



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The Power of Knowledge and Leadership

FINAL REPORT

International Economic Development Council

Hurricane Harvey Economic Recovery

September 2017 – March 2019

U.S. Economic Development Administration – Austin Regional Office Award

Number: 08-79-05216

Background

The International Economic Development Council (IEDC) was awarded a two-year Economic Development Administration (EDA) grant of \$175,000 (with a recipient share of \$43,750, for a total amount of \$217,750) on September 26, 2017. The grant is to support the Economic Recovery Volunteer Program, which coordinates and deploys volunteer assistance to Texas communities impacted by Hurricane Harvey. Southwest Airlines generously donated air tickets to help support this grant and bring staff and volunteers to Texas.

This set of services and resources is broken into two tasks:

TASK 1: Assess economic recovery needs for 2017 disaster-impacted communities

TASK 2: Match, prepare, deploy and support experienced economic development volunteers to affected communities.

Under this grant, IEDC deployed 21 volunteers on 20 assignments in 18 communities. The volunteers collectively donated more than 1,000 hours to economic recovery projects in Texas.

Overview of Accomplishments

TASK 1: Assess Economic Recovery Needs for 2017 Disaster-impacted Communities

IEDC examined federal reports, data sets and news media to determine the impacts of Hurricane Harvey to local businesses, industries and the economy in Texas. The needs assessment has been submitted to EDA in spring 2018; a copy is included as Attachment A.

TASK 2) Match, prepare, deploy and support experienced economic development volunteers to affected communities.

The chart below is organized by host organization and includes all volunteer deployments completed under this grant. Twenty volunteer assignments were completed and three mentoring conversations held.

Volunteer Deployments Completed, October 1, 2017 – March 31, 2019

Organization Served	Location served	Purpose	Volunteer Name	Date of Trip	Economic Development District
Port Arthur Economic Development Corporation	Port Arthur	Small Business Survey - damage need assessment	Jennifer Todd, Economic Development Associate, Austin TX	October 30 - November 3, 2017 COMPLETED	Southeast Texas Regional Planning Commission
Lake Houston Area Economic Development Partnership	NE Houston metro (Humble, Kingwood, Atascocita, Fall Creek, Summerwood, and portions of Spring)	Loan fund advisement, strategic planning	Pete Fullerton, Assistant Director, Kansas City Aviation Department, Kansas City MO	November 13-17, 2017 COMPLETED	Houston-Galveston Area Council
Rockport-Fulton Chamber of Commerce	Rockport/ Fulton	Economic Recovery Action Plan	Allison Larsen, CECd, Principal, TadZo Consulting, Buckeye, AZ	January 8-12, 2018 COMPLETED	Coastal Bend Council of Governments
City of Aransas Pass	Aransas Pass	Downtown Assessment - Strategies for Revitalization	Linda DiMario, Executive VP - Economic Development, Irvine Chamber of Commerce, Irvine CA	January 15-19, 2018 COMPLETED	Coastal Bend Council of Governments

Port Arthur Economic Development Corporation	Port Arthur	Summit Facilitation, loan fund advisement	Cynthia Johnson, Senior Manager, Business Assistance, Pinellas County Economic Development, Clearwater FL	January 29-February 2, 2018 COMPLETED	Southeast Texas Regional Planning Commission
Deep East TX Council of Governments	DETCOG region	Situational Analysis - research on disaster-impacted counties, resilience planning	Sean Maguire, Director of Economic Development, Capital District Regional Planning Commission, Albany NY	February 19-23, 2018 COMPLETED	Deep East TX Council of Governments
City of Houston	City of Houston	Evaluate pro forma for expansion of existing mftg maker space	Gary Conley, HLM, Conley Ventures, retired President of Techsolve	April 23-27, 2018 COMPLETED	Houston-Galveston Area Council
Greater Beaumont Chamber of Commerce	City of Beaumont	Work with stakeholders to coordinate for change in the South Park Neighborhood; identify potential for organized CDC	Steve Budd, FM HLM, recently retired from CityWide Development Corp., Dayton, OH	April 23-27, 2018 COMPLETED	Southeast Texas Regional Planning Commission
Wharton Economic Development Commission	City of Wharton	Advise on development of new business retention and expansion program and use of related software	Nicole Sedlacek, CECd, Economic Development Specialist, Nebraska Public Power	April 23-27, 2018 COMPLETED	Houston-Galveston Area Council
Deep East TX Council of Governments	DETCOG region	Consult with communities in region on developing projects for grant funding	Denise Dahl, Executive Director, Henry County Community Improvement Corporation (Ohio)	April 30-May 4, 2018 COMPLETED	Deep East TX Council of Governments
Ingleside Chamber of Commerce	City of Ingleside	Develop strategic action plan for small business development	David Myers, CECd, Executive Director, Ponca City Dev. Authority	May 14-18, 2018 COMPLETED	Coastal Bend Council of Governments
EDC of Matagorda County*	Matagorda County	Develop community assessment survey; analyze results to determine resiliency & recovery	Mary Ann Moon, CECd, VP Economic Development, TICE Engineering	Off-site survey/advance work May-Sep 2018	Houston-Galveston Area Council

		priorities; develop action plan to address			
City of Houston	City of Houston	Feasibility analysis, draft business plan, funding sources for redeveloping an old Kmart building as a clinic, grocer and job training center	Jim Colson, Advisers Community	Site visit June 13-15, 2018 COMPLETED	Houston-Galveston Area Council
San Augustine County	San Augustine County	Strategic action plan for economic development	Jim Fram, CEcD, CCE, FM, Community Growth Strategies, LLC	June 24-28, 2018 COMPLETED	Deep East Texas Council of Governments
Smithville Chamber of Commerce	City of Smithville	Develop strategic action plan for economic development	Tim Chase, CEcD, FM, Quality Metrics	Six visits over May - July 2018 (periodic visits & offsite work – volunteer is local) COMPLETED	Capital Area Council of Governments
City of Ivanhoe	Ivanhoe, TX	Strategic action plan for economic development	Courtney Zaugg, CEcD, Director of Economic Development, Veridus Group	July 29 - Aug. 1, 2018 COMPLETED	Deep East TX Council of Governments
Lake Houston Area Economic Development Partnership	Humble, TX	Advise regarding development of post-disaster BRE survey and strategy; software training	Christine Bryant Director of Business Retention and Expansion, Corpus Christi EDC	Aug. 29-30, 2018 COMPLETED	Houston-Galveston Area Council
City of La Porte	La Porte, Texas	Provide guidance on a SWOT analysis and strategy for improvement of retail and quality of life	Ivan Baker, CEcD, AICP, FM, President and CEO, North Central Illinois Economic Development Corp.	Sept. 23 – 24, 2018 COMPLETED	Houston-Galveston Area Council
Deep East TX Council of Governments	Jasper, TX	Provide mentoring on assessment and project development in San Jacinto County	Jim Fram, CEcD, CCE, FM, Community Growth Strategies, LLC	Sept. 23 – 27, 2018 COMPLETED	Deep East TX Council of Governments

Refugio County EDC	Refugio, TX	Assess demand/opportunity for new housing in five towns in the county	Jim Russell, Executive VP, the Pizzuti Companies Rick Stein, Urban Decisions Group	Nov. 12 – 17, 2018 COMPLETED	Coastal Bend Council of Governments
--------------------	-------------	---	---	--	-------------------------------------

* Matagorda EDC project was put on hold after the director was injured in a car accident.

Volunteer Conversations

Several volunteer matches did not result in on-site deployments, but instead in one or more mentoring conversations.

Greater Houston Economic Partnership	11 counties (Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, San Jacinto, Walker and Waller)	Consult on Innovation Ecosystem initiative - review action plans for digitization of legacy industries	Gary Conley, HLM, Conley Ventures, retired President of Techsolve	April 22, 2018	Houston-Galveston Area Council
Katy Economic Development Corporation	City of Katy	Consult on organizing for resiliency eternally (with community stakeholders) and internally (for the organization)	Michael Olivier, CEcD, CEO, Louisiana Committee of 100	April 25, 2018	Houston-Galveston Area Council
SURE™ Program, Univ. of Houston	Harris County	Call to provide guidance and resources on development of training program	Rob Williams and colleagues (Sure Program), SourceLink Team	Nov. 28, 2018	Houston-Galveston Area Council

Observations from both communities and volunteers about their experiences and outcomes through the Economic Recovery Volunteer Program are included in Attachment B.

Outcomes

Through the Hurricane Harvey Economic Recovery Grant and the Economic Recovery Volunteer Program, IEDC provided these communities with the following resources and tools:

Organization	Outcome
Port Arthur Economic Development Corporation	<ul style="list-style-type: none"> • Small Business Survey – Damage Needs Assessment • Community Economic Development Summit • Loan Fund Advisement
Lake Houston Area Economic Development Partnership	<ul style="list-style-type: none"> • Disaster Recovery Strategy, including gap financing, BRE, and airport engagement strategies • BRE software training
Rockport/ Fulton Chamber of Commerce	Quick Action Economic Recovery Plan
City of Aransas Pass	Stakeholder Meetings and Downtown Aransas Pass analysis to develop improvement plan
Deep East Texas Council of Governments	<ul style="list-style-type: none"> • Existing Conditions Analysis • Assistance with application for approx. \$2M in disaster funds • Mentoring on Assessment and Project Development in San Jacinto County
City of Houston/ East End Maker Hub	Economic Feasibility and Risk Analysis of the proposed East End Maker Hub Project
Greater Beaumont Chamber of Commerce	Guidance report for the South Park Neighborhood Committee
Wharton Economic Development Commission	<ul style="list-style-type: none"> • 20 hours of on-site BRE software training • Two formal BRE visits
Ingleside Chamber of Commerce	26-page community assessment and action plan
San Augustine County	<ul style="list-style-type: none"> • Recommendations for a new County Economic Development Organization • County SWOT Analysis • Draft Strategic Action Plan for Economic Development
Smithville Chamber of Commerce	Strategic Action Plan for Economic Development
City of Ivanhoe	Strategic Action Plan for Economic Development
City of La Porte	Recommendation Report for Re-Development Planning of Two Primary Business Corridors
Refugio County Community Development Foundation	Housing & Commercial Retail Study

Lessons Learned

During the period that we assisted on the economic recovery from Hurricane Harvey in Texas we learned more about the needs and priorities of communities post-disaster. Many of the communities we assisted stressed the importance of clear communication among all parties involved. By including all parties in communicating and planning, community stakeholders can share their critical information and get on the same page to work together during the recovery.

Numerous evaluations highlighted the importance of the Economic Recovery Volunteer Program as way to gain an outsider expert's perspective and re-energize their economic development efforts. Beyond the knowledge that an expert volunteer brings with them, they're also able to look at the community and the situation with fresh eyes.

Several of the communities we assisted through our Economic Recovery Volunteer Program indicated the need to develop disaster preparedness strategies and communication protocols pre-, during, and post-storm to avoid the situation they found themselves in with Hurricane Harvey. Many of the host organizations were interested in funding for post-disaster recovery in the form of grants, crowdfunding, and to a lesser extent, loans. To this end, IEDC could develop a matrix of business assistance program that are immediately available to the chamber and economic development professionals after community disasters. The distribution of other IEDC materials, such as our BRE study, would also be helpful.

Attachments

Attachment A: Hurricane Harvey's Impact in Texas: An Economic Recovery Needs Assessment

Attachment B: Economic Recovery Volunteer Program Observations

Hurricane Harvey's Impact in Texas:

An Economic Recovery Needs Assessment



ECONOMIC TRANSFORMATION

JOBS COLLABORATION LEADERSHIP ENTREPRENEURS
 VISION REDEVELOPMENT TALENT DIVERSIFICATION WEALTH
 COMMUNITY CREATIVITY SITE SELECTION UNEMPLOYMENT
 LEVERAGE STRATEGIC FORESIGHT BRANDING PRIVATE SECTOR
 RESOURCES GREEN MANAGEMENT MARKETING MITIGATION
 PARTNERSHIPS COMMUNICATION PREPARATION
 BUSINESS CONTINUITY POLICY INNOVATION GROWTH
 SUSTAINABILITY CAPITAL PLANNING GLOBAL RAPID RESPONSE RESTORATION
 JOBS CRI REDEVELOPMENT PARTNERSHIPS SK COLLABORATION
 COMMERCIALIZATION CONSUMER CONFIDENCE BUSINESS RETENTION TRENDS
 INNOVATION PRIVATE SK COLLABORATION

Table of Contents

Table of Contents.....

2

Acknowledgments.....

3

Introduction

5

Hurricane Harvey Impacts.....

5

IEDC Volunteer Program

10

Priority Areas Identified

11

Deep East Texas Region

11

Southeast Texas Region

12

Houston-Galveston Region

15

Coastal Bend Region

20

Golden Crescent Region.....

24

Capital Area Region.....

26

Alamo Area Region

27

Brazos Valley Region.....

27

Acknowledgments

Introduction

The U.S. Economic Development Administration (EDA) Austin office has provided \$175,000 in Economic Adjustment Assistance funds to the International Economic Development Council (IEDC) to support disaster economic recovery from Hurricane Harvey in the state of Texas. The scope of work for this project includes assessing economic recovery needs for impacted communities, and identifying, preparing and deploying experienced economic development volunteers to provide assistance to affected communities. This assessment covers federally declared counties in Texas.

The assessment was conducted to help IEDC understand where community post-disaster economic recovery needs are greatest and where capacity to respond is most limited. In conjunction with other resources, the results of the assessment will inform IEDC's selection of communities for volunteer assistance.

