceed the average primary wage for the Big Spring labor market. Big Spring EDC is an active participant in industry trade shows and professional organizations that connect EDC face to face with site selectors.

Business Retention and Expansion

Business Retention and Expansion efforts are accomplished primarily by establishing close relationships with existing primary businesses. The strategy ensures the community is providing the best atmosphere for business prosperity and growth. Big Spring EDC invests resources to assist and foster growth in local business.

Entrepreneurialism

Big Spring EDC works to create a business environment conducive to entrepreneurialism by providing business support and technical assistance to start up and existing businesses in collaboration with Leading/EDG, a business facilitation group.

Workforce

A well-educated workforce is essential in a competitive environment, and workers must be able to update and expand their knowledge as new technology and ways of working evolve. Post-secondary and higher education resources are readily available in Howard County to serve residents and businesses.

Howard College Workforce Training Program promotes the development of a skilled workforce for existing and new industry. The training facility offers programs for basic skills in welding, heavy equipment operation, hydraulics, wind and electrical technology for new and existing business.

Texas Workforce Commission offers training assistance through the Workforce Investment Act Program, Skills Development Fund, and On the Job Customized Training through the Workforce Solutions of the Permian Basin.

Goals for 2016-2017

BSEDC’s Goals reflect identified Targeted Industries

BUSINESS ATTRACTION

- Continue efforts to attract new industry and jobs in target industries
- Develop strategies to generate opportunities for warehousing and distribution created by the new relief route
- Continue efforts to develop EDC property for intermodal development along with other potential sites.
- Provide training and development through Howard College and local school districts
- Help attract qualified employees to the community

Oil related industry attraction

- Recruit new oil and gas related industry and manufacturing to Big Spring
- Recruit oil and gas related transportation related activity

Airpark/Industrial Park

- Continue the development of an intermodal facility for the benefit of existing industry and attraction of new industry
- Continue efforts to upgrade rail spur
- Develop strategies to market upgrades to McMahan-Wrinkle runway

Develop more renewable energy opportunities in Howard County

- Attract service industry and manufacturing to support existing wind and solar energy development
- Exploit the build out of new transmission capacity
- Help local companies enter the wind and solar industry

Certified Retirement Community

- Educate community on benefits of attracting retirees
- Continue marketing effort to the retirement community

BUSINESS RETENSION & EXPANSION

Promote opportunities for local business expansion

- Take advantage of the expanding local economy and promote growth from within

WORKFORCE DEVELOPMENT

- Partner with local resources to develop a stronger workforce
- Emphasis on local training via Howard College and SWCID
- Vocational programs for local high schools
- Work with Workforce Solutions to identify workers for employers
- Support local job fairs



Goals cont. for 2016-2017

ENTREPRENEURIAL DEVELOPMENT

Continue to encourage entrepreneurship

Provide programs to assist start ups and help develop and aid existing small business
Work with City officials to develop a Downtown Historic District and establish incentives for development and nurture redevelopment

MARKETING

Continue to promote Big Spring, Howard County and the region

Market Big Spring as a Certified Retirement Community
Big Spring and Howard County as a center for renewable energy development and manufacturing
Big Spring as a hub for transportation and distribution and rail
Attend trade shows promoting these varied industries
Team Texas
Support the Ports-to-Plains corridor
Market Big Spring to micro businesses, professionals, regional sales representation

PROFESSIONAL AND COMMUNITY DEVELOPMENT

Professional Development

Obtain additional economic development knowledge and training through regional, state and national associations

Community Education

Continue community education of Big Spring EDC by radio, newspaper, website, service clubs and local access channel

Facilitate and continue to coordinate projects and communication between Howard County entities



Measuring Success

The ultimate measure of Big Spring EDC's effectiveness is the addition of completed projects for the community. New capital investment, additional above-average wage jobs and a broader, expanded tax base are the outcomes the corporation strives to achieve.

At the end of each fiscal year, Big Spring EDC will evaluate its performance in an annual report to the Board of Directors. Each fiscal year staff will report progress in relation to the following areas:

- **Business Development and Marketing:** Promoting the Big Spring area as a competitive location for new and/or expanding business and industry.
- **Business Retention and Expansion:** Supporting the continued growth and expansion of existing business and industry in Big Spring.
- **Product Development:** Creating a strong environment for business growth and expansion via future commercial and industrial site development.
- **Organizational Development:** Improving the corporations ability to carry out its economic development mission across the nation and within the community. Each staff member is encouraged to participate in training applicable to the efforts of the Big Spring EDC.



**BIG SPRING EDC
BOARD OF DIRECTORS
&
PROFESSIONALSTAFF**

Board of Directors

Mr. Terry Hansen	President
Mr. Bob Price	Vice President
Mrs. Nadine Reyes	Secretary/Treasurer
Mrs. Kay McDaniel	Board Member
Mr. Bobby McDonald	Board Member

Professional Staff

Mr. Terry Wegman	Executive Director
Mrs. Teresa Darden	Executive Assistant





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