The needs assessment is based on the following information:

- Responses to a call for communities to request assistance;
- Federal and state information and data;
- A review of media articles; and
- Interviews with regional councils and representatives in affected communities.

Hurricane Harvey Impacts

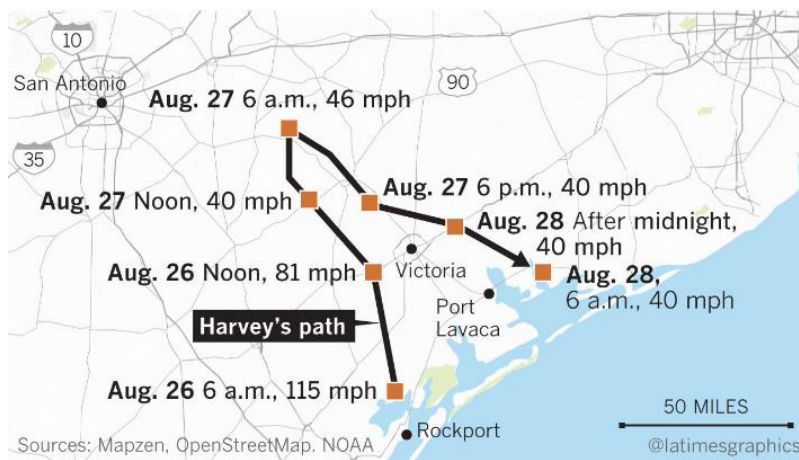
Hurricane Harvey struck shore on August 25, 2017, as a Category 4 hurricane. It was downgraded to a tropical storm on August 26, but continued to cause significant flooding throughout southeastern Texas.

The storm dumped an estimated 27 trillion gallons of rain, reaching up to 51 inches in some areas, with winds topping 130 mph.¹ Texas officials reported 82 fatalities,² and over 30,000 people required emergency shelter during the storm.

¹ Griggs, B. (2017, September 01). Harvey's devastating impact by the numbers. CNN. <http://www.cnn.com/2017/08/27/us/harvey-impact-by-the-numbers-trnd/index.html>

² Moravec, E. R. (2017, September 14). Texas officials: Hurricane Harvey death toll at 82, 'mass casualties have absolutely not happened'. *The Washington Post*. https://www.washingtonpost.com/national/texas-officials-hurricane-harvey-death-toll-at-82-mass-casualties-have-absolutely-not-happened/2017/09/14/bff3ffea-9975-11e7-87fc-c3f7ee4035c9_story.html?utm_term=.4370d9ef4764

Figure 1: Hurricane Harvey's Path



Source: LA Times

Harvey caused significant property damage, with an estimated 150,000³ properties and up to 1 million vehicles damaged or destroyed by high winds, flooding and falling debris.⁴ According to the latest Moody's cost estimate, Harvey caused a total of \$81 billion⁵ in damages.

Small businesses, in Houston and elsewhere, were hit hard. Many small retailers saw a significant decline in earnings during and immediately after the storm. Small businesses face high costs and damages, having to replace carpets, damaged equipment and inventory, and repair flooded basements and leaking roofs. Additionally, many businesses struggled to meet payroll, reconnect with suppliers, and draw customers back. Many employees were out of work and unpaid as businesses began to repair the storm's damage, or did not have housing and could not return to work. FEMA estimates that 40% of small businesses do not reopen after this kind of disaster.

Many individuals experienced flooded homes, with damage to rooftops and flooring often resulting in lingering issues such as mold and leaks. In some coastal areas, housing was completely destroyed by rain and wind. Many homeowners lacked sufficient insurance to fully cover the damages, or lack any insurance at all.

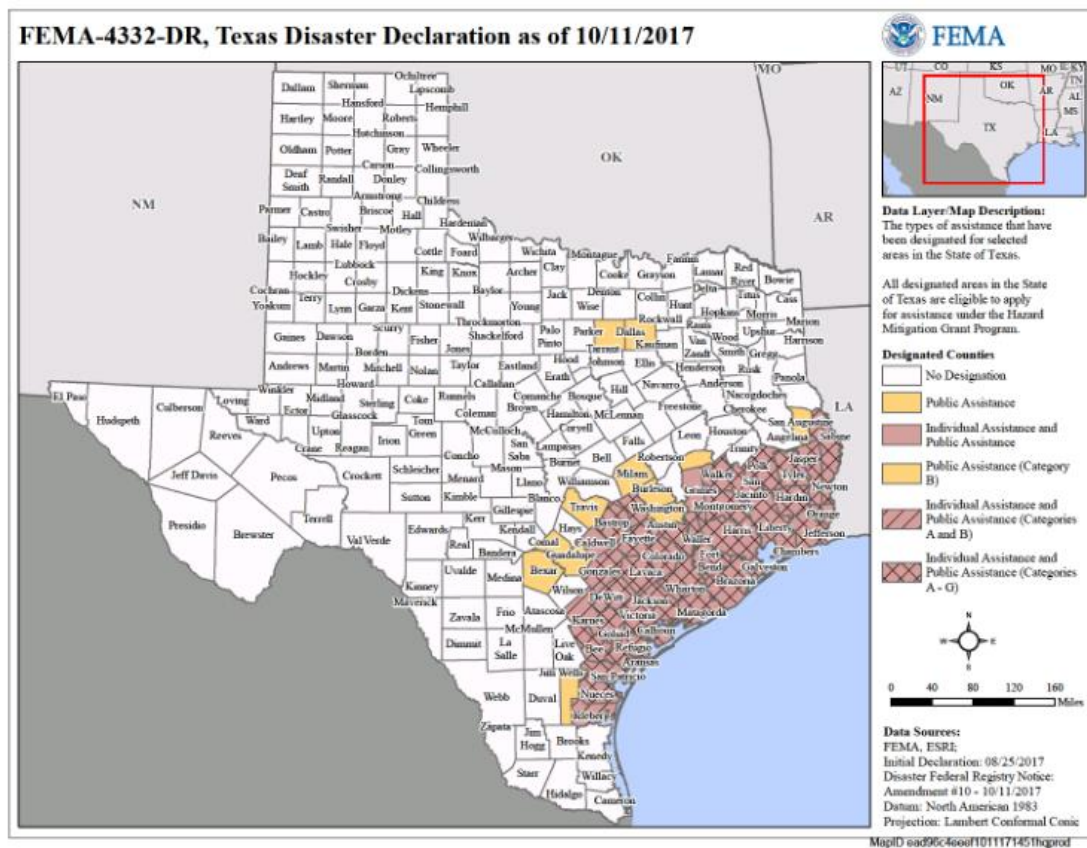
³ Carlsen, A., & Rebecca, K. K. (2017, September 01). Where Harvey Hit Hardest Up and Down the Texas Coast. *The New York Times*. <https://www.nytimes.com/interactive/2017/09/01/us/hurricane-harvey-damage-texas-cities-towns.html>

⁴ Aisch, G., Almukhtar, S., Ashkenas, J., Bloch, M., Burgess, J., Carlsen, A., . . . Rebecca, K. K. (2017, August 24). Maps: Tracking Harvey's Destructive Path Through Texas and Louisiana. *The New York Times*. <https://www.nytimes.com/interactive/2017/08/24/us/hurricane-harvey-texas.html>

⁵ Kimmelman, M. (2017, November 11). Lessons From Hurricane Harvey: Houston's Struggle Is America's Tale. *The New York Times*. <https://www.nytimes.com/interactive/2017/11/11/climate/houston-flooding-climate.html>

Additionally, communities suffered serious damage to infrastructure and public facilities, with most counties reporting power outages, water system impacts, and road closures throughout the storm and afterward. In a number of coastal communities, recreation facilities such as fishing piers and parks were severely damaged or destroyed and will not be repaired for months or longer. Debris cleanup – fallen trees, remnants of destroyed structures, etc. – also has taken months.

Figure 2: FEMA Disaster Declarations



Source: FEMA

Counties included in the Texas Disaster Declaration are:

Aransas, Austin, Bastrop, Bee, Brazoria, Caldwell, Calhoun, Chambers, Colorado, DeWitt, Fayette, Fort Bend, Galveston, Goliad, Gonzales, Grimes, Hardin, Harris, Jackson, Jasper, Jefferson, Karnes, Kleberg, Lavaca, Lee, Liberty, Matagorda, Montgomery, Newton, Nueces, Orange, Polk, Refugio, Sabine, San Jacinto, San Patricio, Tyler, Victoria, Walker, Waller, and Wharton.

The storm's impact is summarized below by Economic Development District.

Houston-Galveston Area Council: Most of the storm's property damages were concentrated in this highly populated region. Rain and flooding caused serious damage to homes and small businesses in the Houston metropolitan area, disproportionately affecting low-income communities and affordable housing.

Coastal Bend Council of Governments: As roughly the area where Harvey both made landfall and exited, this region experienced extensive flooding from heavy rainfall, as well as wind damage. The importance of tourism to some of the coastal communities in this region exacerbated the storm's economic impacts.

Deep East Texas Council of Governments: This region saw damages mainly from heavy rains – flooded roads and homes – and falling debris.

Southeast Texas Regional Planning Commission: Heavy rain and flooding caused significant damage to public infrastructure, housing, and businesses. Damage to the area's oil refineries also impacted national oil production.

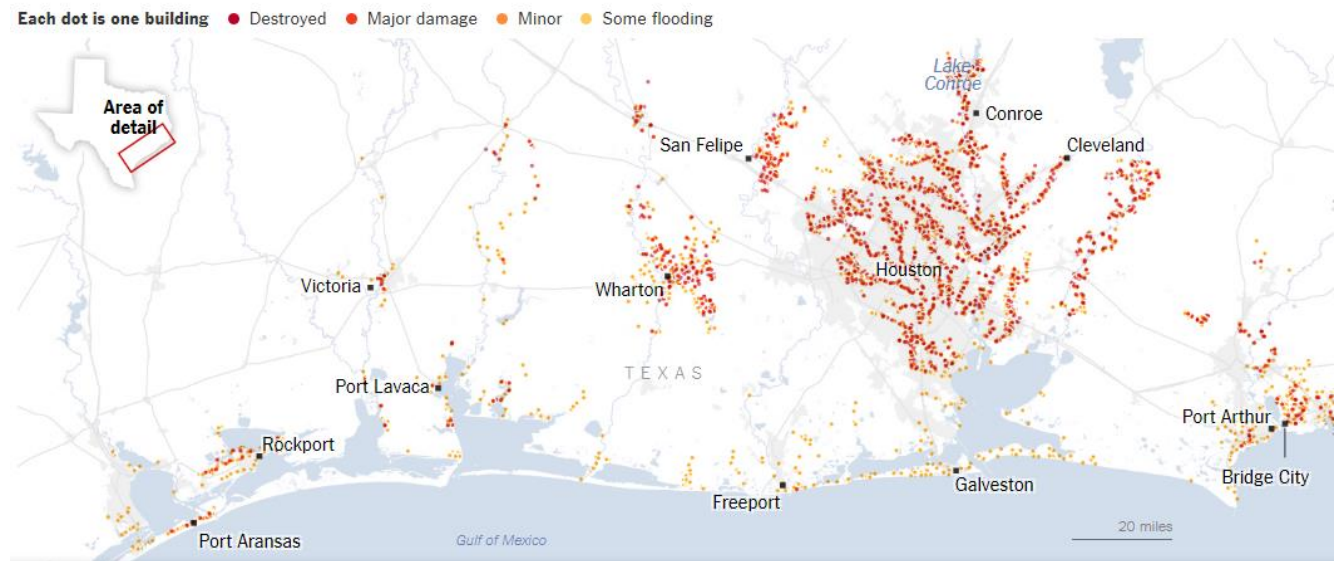
Golden Crescent Regional Planning Commission: Facing high winds, heavy rain, and flooding from the Guadalupe River, the Golden Crescent region experienced significant housing damage, especially in Victoria County.

Capital Area Council of Governments: Flooding from the Colorado River caused housing and infrastructure damage.

Brazos Valley Council of Governments: Heavy rain damaged personal and public property, flooded structures and roads. The region served as a staging area for nearby impacted counties.

Alamo Area Council of Governments: Harvey's impact was minimal in the AACOG region compared to nearby regions. Three counties experienced damaging wind gusts and rainfall.

Figure 3: Structures Damaged by Hurricane Harvey



Source: The New York Times

FEMA Claims⁶

Individual Assistance Applications approved: 361,075

Total Individual & Households Program dollars approved: \$1.48 billion

Total Public Assistance Grants dollars obligated: \$502,344,847

Industry Impacts

Employment⁷⁸⁹

In September, U.S. payroll dropped by 33,000 jobs in the aftermath of Harvey.¹⁰ One-quarter of businesses surveyed by the Federal Reserve Bank of Dallas reported a shortage of workers. Industry analysis revealed an increased demand for accountants, data entry specialists, call centers, and adjusters, but demand expected to return to normal by the end of the year. Employment began returning

⁶ Texas Hurricane Harvey (DR-4332). (2017). FEMA. <https://www.fema.gov/disaster/4332>

⁷ Rushe, D. (2017, October 27). US economy grows 3% in third quarter despite twin hurricanes. *The Guardian*. <https://www.theguardian.com/business/2017/oct/27/us-economy-grows-third-quarter>

⁸ Zehr, D. (2017, October 18). Dallas Fed: Harvey's economic damage temporary; recovery boosts demand. *Statesman*. <http://www.statesman.com/business/dallas-fed-harvey-economic-damage-temporary-recovery-boosts-demand/2kl6dpAO3jwWEahkk9nmfO/>

⁹ Zehr, D.

¹⁰ Schoen, J. W. (2017, October 06). Restaurants and hotels were the biggest job losers last month, thanks to hurricanes Harvey and Irma. *CNBC*. <https://www.cnn.com/2017/10/06/restaurants-and-hotels-were-the-biggest-job-losers-last-month-thanks-to-hurricanes-harvey-and-irma.html>

to normal after strong growth throughout October and November; U.S. payroll added 261,000 jobs in October.¹¹

Retail and Services¹²¹³

Along the Gulf Coast, two-thirds of retailers shut down for an average of four days and had reduced sales for about ten days after the storm. Sales have since boosted at those that reopened; however, many businesses have not reopened. Despite the storm's effects on local businesses, spending on services saw revenue increases throughout the end of 2017.

Oil

The Gulf Coast region is home to over half of the United States' refinery capacity, with Texas representing 31% of total capacity.¹⁴ Hurricane Harvey damaged many Texas oil refineries as it made landfall, reducing crude oil production in September and knocking out an estimated 25% of U.S. oil production during the storm.¹⁵ Refineries near Port Arthur and Beaumont were hit particularly hard, and were expected to take longer to recover than oil producers in less-impacted areas, such as Corpus Christi.¹⁶ For example, the Motiva refinery in Port Arthur was shut down for two weeks due to storm damage and flooding, returning to 40% output in early September and requiring several additional weeks to regain production capacity.¹⁷

Manufacturing

In hitting major oil and chemical manufacturing regions, Hurricane Harvey had significant impacts on Texas's manufacturing sector. Many plants flooded and experienced extensive damages, with one Houston chemical plant repeatedly catching fire and raising alarm among manufacturers in the Gulf Coast region.¹⁸ Temporary plant closures and property damages disrupted supply schedules and distorted prices, causing uncertainty and revenue losses. A survey by the Institute of Supply Management found that the majority of supply managers believe that input materials prices and supplier deliveries would be

¹¹ Casselman, B. (2017, November 03). The U.S. Added 261,000 Jobs in October; Here's the Upshot. *The New York Times*. <https://www.nytimes.com/2017/11/03/business/economy/jobs-report.html>

¹² Zehr, D.

¹³ Butters, J., & Saraiva, C. (2017, November 07). Hurricanes Blow Through U.S. Economy: Cars, Drugs, Phones, Food. *Bloomberg*. <https://www.bloomberg.com/news/articles/2017-11-07/hurricanes-blow-through-u-s-economy-cars-drugs-phones-food>

¹⁴ U.S. Energy Information Administration - EIA - Independent Statistics and Analysis. (2017). <https://www.eia.gov/todayinenergy/detail.php?id=33492>

¹⁵ Summers, J., & Powell, B. J. (2017, September 18). Far From the Texas Coast, Hurricane Harvey Hits Oil Refiners. *Bloomberg*. <https://www.bloomberg.com/news/articles/2017-09-18/far-from-the-texas-coast-hurricane-harvey-hits-oil-refiners-j7qrx1p8>

¹⁶ Tortoise Investments (2017, September 11). The Impact Of Hurricanes Harvey And Irma On Energy Operations. *Forbes*. <https://www.forbes.com/sites/tortoiseinvest/2017/09/11/hurricanes-harvey-and-irmas-impact-on-energy-operations/#2e8ebd9b341f>

¹⁷ Seba, E. (2017, September 11). Largest U.S. refinery restarts production after Harvey. *Reuters*. <https://www.reuters.com/article/us-storm-harvey-motiva-portarthur/largest-u-s-refinery-restarts-production-after-harvey-sources-idUSKCN1BM1ND>

¹⁸ The New York Times (2017, September 01). Harvey Updates: Fire and Smoke Again Engulf Chemical Plant Near Houston. <https://www.nytimes.com/2017/09/01/us/harvey-texas-flooding.html>

negatively impacted by Hurricane Harvey through the end of 2017.¹⁹ However, the manufacturing sector saw gains throughout October as factory activity surged to a 13-year high during the post-storm recovery.²⁰

Real Estate²¹

Seventy Texas counties experienced flood damage, and an estimated 70% of affected houses were uninsured. Many of the uninsured homes that were damaged or destroyed provided affordable workforce housing that cannot be rebuilt economically. Several insurers were hit hard, with Berkshire Hathaway losing about \$2 billion.

Auto²²

Up to one million vehicles were damaged in the storm, spurring about 600,000 in sales and high demand in September. Many individual dealers lost business during the storms and faced property damages that were not always covered by insurance.

Tourism and Hospitality²³

A number of coastal cities in Texas that rely heavily on tourism were significantly impacted by Hurricane Harvey. In Aransas Pass, 97% of tourism-based businesses reported negative impacts. Additionally, 95% of businesses in Port Aransas and 275 businesses in Portland – which both have tourism-based economies – were affected by the storm.

Overall, restaurant and hotel workers saw the biggest employment impacts. The hospitality industry experienced a net loss of 102,000 jobs in September 2017 due to the joint impacts of Harvey and Irma.²⁴ While not as severe as Hurricane Irma's impact on Florida hotels, Harvey harmed Texas hospitality markets in the storm's path. Hotel submarkets in Houston experienced declines in occupancy rates, while Galveston saw the largest decreases in its 7,000-room market, down to 42.1% of normal revenues.²⁵

¹⁹ Banker, S. (2017, September 07). ISM Analyzes The Future Supply Chain Impacts From Hurricane Harvey. *Forbes*. <https://www.forbes.com/sites/stevebanker/2017/09/07/ism-analyses-the-future-supply-chain-impacts-from-hurricane-harvey/#2aac3255c592>

²⁰ Mutikani, L. (2017, October 02). Hurricanes Harvey, Irma lift U.S. factory activity index to 13-year high. *Reuters*. <https://www.reuters.com/article/us-usa-economy-construction/hurricanes-harvey-irma-lift-u-s-factory-activity-index-to-13-year-high-idUSKCN1C71RJ>

²¹ Butters, J., & Saraiva, C.

²² Butters, J., & Saraiva, C.

²³ Acosta, T. (2017, November 14). For tourism towns like Rockport and Port Aransas, hotels key to Hurricane Harvey recovery. *Caller Times*. <http://www.caller.com/story/news/local/2017/11/14/tourism-towns-like-rockport-and-port-aransas-hotels-key-hurricane-harvey-recovery/863981001/>

²⁴ Casselman, B.

²⁵ Hoisington, A. (2017, September 12). Analysis reveals Hurricane Harvey's impact on hotel markets. *Hotel Management*. <https://www.hotelmanagement.net/own/data-analysis-hurricane-harvey-impact-hotel-markets>

However, the leisure and hospitality industry saw growth through fall, regaining 106,000 jobs as employers recovered from the storm.²⁶

IEDC Volunteer Program

IEDC has deployed economic recovery volunteers in disaster-impacted regions since Hurricane Katrina struck the Gulf Coast in 2005. In the wake of hurricanes Harvey and Irma, offers of volunteer assistance have poured in from the IEDC membership. With funding from the U.S. Economic Development Administration, IEDC is deploying these volunteers to assist with economic recovery efforts in impacted regions in Texas, Florida, Puerto Rico, and the Virgin Islands.

Participants in the Economic Recovery Volunteer Program are IEDC members in senior-level and executive economic development positions, many of whom have hands-on disaster recovery experience and capacity. Working with a local government or economic development organization to identify specific economic recovery needs, IEDC drafts a scope of work and recruits an IEDC volunteer with the relevant skills and experience.

Volunteers spend up to 40 hours a week in communities, in addition to time spent off-site preparing for the project and reporting afterward. They are able to help with such activities as business assessments, action planning, lending and business retention advice, and performing other tasks to leverage the efforts of local EDOs that may still be recovering their own operations after the hurricane.

²⁶ Casselman, B.

Priority Areas Identified

In the wake of Hurricane Harvey, 41 counties warranted FEMA disaster declarations (see the map and list on page 6).

These counties all suffered storm-related damages to public facilities, homes, roads or power grids, or a combination of those and more. This report focuses on communities and regions that suffered higher costs for local businesses and local economies, providing less detail on areas that experienced less, or primarily residential, damage. The regions that had the greatest economic damage include Southeast Texas, Houston-Galveston, and Coastal Bend.

Deep East Texas Region: Jasper, Newton, Polk, Sabine, San Jacinto, San Augustine and Tyler Counties designated

The Deep East Texas region is relatively rural, with no major metropolitan areas. San Jacinto is its wealthiest county, while Nacogdoches has the region's largest population earning less than \$15,000 per capita, likely due to its large student population. Deep East Texas is a popular retirement area, with a large fixed-income and unemployed population. Additionally, the region's educational attainment is below the national and state average, and it has a relatively small pool of skilled labor. Two major hurricanes have also caused significant damage to communities in Deep East Texas within the last decade. The primary impact in the region was flooded roads, some flooding of structures, and extensive debris.

San Jacinto County

Main industries: Construction, Manufacturing, Public Administration, Retail trade

San Jacinto County experienced damaged to its waste pits, which the EPA has approved a plan to repair.²⁷ Road closures due to flooding were also reported in the county.

Tyler County²⁸

Main industries: Healthcare services, Manufacturing, Education services, Retail trade

²⁷ Wray, D. (2017, October 20). EPA Approves Plan for Post-Harvey Repairs to San Jacinto Waste Pits. *Houston Press*. <http://www.houstonpress.com/news/epa-signs-off-on-plan-to-repair-san-jacinto-waste-pits-from-hurricane-harvey-damage-9891242>

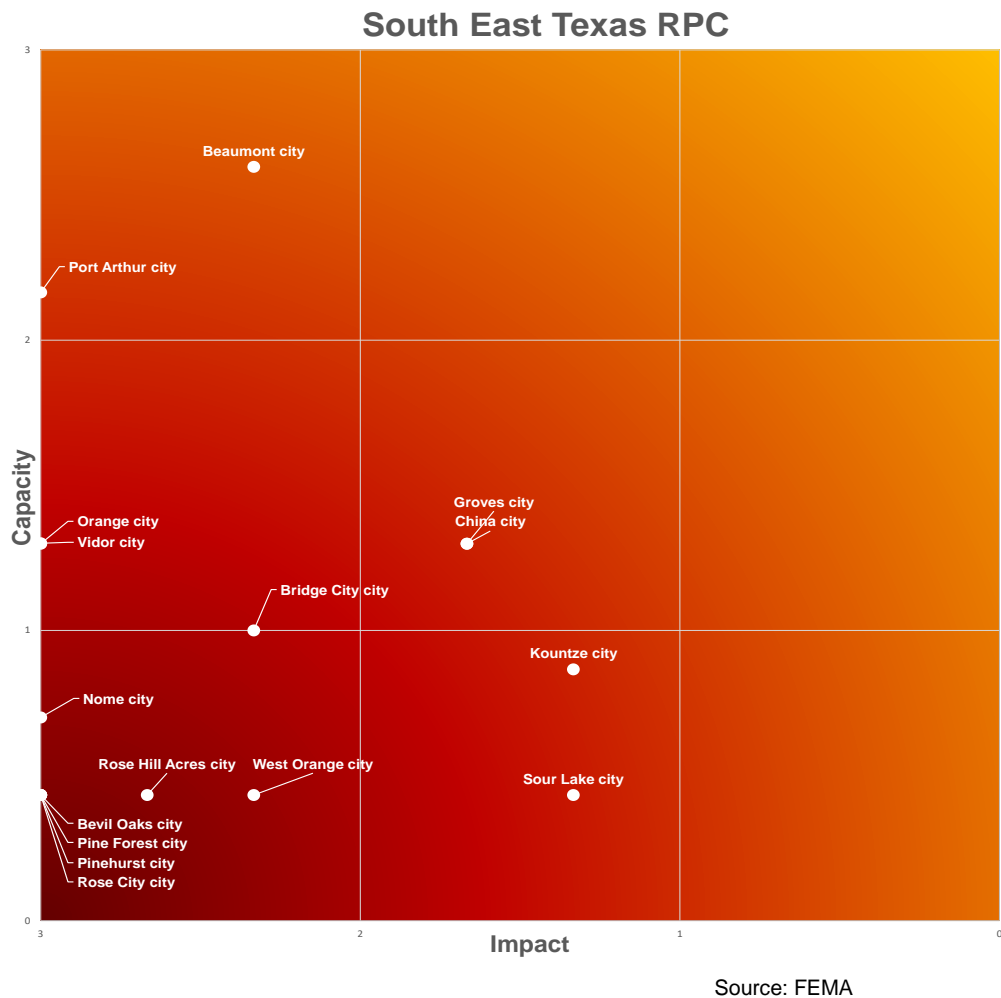
²⁸ KTRE. (2016, April 27). Widespread damage reported in Tyler Co. <http://www.ktre.com/story/31829476/widespread-damage-reported-in-tyler-co>

Tyler County experienced damage to homes from flooding and falling trees, and reported road closures due to flooding.

Southeast Texas Region: Hardin, Jefferson, and Orange Counties designated

Southeast Texas is a major import-export hub, with the ports of Beaumont and Port Arthur serving as centers of international transport. The region is vulnerable to natural disasters, and suffers from an aging workforce and infrastructure weaknesses. However, Southeast Texas has competitive wages, active economic development organizations, and the I-10 corridor – along with the region’s proximity to Houston – all contribute to a positive economic climate.

Figure 4: Impact on Southeast Texas Communities



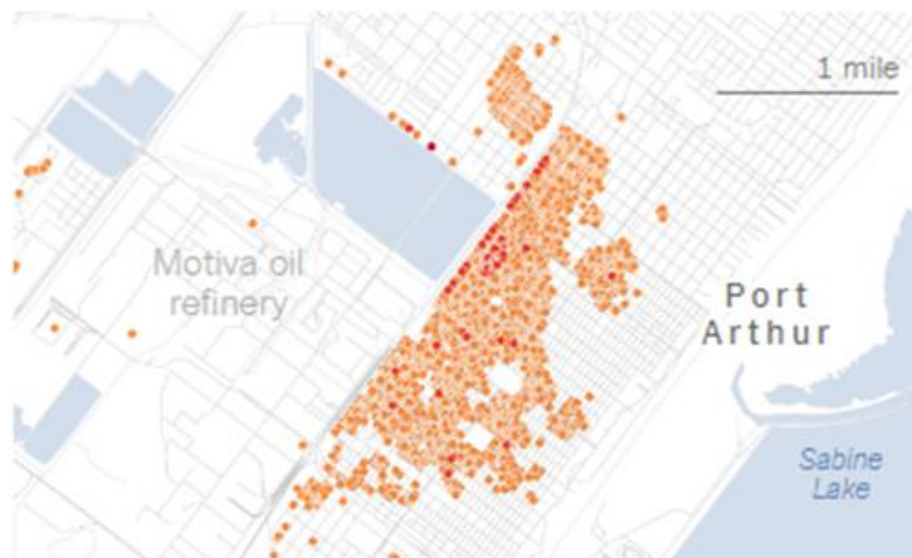
Jefferson County

Main industries: Energy/oil refining, Distribution, Manufacturing, Healthcare services, Retail trade, Construction

Jefferson County's estimated storm costs were over \$2.2 billion, with damage to roads, bridges, water systems, city facilities, and over 15,000 homes.²⁹

The Port Arthur/Beaumont area received more than 47 inches of rain during the storm, resulting in significant flooding and property damage. Three-quarters of Port Arthur flooded;³⁰ water entered one-third of Port Arthur's structures.³¹ In Beaumont, 2,000 homes flooded,³² and approximately 3,000 of the area's residents sought emergency shelter during the storm. Additionally, flooding knocked out up to 25% of the nation's oil-refining capacity; large refineries are situated in the Port Arthur/Beaumont area.³³

Figure 5: Structures Damaged in Port Arthur



Source: The New York Times

²⁹ KBMT. (2017, September 29). Jefferson County estimates cost of Harvey at more than \$2.2B so far in submission to state. 12 News. <http://www.12newsnow.com/weather/harvey/jefferson-county-estimates-cost-of-harvey-at-more-than-22b-so-far-in-submission-to-state/479670239>

³⁰ CBS. (2017, September 02). Harvey floodwaters are receding in Port Arthur, Texas. <https://www.cbsnews.com/news/harvey-floodwaters-start-receding-in-port-arthur-texas/>

³¹ Amadeo, K. (2017, December 14). Hurricane Harvey Shows How Climate Change Can Impact the Economy. *The Balance*. <https://www.thebalance.com/hurricane-harvey-facts-damage-costs-4150087>

³² Lozano, J. A. (2017, October 01). Month after Harvey, debris piles show recovery takes time. *The Chicago Tribune*. <http://www.chicagotribune.com/news/nationworld/ct-hurricane-harvey-texas-recovery-20171001-story.html>

³³ Summers, J., & Powell, B. J.

Hardin County

Main industries: Healthcare services, Manufacturing, Education services, Retail trade, Construction

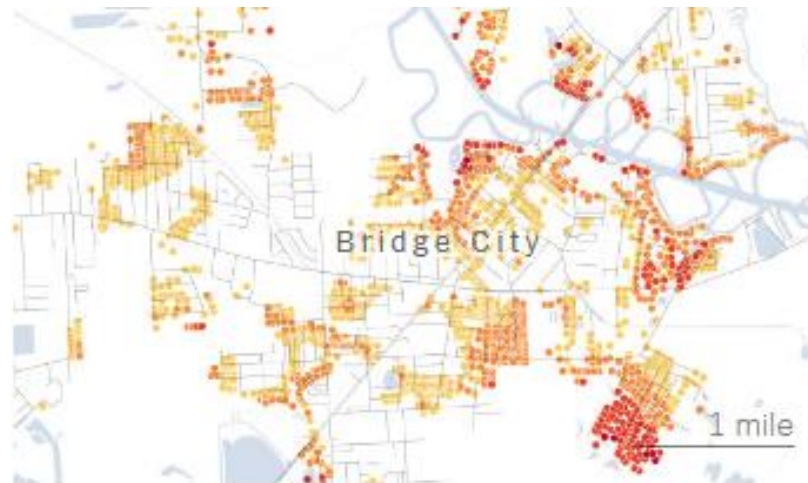
Receiving 15 inches of rain, Hardin County experienced flooding and road closures.³⁴ Hardin was still removing debris through mid-November.³⁵

Orange County

Main industries: Healthcare services, Manufacturing, Education services, Retail trade, Construction

Orange County experienced widespread flooding, with much damage to local businesses.³⁶ Bridge City experienced extensive flooding after receiving 20 inches of rain.³⁷

Figure 6: Structures Damaged in Bridge City



Source: The New York Times

³⁴ Oliveaux, D. (2017, August 30). Harvey slams Hardin County. *Silsbee Bee*.

<https://www.silsbeebee.com/articles/2017/08/30/harvey-slams-hardin-county>

³⁵ Chandler, K. (2017, November 6). Hardin County issues post-Harvey debris update. *Beaumont Enterprise*.

<http://www.beaumontenterprise.com/news/article/Hardin-County-OEM-issues-post-Harvey-debris-update-12335158.php>

³⁶ Hamtil, M., & Jacobsohn, A. (2017, August 27). Photos: Dramatic images from Hurricane Harvey's aftermath in Southeast Texas. *Dallas News*. <https://www.dallasnews.com/news/photos/2017/08/27/photos-biblical-flooding-innundates-southeast-texas>

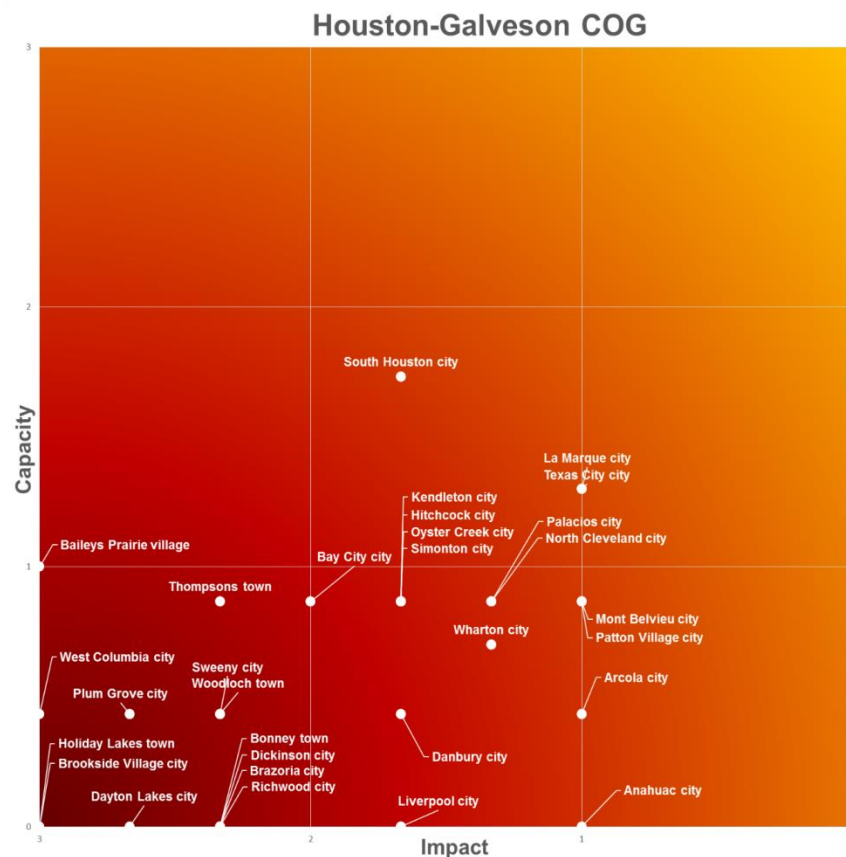
³⁷ Carlsen, A., & Rebecca, K. K.

Houston-Galveston Area: Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Harris, Liberty, Matagorda, Montgomery, Walker, Waller, and Wharton counties designated

Economically distressed areas: Walker, Liberty, Matagorda, Wharton

The Houston-Galveston region has high rates of individuals in poverty while working, although the region's 15% poverty rate is slightly lower than the Texas average of 17%. The region's educational attainment is relatively low, with 80% of the population achieving high school diplomas or higher. These factors, along with long commute times and limited internet and technological access, contribute to economic distress in several of the region's communities. However, industrial diversity, housing affordability, high business growth, and effective infrastructure all generate positive economic effects.

Figure 7: Impacts on Houston-Galveston Communities



Source: FEMA

Brazoria County

Main industries: Petrochemicals, Manufacturing, Agriculture and fishing, Construction, Retail, Services, Tourism

Brazoria faced county-wide mandatory evacuations and flooding.³⁸ Harvey damaged 8,512 structures, and destroyed 60.³⁹

Chambers County

Main industries: Manufacturing, Construction, Education services, Healthcare services

Chambers County faced extensive flooding and damage to homes and businesses. Residents of the county were made eligible for Disaster SNAP assistance in the aftermath of the storm.⁴⁰

Fort Bend County⁴¹

Main industries: Healthcare services, Manufacturing, Education services, Retail trade, Professional and Tech Services

Over 22% of the county was flooded at the storm's peak. Harvey damaged 8,529 structures and destroyed 54.⁴²

Galveston County

Main industries: Healthcare services, Manufacturing, Construction, Retail trade, Educational services

The storm damaged 22,681 structures, and destroyed 1,789 throughout Galveston County.⁴³ In the city of Dickinson, over 7,000 homes and 88 businesses were damaged when 90% of the community flooded.⁴⁴

³⁸ Garcia, A. (2017, August 31). Small Brazoria County town bracing for more flooding on top of Harvey damage. KSAT. <https://www.ksat.com/news/texas/small-brazoria-county-town-bracing-for-more-flooding-on-top-of-harveys-heavy-rain>

³⁹ ABC 13. (2017, September 25). Harvey destroyed more than 15,500 homes in Texas. <http://abc13.com/harvey-destroyed-more-than-15500-homes-in-texas/2454379/>

⁴⁰ KBMT. (2017, September 25). Hardin and Chambers County residents begin to apply for 'D-SNAP' temporary food benefits. <http://www.12newsnow.com/weather/harvey/hardin-and-chambers-county-residents-begin-to-apply-for-d-snap-temporary-food-benefits/477692442>

⁴¹ Hennes, R. (2017, September 13). Judge: Harvey aftermath will persist for weeks in Fort Bend Co. ABC 13. <http://abc13.com/judge-harvey-aftermath-will-persist-for-weeks-in-fort-bend-co/2410221/>

⁴² ABC 13

⁴³ ABC 13

⁴⁴ Fischer, C. (2017, September 25). Long road to recovery for Dickinson after Harvey. ABC 13. <http://abc13.com/long-road-to-recovery-for-dickinson-after-harvey/2428354/>

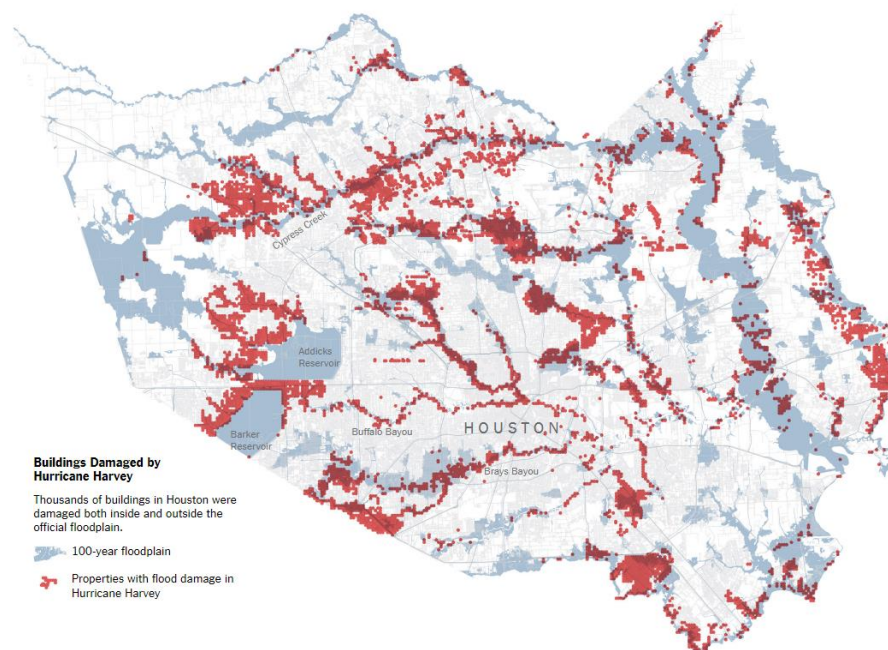
Harris County

Main industries: Healthcare services, Manufacturing, Construction, Retail trade

Harris reported 18 inches of rain in over 70% of the county.⁴⁵ Over 150,000 homes were damaged by the storm in Harris County.⁴⁶ Houston experienced extensive flooding after Harvey dumped over a foot and a half of rain over Harris County, with disparate impacts to lower income and minority communities.

A study on local economic impacts⁴⁷ revealed that despite damage, on the whole small business revenues in Houston bounced back relatively quickly. During the hurricane, revenue decreased, with retail, entertainment, and healthcare industries seeing revenues at only 7-13% of typical daily profits. The lodging industry, on the other hand, did not see such significant declines, most likely due to displaced individuals and families seeking shelter. However, by the week after the hurricane, most small businesses had returned to 80-100% of normal daily earnings. This suggests that Harvey's impact on small businesses has mostly been property damage, rather than revenue declines.

Figure 8: Structures Damaged in Houston



Source: The New York Times

⁴⁵ Amadeo, K.

⁴⁶ Dallas News (2017, August 24). Live updates of Harvey's destruction in Houston, across Texas.

<https://interactives.dallasnews.com/2017/hurricane-harvey-live-coverage/>

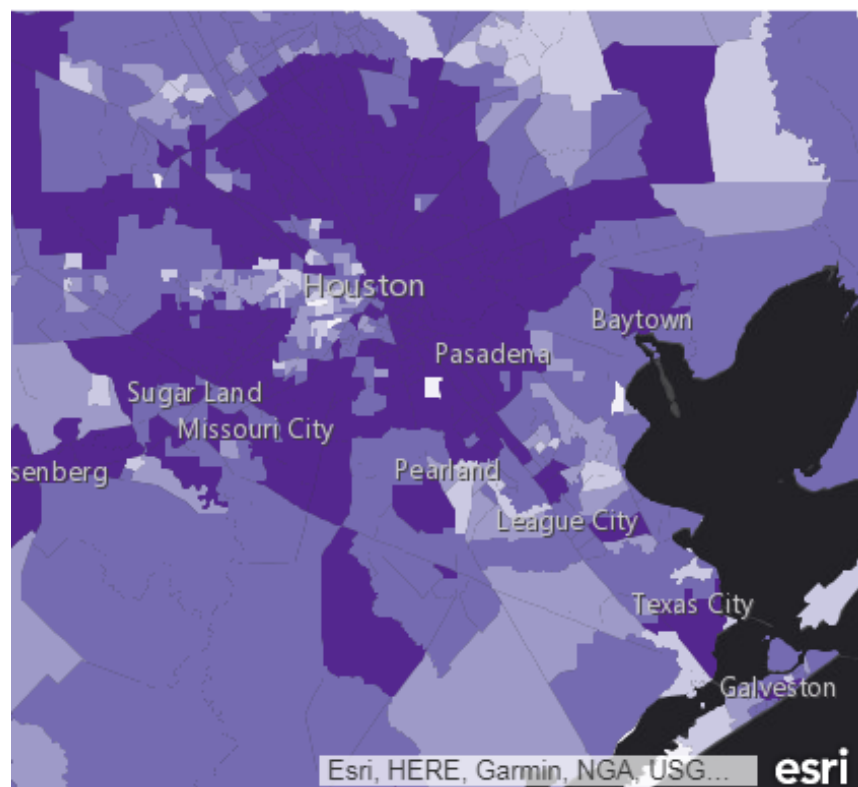
⁴⁷ Womply (2017, September 21). Here's what payment data reveals about Hurricane Harvey's impact on local businesses.

<http://www.womply.com/blog-posts/data-hurricane-harvey-impact>

Examples of these types of impacts include:⁴⁸

- Three Brothers Bakery in Houston faced an estimated \$1 million in damages and lost revenue after Hurricane Harvey due to equipment losses, product damage, and property damage. This is the fifth time the bakery has been severely impacted by a storm.
- Another Houston business, Wholesale Cleaners, lost an estimated \$10,000 from flooding damage to carpets and computers.

Figure 9: Low Income Concentrations in Houston



Source: ESRI

Liberty County⁴⁹

Main industries: Manufacturing, Construction, Healthcare services, Education services, Retail trade

⁴⁸ Wiseman, P., & Melley, B. (2017, September 06). Houston's small businesses struggle to reopen after Harvey. *The Christian Science Monitor*. <https://www.csmonitor.com/USA/2017/0906/Houston-s-small-businesses-struggle-to-reopen-after-Harvey>

⁴⁹ Harden, J. D. (2017, September 21). City of Liberty claims new unofficial Harvey rainfall record: 55 inches. *The Houston Chronicle*. <http://www.chron.com/news/houston-texas/houston/article/City-of-Liberty-claims-new-unofficial-Harvey-12218068.php>

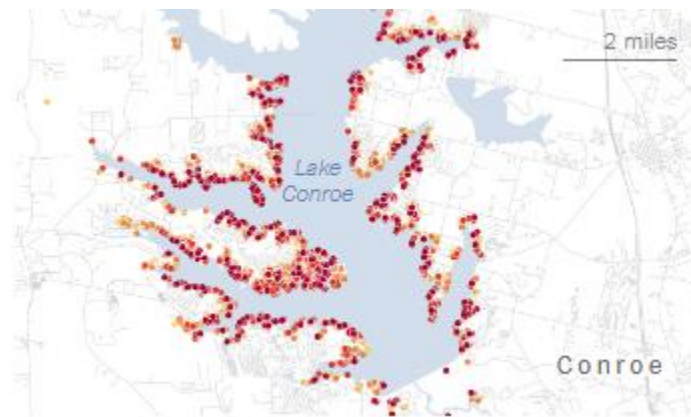
Liberty County received an estimated 55 inches of rain, causing significant flooding. Harvey damaged 6,910 structures and destroyed 125.⁵⁰

Montgomery County

Main industries: Healthcare services, Manufacturing, Education services, Retail trade

The Lake Conroe area experienced significant flooding after receiving 30 inches of rain.⁵¹ Hundreds of homes and businesses were impacted, and five deaths were reported in Montgomery County.⁵² The storm damaged 1,160 structures, and destroyed 100 throughout the county.⁵³ Conroe Community Development estimates the total damages in the city of Conroe at \$30.7 million.⁵⁴

Figure 10: Structures Damaged Near Lake Conroe



Source: The New York Times

Conroe's wastewater treatment plant and police department training facility suffered extensive flood damage, and repair costs could exceed \$10 million per facility.⁵⁵

Matagorda County

Main industries: Retail trade, Utilities, Educational services, Healthcare services

⁵⁰ ABC 13

⁵¹ Carlsen, A., & Rebecca, K. K.

⁵² Mendoza, J. (2017, September 20). Conroe homes, businesses rebuild after Hurricane Harvey. *Community Impact Newspaper*. <https://communityimpact.com/houston/conroe-montgomery/city-blue/2017/09/23/conroe-homes-businesses-rebuild-hurricane-harvey/>

⁵³ ABC 13

⁵⁴ Mendoza, J.

⁵⁵ Mendoza, J.

Matagorda County faced mandatory evacuation orders during the storm, and experienced county-wide power outages,⁵⁶ although flooding was not as severe as projected.⁵⁷ However, the storm did damage some agricultural production in Matagorda, with cotton crops destroyed before harvest could be completed (35% of cotton crops had not been harvested).⁵⁸

Wharton County

Main industries: Healthcare services, Manufacturing, Construction, Retail trade, Educational services

The storm damaged 1,803 structures and destroyed 112.⁵⁹ Wharton faced flooding after the Colorado River rose by nearly 11 feet, with most damage occurring in the county's eastern half.⁶⁰ An estimated 1,300 of the 3,200 homes in the city of Wharton were damaged by the storm.⁶¹

Coastal Bend: Aransas, Bee, Kleberg, Nueces, Refugio, and San Patricio Counties designated

⁵⁶ KHOU. (2017, August 26). MATAGORDA COUNTY: Residents not allowed to return due to power outage. <http://www.khou.com/weather/hurricanes/hurricane-harvey/matagorda-co-residents-will-not-be-allowed-to-return-due-to-power-outage/467674782>

⁵⁷ Reddell, M. (2017, August 31). "Harvey disrupted lives, damaged property" by: Mike Reddell. *Bay City Sentinel*. <https://www.baycitysentinel.com/articles/2017/08/31/harvey-disrupted-lives-damaged-property-mike-reddell>

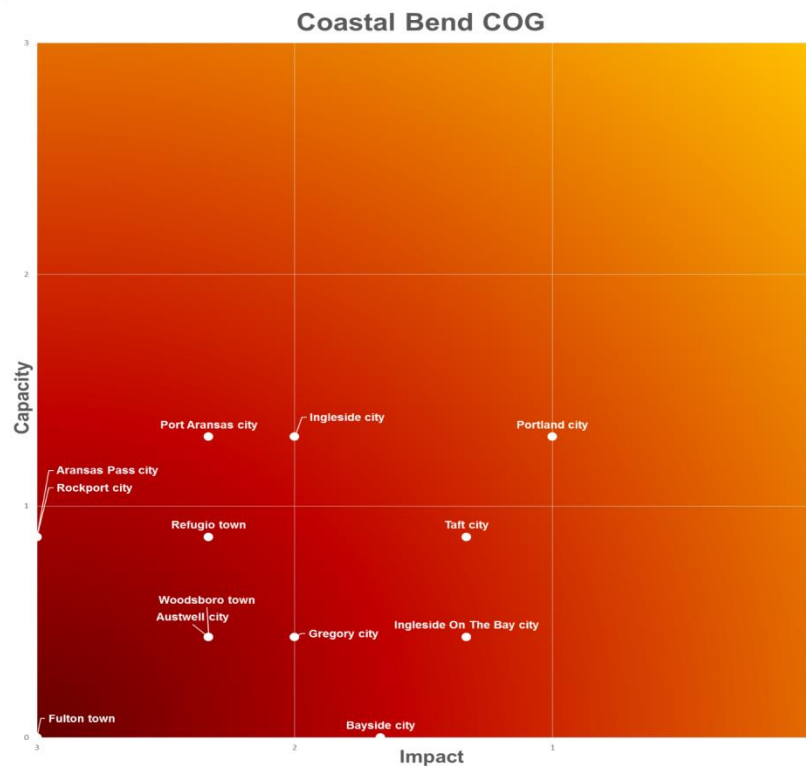
⁵⁸ Malewitz, J. (2017, August 30). Harvey's winds and rain disrupt Texas agriculture. *The Texas Tribune*. <https://www.texastribune.org/2017/08/30/harveys-winds-and-rain-disrupt-texas-agriculture/>

⁵⁹ ABC 13

⁶⁰ Foxhall, E. (2017, September 14). Residents of flood-ravaged Wharton County feel forgotten in Harvey's wake. *The Houston Chronicle*. <http://www.houstonchronicle.com/news/houston-texas/texas/article/Residents-of-flood-ravaged-Wharton-County-feel-12199385.php>

⁶¹ Foxhall, E.

Figure 11: Impacts on Coastal Bend Communities



Source: FEMA

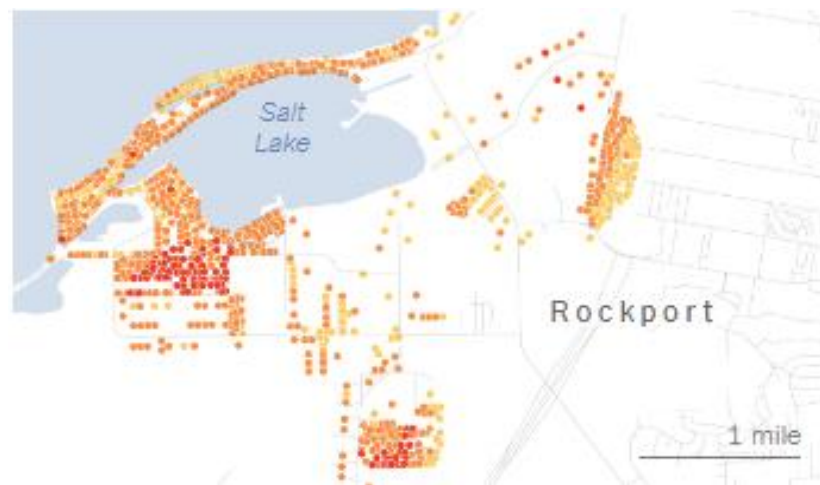
Aransas County

Main industries: Retail, Services, Tourism, Educational services

Over 1,500 structures in Rockport were damaged by Hurricane Harvey, and portions of the city were destroyed. Rockport went without electricity for days after the storm, the effects of which were felt significantly by the approximately 60% of residents who did not evacuate. Many businesses were damaged and remained closed for weeks or longer. Debris removal was significant.⁶²

⁶² Savidge, M. (2017, August 28). Battered Texas town may be without power for weeks. CNN. <http://www.cnn.com/2017/08/28/us/rockport-texas-hurricane-harvey-damage/index.html>

Figure 12: Structures Damaged in Rockport



Source: The New York Times

Nueces County

Main industries: Retail, Services, Tourism, Fishing

Harvey significantly impacted most of the structures and businesses in the Port Aransas/ Aransas Pass area. 90% of businesses in Port Aransas were damaged,⁶³ and 35% of the city's buildings were destroyed.⁶⁴ Additionally, a beachside trailer park was completely lost, and the area's roadways were blocked by extensive debris. In Aransas Pass, 97% of surveyed businesses in the tourism industry reported negative impacts from the storm.⁶⁵

Examples of Local Impacts⁶⁶

- Local inn Laughing Horse Lodge suffered damage to the roofs and exteriors of its 13 cottages. The owner does not expect to be able to start construction for 9-12 months, with rebuilding costs of several million dollars.
- Coastal Ed's, a local golf cart rental company, experienced flooding and damage to its golf cart inventory. Each cart must be replaced at over \$10,000 each, and the owner must find a new storefront.

⁶³ Chang, J. (2017, October 13). After Hurricane Harvey, Port Aransas faces long road to recovery. *myStatesman*. <http://www.mystatesman.com/news/state--regional-govt--politics/after-hurricane-harvey-port-aransas-faces-long-road-recovery/e1bVIKUCEg4ce3WLEFazKJ/>

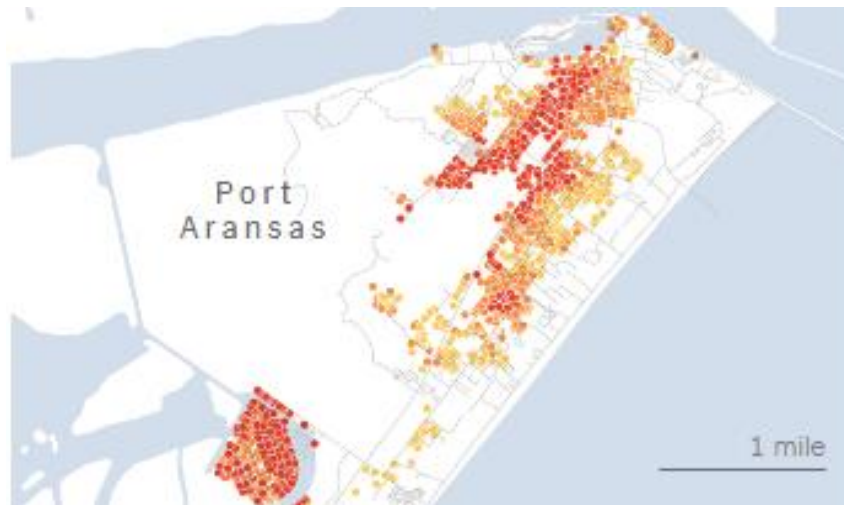
⁶⁴ Carlsen, A., & Rebecca, K. K.

⁶⁵ Pohl, J. (2017, August 27). Harvey 2017: Aransas Pass residents awaken to 'total devastation'. *CallerTimes*. <http://www.caller.com/story/weather/hurricanes/2017/08/27/harvey-2017-aransas-pass-residents-awaken-total-devastation/605881001/>

⁶⁶ Chang, J.

- Irie's Island Food restaurant was able to reopen after the building flooded. The owner estimated repairs at \$20,000 and loss of revenue at \$60,000.
- The front of Moby Dick's restaurant in Port Aransas was destroyed, with damage to the back and interior as well. The owner estimated \$2 million in operating and property losses.⁶⁷

Figure 13: Structures Damaged in Port Aransas



Source: The New York Times

Refugio County⁶⁸

Main industries: Mining/Quarrying/Oil and Gas Extraction, Healthcare services, Manufacturing, Construction, Retail trade

Refugio County faced hurricane winds over 130 mph. Nearly every structure in the city of Refugio was damaged, and most of the county lost power and water services.

San Patricio County

Main industries: Educational services, Mining/Quarrying/Oil and Gas Extraction, Healthcare services, Manufacturing, Construction, Accommodation and Food Service

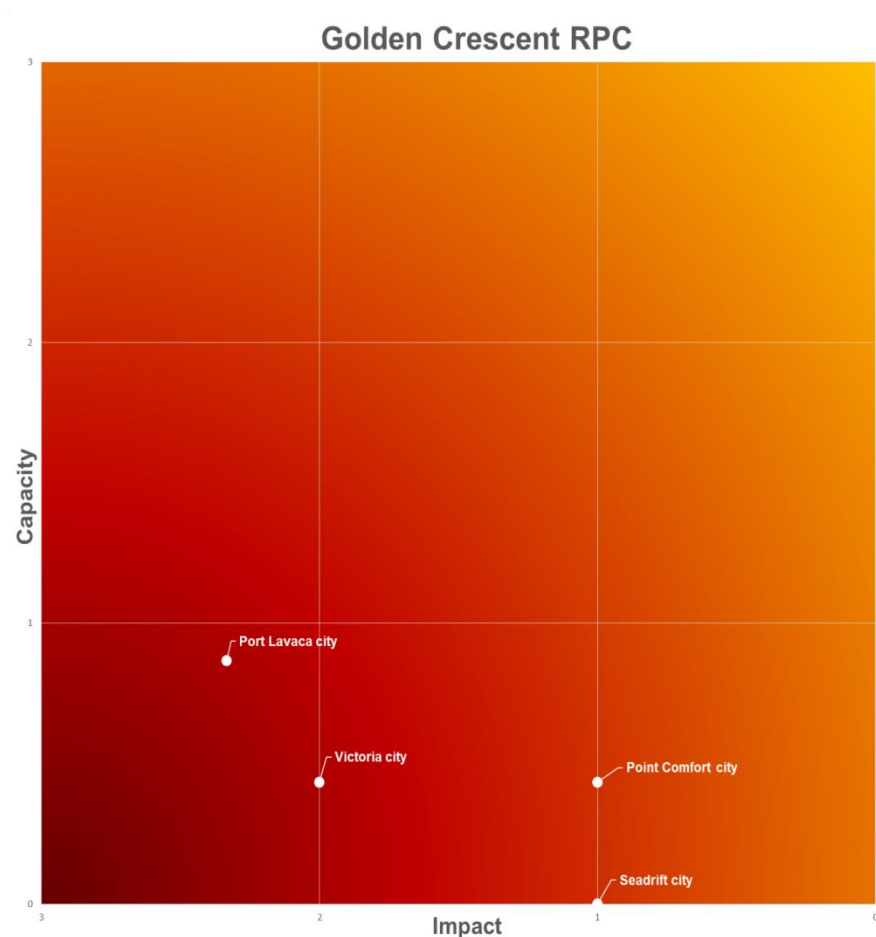
Parts of San Patricio lost power during the storm. Farmers in the area also lost a significant portion of cotton crops.⁶⁹

⁶⁷ Simon, S. B. (2017, September 05). What Hurricane Harvey left in its wake. CNN. <http://www.cnn.com/2017/09/04/us/hurricane-harvey-from-corpus-christi-to-houston/index.html>

⁶⁸ Chang, J.

Golden Crescent Region: Calhoun, DeWitt, Goliad, Gonzales, Jackson, Lavaca, and Victoria County designated

Figure 14: Impacts on Golden Crescent Communities



Source: FEMA

Calhoun County⁷⁰

Main industries: Manufacturing, Construction, Educational services, Healthcare services, Retail trade

⁶⁹ Bloomberg. (2017, August 28). Texas Farmers Assess Harvey Damage to Grain Bins, Cotton Crops. AG Web. <https://www.agweb.com/article/texas-farmers-assess-harvey-damage-to-grain-bins-cotton-crops-blmg/>

⁷⁰ Overton, M. (2017, August 27). Calhoun County weathers Hurricane Harvey. *The Port Lavaca Wave*. http://www.portlavacawave.com/news/around_town/calhoun-county-weathers-hurricane-harvey/article_daf1523c-8b62-11e7-bbbb-e72cbc4c76c9.html

Calhoun County residents were ordered to evacuate during the storm. Power, sanitation, and water services were shut down for days after the hurricane.

DeWitt County

Main industries: Mining/Quarrying/Oil and Gas Extraction, Healthcare services, Manufacturing

DeWitt County faced flooding from the Guadalupe River.

Goliad County⁷¹

Main industries: Mining/Quarrying/Oil and Gas Extraction, Healthcare services, Manufacturing, Retail trade, Educational services

Goliad experienced 11 inches of rain and winds over 100 mph. Several areas experienced power outages.

Gonzales County⁷²

Main industries: Manufacturing, Agriculture, Healthcare services, Retail trade

Portions of Gonzales County received over 20 inches of rain.

Jackson County⁷³

Main industries: Manufacturing, Construction, Educational services, Healthcare services, Mining/Quarrying/Oil and Gas Extraction

Jackson County was placed under mandatory evacuation, and residents faced mass power outages in the wake of the storm.

Victoria County

Main industries: Manufacturing, Educational services, Healthcare services, Retail trade

⁷¹ Gerber, T. (2017, August 28). Goliad in post Harvey recovery mode. KSAT. <https://www.ksat.com/news/goliad-in-post-harvey-recovery-mode>

⁷² US Department of Commerce, NOAA, National Weather Service. (2017, October 11). Hurricane Harvey 2017 - Impacts to South Central Texas. <https://www.weather.gov/ewx/wxevent-2017harvey>

⁷³ Cargo, K. (2017, August 26). Jackson County officials lift mandatory evacuation . *The Victoria Advocate*. <https://www.victoriaadvocate.com/news/2017/aug/26/jackson-county-eoc-update/>

Due to flooding from the Guadalupe River, Victoria County experienced significant housing damage, with 88 multi-unit housing structures and 174 apartments impacted.⁷⁴ As a result, 5,165 Victoria County households were approved for the FEMA Individuals and Households program. Victoria's weather station and the Texas Zoo were also damaged by the storm.⁷⁵

Figure 15: Structures Damaged in Victoria



Source: The New York Times

Capital Area Region: Bastrop, Caldwell, and Fayette Counties designated

Bastrop County⁷⁶

Main industries: Construction, Retail trade, Manufacturing, Educational services, Healthcare services

Cities in Bastrop County received 18-29 inches of rain during the storm, causing flooding from the Colorado River. According to county officials, Hurricane Harvey caused \$3.2 million in damage to public infrastructure in the county.

Caldwell County

Main industries: Healthcare services, Retail trade, Construction, Educational services, Manufacturing

Caldwell County experienced flooding from the San Marcos River.

⁷⁴ The Victoria Advocate (2017, September 19). Red Cross Releases Harvey Damage Assessment to VOAD Group. *Emergency Management*. <http://www.govtech.com/em/disaster/Red-Cross-Releases-Damage-Assessment-to-VOAD-Group.html>

⁷⁵ Carlsen, A., & Rebecca, K. K

⁷⁶ Huber, M. (2017, October 11). Damage from Hurricane Harvey in Bastrop County tops \$3 million. *Statesman*. <http://www.statesman.com/news/local/damage-from-hurricane-harvey-bastrop-county-tops-million/7Ls0gKzJ5sZ8jNVUQj8jZJ/>

Fayette County⁷⁷

Main industries: Manufacturing, Construction, Educational services, Healthcare services, Retail trade

Over 500 homes were damaged or destroyed by flooding in Fayette County, mainly in the town of La Grange. Some portions of Fayette County received over 20 inches of rain.

Alamo Area Region: Karnes County designated

Karnes County⁷⁸

Main industries: Agriculture, Oil and gas production

Harvey left 3-10 inches of rain in Karnes County and wind gusts above 50 miles an hour. Power outages, downed trees and power lines, and minor flooding were reported.

Brazos Valley Region: Grimes County designated

Grimes County⁷⁹

Main industries: Manufacturing, Retail trade, Healthcare services

Up to 20 inches of rain fell in parts of Grimes County, causing flooding of roads and homes.

⁷⁷ Koski, R. (2017, August 31). La Grange: Help needed to sustain Harvey recovery. Fox 7. <http://www.fox7austin.com/news/local-news/la-grange-help-needed-to-sustain-harvey-recovery>

⁷⁸ McCracken, Mike. (2017, Sept. 2). Hurricane Harvey – oh so close. The Karnes Countywide. https://www.mysoutex.com/karnes-countywide/news/hurricane-harvey--oh-so-close/article_85bc0008-8ea7-11e7-bb49-87584ec156bb.html

⁷⁹ https://www.theeagle.com/news/local/rescues-underway-in-grimes-county-another-round-of-storms-expected/article_ed47fab4-8b38-11e7-a8cc-5749c2484aa5.html

Attachment B

The following attachment includes observations from both communities and volunteers about their experiences and outcomes with completed projects through the Economic Recovery Volunteer Program.

Organization served	Port Arthur Economic Development Corporation
Contact name and title	Floyd Batiste, Executive Director
Volunteer name and title	Jennifer Todd, Principal Planner, City of Austin
Dates served	Oct. 30-Nov. 3, 2017
Project description	Small Business Survey - damage need assessment

EDO Observations

1. What tasks or projects did the volunteer provide assistance with?

Small Business Survey - damage needs assessment

2. How did your organization and the community benefit from the volunteer's service?

Survey provided us with a true understanding of our small business needs

3. Were there any best practices or lessons learned that you would share with other communities who are facing similar challenges?

When conducting business surveys, it's best do door-to-door or face-to-face

4. Is your organization or community in need of additional assistance? What would be helpful?

No additional assistance is needed at this time

5. Would you recommend this program to other EDOs?

Yes

Volunteer observations – Jenn Todd

1. Please describe your volunteer assignment. How did the organization the community benefit from your service?

I worked with the Port Arthur Economic Development Corporation to complete a damage assessment survey with small businesses. We went door-to-door asking small businesses about the damages/losses they experienced from Harvey and expected insurance assistance. The goal of this project was to inventory the needs of small businesses to see how the EDC can best serve as a resource. They are planning to apply for grants and other financial assistance, but needed to understand the scale of need first.

2. Did you observe or participate in any best practices? Please share your observations about lessons learned.

The EDC did a great job of using local knowledge to reach businesses - how to get in touch and get a response, what questions to ask.

3. Is there additional assistance you would recommend for this organization and community?

Not at the moment - I think they're still trying to assess what, exactly, is needed for recovery. Given the population loss and damage to small businesses, I think additional support may be needed in the future.

Organization served	Lake Houston Area Economic Development Partnership
Contact name and title	Mark Mitchell, President
Volunteer name and title	Pete Fullerton, Asst Director, Kansas City Dept. of Aviation
Dates served	Nov. 13-17, 2017
Project description	Loan fund advisement, strategic planning

EDO Observations – Mark Mitchell, LHAEDC

1. What tasks or projects did the volunteer provide assistance with?

Hurricane Harvey disaster recovery strategy including gap financing, BRE and airport engagement strategies.

2. How did your organization and the community benefit from the volunteer's service?

Aided in social media campaign, site visits and long term recovery task force ideation process.

3. Were there any best practices or lessons learned that you would share with other communities who are facing similar challenges?

Absolutely. Too many to list all best practices but high priorities would be communications protocols pre-storm, during storm and post-storm as well as developing a preparedness strategy with local lenders to identify and define their assistance metrics.

4. Is your organization or community in need of additional assistance? What would be helpful?

We believe we have a significant number of impacted businesses that we have not been able to accurately identify and locate that still have a need. Based on SBA data, it is likely hundreds of additional businesses.

1. Would you recommend this program to other EDOs?

Without hesitation. I would be happy to volunteer in the event there is a need in the future. I would say timing is critical and having a consultant on the ground within 45 days of the natural disaster event is critical to long term success.

Volunteer observations – Pete Fullerton

I assisted the Lake Houston Economic Development Partnership. It is generally the area of NE Houston adjacent to Bush Intercontinental Airport. During Hurricane Harvey, over 4,000 homes and 300 businesses were flooded.

During my visit, I attended meetings of the board of the Economic Development Partnership, the board of the Chamber of Commerce. I also met with FEMA and SBA officials regarding their status of outreach and services to affected businesses in the Lake Houston area. Additionally, I was able to attend a small business appreciation luncheon hosted by the Chamber of Commerce.

It was a great experience to visit/assist the leadership of the community. We discussed a broad range of items, recovery, recovery programming, public policy, existing business programming and strategic planning. I plan to keep in contact with the Chamber and Economic Development leadership in the future.

1. Please describe your volunteer assignment. How did the organization and community benefit from your service?

The first conversation that I had with members of the leadership team evolved around the necessity of developing a small business financing program to timely assist flooded businesses. Much as was the case when I had a flood event of my community in 1994, the SBA is tasked with providing business disaster loans. 23+ years later, the SBA is still not able to perform this task in a timely way. Alternative funding sources that are timely and flexible continue to be an issue in disaster areas.

However, when I arrived much of the discussion was about public policy. I found a community that was very much in a state of anger about the support that they felt they were not getting from the state of Texas.

It was noted that Texas is sitting on a multi-billion dollar "rainy day fund" that the state had been reluctant to access to assist the rebuilding of the area. Additionally, community members were very angry at an entity called the San Jacinto River Authority. During the rain event around Hurricane Harvey, this entity that maintains Lake Conroe, which is upstream from Lake Houston, released a significant volume of water downstream. This release, from the perspective of the communities around Lake Houston, was the main reason the flooding was so extensive in their community. Over the week, a considerable amount of research and discussion on this topic continued to evolve. The public policy items are significant and exceedingly timely. The water channels coming down from Lake Conroe have significant siltation issues. It was noted that many sand bars have now formed in the waterways. Unfortunately, if these sand bars are not dredged out soon, this will create an upcoming crisis in the next storm because the water channel is blocked in many places.

So, a "fix it" communication strategy was discussed and outlined which will be implemented by the leadership team in Lake Houston. The plan is to communicate the need regarding changing the capture and release protocols at the River Authority, as well as lobbying the Governor to release dollars to dredge the channels to prevent another immediate flood event.

A second area of discussion was on developing effective business retention and expansion strategy for both short and long term purposes. I presented the staff the recent IEDC EDRP study on effective BRE strategies. They were pleased to receive the report, particularly the Appendix A data which included information about outreach strategies for disaster communities. A long term strategy was revealed in discussions with the Lake Houston officials and staff of the Lone Star Community College system. The college system is investigating being the host entity of a regional BRE partnership. This is a similar type of collaboration that I had been a part of in Kansas City. After returning to KC, I connected the Community College staff with the individual I worked with that served in a similar coordinator role.

I also assisted staff as they connected with SBA to audit the contact numbers that SBA provided to determine whether an appropriate number of businesses were in contact with the SBA. We also asked SBA to provide information regarding the number of loan approvals and denials per zip code to keep up to date with the amount of funding that was becoming available to affected businesses. Community leadership was also working with SBA staff to make sure that those that were declined funding by the SBA could be redirected to other funding alternatives.

2. Did you observe or participate in any best practices? Please share your observations about lessons learned.

The best practice that I witnessed was the community partnership to bring alternative funding for affected small businesses. As noted previously, when I was first approached, the community was looking at the possibility of establishing a new alternative funding program. Since that time, the community found a CDFI out of San Antonio called, Lift Fund (www.liftfund.com). The organization made available funding for

loans to affected businesses up to \$25,000 at 0% interest. The program is fascinatingly similar to a loan program that I set up in 1993. The firm provided a flexible and fast loan approval process. While I was on site, I was privileged to participate in the delivery of the first recover loan. The small business was thrilled to receive this assistance.

I want to note that the Lift Fund territory includes much of the Gulf and Atlantic coast communities that would be affected by future hurricanes. We need to make sure that future disaster communities are made aware of this program.

3. Is there additional assistance you would recommend for this organization and community?

I will continue to assist in strategic planning for the organization. The current plan was developed before the senior economic development professional came on board. Frankly it is extensive and quite broad and does not take into consideration that the ED staff is one person. The storm put implementation on hold. I will be assisting the ED Director in refocusing the plan on priority items that come out of the issues presented by the storm and create a more reasonable implementation plan.

A further recommendation is directed to IEDC and how we are supporting disaster communities. 1- There is a need, if not met already, to produce a simple matrix of business assistance programs that is immediately available to the chamber and economic development professionals after community disasters. 2 - As noted above, I brought with me the recent BRE study by IEDC. In my homework before traveling to Houston, I happened upon Appendix A of that study which includes important discussions for disaster communities. Lake Houston leadership had not seen this information. The very important and relevant information that IEDC has accumulated over the years should be directly presented to disaster affected communities in a timely fashion.

I am proud that IEDC conducts these assistance services and am honored to have participated in this effort. I would like to be more familiar with the outreach protocol behind the assistance program. Thanks again.

Organization served	Rockport/Fulton Chamber of Commerce
Contact name and title	Diane Probst, President
Volunteer name and title	Allison Larsen, Principal, TadZo Consulting
Dates served	January 8-12, 2018
Project description	Facilitate community meetings to create the framework for an economic development strategy and action plan

EDO Observations – Diane Probst, Rockport/Fulton

2. How did your organization and the community benefit from the volunteer's service?

Through Allison's help, guidance and energy, we were able to devise a very concise and quick action economic recovery plan. We channeled the enthusiasm of more than 100 community members over a three-day period to rebuild Rockport and Fulton, Aransas County. She has started us on a path to recovery that I am not sure we would have made so much progress without her. She helped us cut through the disaster situation and see the opportunities. She did an amazing job!

- Liked presentations developed and the process of the whole week
- Have been able to create an economic development plan from the meetings and are keeping the excitement and energy up
- People are committed to meeting once a week until we accomplished our goals

3. Were there any best practices or lessons learned that you would share with other communities who are facing similar challenges?

Initial crowdfunding campaign raised money only for individual assistance. Would raise money in three separate funds next time – people/humanitarian, business, and community.

4. Is your organization or community in need of additional assistance? What would be helpful?

Relief grants for businesses (not loans). Were unsuccessful in seeking a grant to provide grants to businesses. Are aware of the governor's microloan fund, but their businesses are not interested in loans.

4. Would you recommend this program to other EDOs?

Yes.

Volunteer observations – Allison Larsen

This week went very well in Aransas County. As you will see in the media below, they got a lot of positive attention on the great work accomplished this week. It was my pleasure to be of assistance to help the community move forward. These folks really touched my heart and I very pleased with their "can do" energy and commitment that came through very strong this week.

In December, there was a lot to process – not just for me but for the community too. They were emotionally reeling and frustrated. This week, we really turned the corner to focused action. They are primed and energized (Diane kept using that word when talking to the media and others about the week) for economic recovery work. They are on track to the destination of what they want to rebuild their community and economy. Not only did the community leaders/volunteers lay out step-by-step actions for 5 action groups (Enhancing Tourism Marketing, VolunTOURsim, Business Tool Kit & Outreach, Downtown Fulton, Downtown Rockport), people signed up to work, to get things done. I also helped them organize team leads so that they would keep each other on track, provide support and easily foster cross-

over linkages among the action groups – plus a plan to communicate successes. They had fun developing their “Must Do’s” for successful implementation.

The key is that this near-term economic recovery action planning will build momentum and energize them to take on the longer-term economic development and redevelopment work that still needs to be done. The Action Planning from this week focuses in on the next 3 to 6 months. And they didn’t stall to get started. I am impressed how they jumped immediately into action – all groups. For instance, the Business Tool Kit & Outreach group met on Tuesday afternoon and had a business survey almost finished by Thursday.

Most importantly, smiles and cheers and excitement abounded. They understand there is much work ahead and are ready to work, to do great things, to celebrate and have fun doing the work together.

Be sure to stay tuned in for their accomplishments. I am also recommending that they reach out to IEDC for resources and information when they don’t know where to find a resource or “how to”.

Presentations and meeting outcomes

I uploaded the presentations from the week to dropbox. The wrap-up PPT was for the evening public meeting and has the charts from all the action groups.

Media/other observations

Articles

- <http://www.caller.com/story/news/local/2018/01/09/voluntourism-may-part-rockport-fultons-post-harvey-economic-development-plan/1001520001/>
- <http://www.caller.com/story/news/local/2018/01/11/rockport-fulton-moving-forward-new-economic-development-plans/1024879001/>

Note – this article got immediate attention and interest from potential volunTOURists from around the world

TV features (lead story for two TV stations in Corpus Christi)

- <http://abcnews.go.com/US/wireStory/texas-towns-hit-hard-hurricane-harvey-work-recover-52360860>
- <http://www.kristv.com/story/37250043/rockport-leaders-unveil-economic-recovery-plan>
- <http://www.kiiitv.com/news/local/economic-development-plan-for-rockport/507347807>

Video of final meeting (they videoed the entire meeting to use on the Long-term Recovery website)

- <https://www.youtube.com/watch?v=8dWTsYsiuVI&feature=youtu.be>

From: Bella La Rue [mailto:bellalarue2014@gmail.com]

Sent: Wednesday, January 17, 2018 12:18 PM

To: allison@tadzoconsulting.com

Subject: Appreciation

Allison,

I would like to express my gratitude to you personally for assisting us toward a common and feasible goal. Your time spent in Rockport/Fulton has energized many of us to overlook the negative and truly focus on the positive. The fact that you donated your time to lead us and mentor us has given us hope for the future.

Sincerely,
Nancy Bolting
Owner/Buyer
Bella la Rue Boutique
[2816 Hwy 35 N.](#)
[Rockport, TX 78382](#)
(Team Lead for Business Tool Kit & Outreach Action Group)

From: Kim Foutz [mailto:kfoutz@aransascounty.org]
Sent: Wednesday, January 31, 2018 6:58 PM
To: allison@tadzoconsulting.com
Subject: Re: Aransas County update

Allison - just wanted to drop you a note to let you know how things are going down here. The work you did was fabulous and it has had a major impact on the community's spirit and momentum. The teams are actively meeting, doing their work, and reporting weekly. We have been blessed to have Jeff Hunt from a company named ICF come down to develop a brand and marketing program. The teams will be adjusting accordingly once this effort is complete. I know you knew I was skeptical about the short term aspect of the plan, but it has worked quite well and it has been a great intro into talking about long Term efforts as well. Thanks so much and if you ever need a referral, feel free to submit my name.

Kim Foutz
[254-493-1293](tel:254-493-1293)
(Consultant developing recovery plans for the county)

Organization served	City of Aransas Pass
Contact name and title	Gary Edwards, City Manager
Volunteer name and title	Linda DiMario, Vice President, Greater Irvine Chamber of Commerce
Dates served	Jan. 15-19, 2018
Project description	Held stakeholder meetings and analyzed downtown Aransas Pass with the goal of developing an action plan for improvements

EDO Observations – Gary Edwards, Aransas Pass

1. How did your organization and the community benefit from the volunteer's service?

The week with Linda went exceptionally well. She is a great person to work with and highly professional. I believe she was accepted well in the community. She gave us important insight into ways to improve a declining downtown area. Her report will be very useful.

2. Were there any best practices or lessons learned that you would share with other communities who are facing similar challenges?

Summarized in final report from Linda.

3. Is your organization or community in need of additional assistance? What would be helpful?

No.

4. Would you recommend this program to other EDOs?

Absolutely.

Volunteer observations – Linda DiMario

1. Please describe your volunteer assignment. How did the organization the community benefit from your service?

I am told that the community responded very positively to my pre-work, on-the-ground meetings and interactions, and findings and recommendations. Further, I am told that they are already under way with pursuing a top priority funding mechanism which will enable their plan of action.

2. Did you observe or participate in any best practices? Please share your observations about lessons learned.

I like to think that everything I did, and we did together, was a best practice – preparing, listening, knowing the subject matter, building common points of intersection, identifying opportunities for collaboration and identifying five funding options untapped to date and essential for transforming their downtown area.

3. Is there additional assistance you would recommend for this organization and community?

Not at this time. They are fully enable and ready to do. They have the will and the resources.

Organization served	Port Arthur Economic Development Corporation
Contact name and title	Floyd Batiste, Executive Director
Volunteer name and title	Cynthia Johnson, PhD, Senior Business Assistance Man
Dates served	Jan. 29-Feb. 2, 2018
Project description	Help facilitate a Community Economic Development Vision Summit and advise on the structure of PAEDC's proposed small business micro loan program

EDO Observations – Floyd Batiste, PAEDC

1. What tasks or projects did the volunteer provide assistance with?

Facilitating a community economic development summit; loan fund advisement

2. How did your organization and the community benefit from the volunteer's service?

On behalf of my Board of Directors and myself I want to personally thank you for an exceptional job done. I have received calls from leaders from the Port, ISD, College, and others that the seminar is what we needed to moving forward. Larry, Port Director has agreed to host the first core group meeting. We have agreed to met on the 3rd Thursday of the month and rotate the meeting.

3. Were there any best practices or lessons learned that you would share with other communities who are facing similar challenges?

It is critical for community stakeholders to get on the same page

4. Is your organization or community in need of additional assistance? What would be helpful?

Not at this time

5. Would you recommend this program to other EDOs?

Yes

Volunteer observations – Cynthia Johnson

1. Please describe your volunteer assignment. How did the organization the community benefit from your service?

My assignment was to co-facilitate a Community Economic Development Vision Summit for local stakeholders, provide advice on the structure of PAEDC's small business micro loan program, and discuss economic diversification opportunities in the areas of business retention, recruitment, assistance and entrepreneurial development.

I am a trained Master Facilitator and was able to lend my expertise to bring together nearly four dozen stakeholders to focus on a common goal for the community – setting the tone for the discussion and creating an environment of trust and commitment with the group. Over the two-day summit we had greater than 80 percent retention/return of participants.

2. Did you observe or participate in any best practices? Please share your observations about lessons learned.

A best practice was the pre-summit meetings among the facilitators, as well as advance discussions with some of the summit participants. This provided relevant background knowledge that was valuable in conducting the sessions. Another best practice was the active engagement of various groups in the facilitated discussions – requiring the groups the rotate and diversify resulted in a greater understanding of individual roles. It created an environment of willingness to listen to others' perspectives and allowed participants to focus on the collective cause.

3. Is there additional assistance you would recommend for this organization and community?

I recommend that PAEDC leverage the resources of EDA and other governmental disaster assistance programs to identify, develop and implement more resilient economic development initiatives to sustain existing industry and develop new entrepreneurial enterprises to energize and redevelop their community.

Organization served	Deep East Texas Council of Governments (DETCOG)
Contact name and title	Lonnie Hunt, Executive Director
Volunteer name and title	Sean Maguire, Director of Economic Development, Capital Area Regional Planning Commission (N.Y.)
Dates served	Feb. 19-23, 2018
Project description	Conduct an existing conditions analysis of the region's seven presidentially declared counties in order to: 1) inform a SWOT analysis and a resiliency section in DETCOG's upcoming Comprehensive Economic Development Strategy; 2) identify action priorities for an incoming disaster recovery coordinator; and 3) identify ways to strengthen DETCOG's economic development services to the region.

EDO Observations – Lonnie Hunt, DETCOG

1. What tasks or projects did the volunteer provide assistance with?

Sean had 20 different meetings over four days, plus the DETCOG board meeting and its disaster recovery committee on Friday. He met with everyone from county judges to business owners to ED committee members. He had an efficient schedule, got to see a lot of region and what people were talking about. I was very pleased that without a lot of time we could pull a hard and fast agenda together. He was very flexible. I think the week went very well -- we kept him busy. [conducting a SWOT analysis of impacted counties]

2. How did your organization and the community benefit from the volunteer's service?

Gathering information that can be used to inform DETCOG's upcoming CEDS, as well as grant applications and other opportunities to provide assistance to communities.

3. Were there any best practices or lessons learned that you would share with other communities who are facing similar challenges?

Meeting with small groups of stakeholders in their communities allowed Sean to get critical information that would have been difficult to get otherwise.

4. Is your organization or community in need of additional assistance? What would be helpful?

Yes – we could use an EDA application workshop, where communities could come together to get bang for buck. Invite anyone to come and get training, and some of the ones who have specific ideas can get help early on.

5. Would you recommend this program to other EDOs?

Yes

Volunteer observations – Sean Maguire

1. Please describe your volunteer assignment. How did the organization the community benefit from your service?

DETCOG's limited economic development capacity was significantly enhanced by my focused effort to assess the region both objectively and subjectively.

2. Did you observe or participate in any best practices? Please share your observations about lessons learned.


Sabine County had developed a local, economic development strategy with SWOT analysis. That allowed us to spend more time talking about local needs and recovery needs.

3. Is there additional assistance you would recommend for this organization and community?

I think having a volunteer help on-board and train the Federally-funded disaster recovery coordinator would be valuable. I'd be willing to return to help with this. Also, I think that bringing in economic developers with Main Street and value-added agriculture experience will be helpful.

Posted to Sean's LinkedIn profile:


<https://www.linkedin.com/feed/update/urn:li:activity:6372551950344470528>



Sean M. Maguire, AICP AZS
Planning and Economic Development Pro
2mo

...

Wrapped up one of my last meetings for the week here in the DETCOG region. Only one more day ahead of me on this volunteer assignment with the **International Economic Development Council**, in partnership with the US EDA. **#econdev #IEDCdetcog #IEDCvolunteers**



10 Likes

Like Comment Share

<https://www.linkedin.com/feed/update/urn:li:activity:6372179188102811650>



Sean M. Maguire, AICP AZS
Planning and Economic Development Pro
2mo

...

It's almost the end of Day 3. Today, I'm meeting in DETCOG's eastern counties. Hear about today's work and the **OU Economic Development Institute** alumni that I met today in my video update! **#IEDCdetcog #econdev International Economic Development Council**



10 Likes

Like Comment Share

<https://www.linkedin.com/feed/update/urn:li:activity:6371530529803685888>



<https://www.linkedin.com/feed/update/urn:li:activity:6370988078588317696>

***The following observations reflect a new format IEDC used from March 2018 on.*

Volunteer:	Host Entity	EDD District & County
Gary Conley, HLM, Conley Ventures	City of Houston/East End Maker Hub	Houston-Galveston Area Council Harris County
On-site Work Dates:	Organizations involved during implementation	
April 23-27, 2018	**Extensive - see list below	
Scope of Work	Outcomes*	

The City of Houston requested expert services related to the economic feasibility and risk analysis of the proposed East End Maker Hub project as a component of Mayor Sylvester Turner's "Complete City" program.	Maker Hub will provide approximately 234,000 sf of low-cost space to a variety of small and medium-sized manufacturers and makers in need of workspace for creative offices, studios and shops. TXRX will implement approximately 68,380 sf of shared collaborative community fabrication space, housing modern design and fabrication equipment. The outcome consisted of preparation and submission of Houston East End Maker Hub Interview Findings Report [see separate document].
--	--

*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.

Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
Complete preparation of gap funding applications with potential funders including the EDA.	Participate on as-needed basis in further consolidation of demand information as it may become available.	Short term goal: secure funding for the East End Maker Hub. Long term goal: secure the economic benefits anticipated in IMPLAN analysis of the project. Results of the study prove that this project will have a powerful economic impact on the City of Houston focused on the East End and surrounding inner city neighborhoods. Based on an IMPLAN analysis, at stabilization, in addition to over 400 direct jobs, the facility will create over 300 jobs indirect and induced jobs with an annual total economic impact of just over \$150 million per year. The project will also generate more than \$3 million in local government receipts annually. During construction, over 150 jobs will be created (direct, indirect and induced) with an economic impact of \$27 million. During construction, over half-a-million dollars in government receipts will be generated as well. Based on the above, over the initial seven years of the project local government receipts from the HUB project will approach \$16 million more than twice the amount of expected loan repayments during that period.

Other Comments

How was your experience working with this organization/community?

Experience was excellent. UP CDC was the primary point of contact. The organization was very prepared for and supportive of the engagement.

How was your experience working with IEDC in the Economic Recovery Program?

Experience was excellent. IEDC was the primary point of contact. The organization was very prompt and responsive in assisting with arrangements for the project including development of the scope of work. Thank you for your service to the economic development community.

****Organizations involved during the volunteer's site visit**

Name	Title	Organization
Baron, Ben	Owner	HTX Made
Cockrell, Dorian	Sr. Manager, Workforce Development	United Way
Conflitti, Celeste	CATE, Technology Education	Eastwood Academy High School
Elliott, Spencer	Owner	Factory
Fields, Thomas	Owner	Grind
Ford, Jason	Vice President, Regional Economic Development	Greater Houston Partnership
Garza, Damien	President	Greater Houston Manufacturing Association
Gorczynski, Veronica Chapa	President	Greater East End Management District
Iglesias, Brandon	Owner	Texas Innovates
Khan, Mush	CEO	APS Plastics
Krause, George	Owner	Krause & Co.
Landa, Paul	Program Manager of Adult Education	Community Family Centers
MacDonald, Mary Alice Torres	Associate Professor	Texas Tech University – Architecture
Martinez, Ana Patino	Division Manager	Housing and Community Development Dept. (HCDD)
Meppelink, Joe	METALAB - Principal	Winter Street Studios
Miller, Ray	Assistant Director	Housing and Community Development Dept. (HCDD)
Nordby, Jon	Director of Strategy	Houston Exponential
O'Brian, Kelly	Owner	Flying Carpet
Oelke, Michael	Owner	Iron Ring
Okeke, Wesley	Owner	Fruition Tech Labs
Palmer, Micheal	Senior Vice President	Transwestern Property
Perazzoli, Victor	Director	TMAC Gulf Coast
Quillen, Casey	Owner	Badfish Performance
Rozenfeld, Alex	General Partner and Founder	Climate Impact Capital
Sanders, Joshua	Lobbyist	Hall Attorneys
Shelton, Kyle	Director of Strategic Partnerships	Kinder Institute
Sullivan, Mark	Owner	Cyclotronics
Tillery, Charles	Owner	Tree Climber Creations
Tillotson, Gwen	Deputy Director	Houston – Dept. Economic Development
Uzman, Akif	Dean of Engineering Technology	University of Houston
Villegas, Carlos	Staff Researcher	Kinder Institute

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Patrick Ezzell, Urban Partnerships CDC

What were the outcomes* from the volunteer contribution?	Gary has an excellent background that fully prepared him to conduct this report on our small urban manufacturing enterprise project known as the East End Maker Hub. He was able to gain extremely valuable information from the 33 interviews he held. His draft report was instrumental in the project receiving a funding commitment from the COH. Additionally the EDA indicated that his report contributed to their decision to issue a preliminary funding commitment for the project at the end of August 2018.
What are the short/long-term recovery goals to be achieved?	The project is slated to break ground in the 3rd quarter of 2019 and we are confident that long-term recovery goals will be achieved.
What are your next steps?	We are working through final approvals for the City of Houston funding and EDA funding, as well as New Markets Tax Credits for mid 2019.
How was your experience working with the IEDC Volunteer?	Very professional. Gary is a very good listener and was able “cut through the chase” to get to important information relevant to this project quickly.
How was your experience working with IEDC in the Economic Recovery Program?	Excellent - we highly recommend that other folks work with IEDC for professional consulting and analysis on economic development projects.

Additional comments

Gary's knowledge, professionalism and desire to meet our needs were highly regarded and much appreciated. - Gwen Tillotson, Deputy Director of Economic Development, City of Houston

Volunteer:	Host Entity	EDD District & County
Steve Budd, FM, HLM, retired CEO, CityWide Development Corp., Dayton,Ohio	Greater Beaumont Chamber of Commerce	Southeast Texas Regional Planning Commission, Jefferson County
On-site Work Dates:	Organizations involved during implementation	
April 23-27, 2018	The Beaumont Chamber of Commerce, Lamar University, Lamar Institute of Technology, City of Beaumont Community Development and Planning Dept.	
Scope of Work	Outcomes*	
Assist the process of coordinating for change in the South Park Neighborhood, working with the Chamber, the University, the City, and neighborhood constituencies to identify potential for organized CDC	A report providing "Guidance for the South Park Neighborhood Committee" covering: 1) best practices to identify strengths/weaknesses and needs/challenges; 2) ways to increase citizen involvement; 3) suggested performance benchmarks and key performance indicators in the redevelopment process; 4) neighborhood success stories; 5) the establishment of a community development organization; 6) financing sources to explore for the South Park project.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
The group will review and discuss my findings and recommendation. It is their job to determine next steps.	Presented report to the Beaumont Chamber and Lamar University.	The community stakeholders want to dramatically turn around the economic viability, livability and the crime situation in the South Park Neighborhood. The first step is to build a community consensus on a path forward. My suggestion is a five-year strategic plan to build consensus, a shared vision for the future and an implementation plan.

Other Comments
<p><i>How was your experience working with this organization/community?</i></p> <p>My experience was excellent. I found the lead staff person at the Beaumont Chamber (Ana Pereda) to be extremely dedicated, knowledgeable and committed to the South Park project. Norman Ballerd of Lamar University has been the lead senior staff person for the last three years. I found him to be extremely committed to the work done to date, and interested in ways to move the project forward to greater success.</p> <p><i>How was your experience working with IEDC in the Economic Recovery Program?</i></p> <p>Excellent organization to work with on the project. I worked with Sarah Garcia and Louise Anderson. They both provided me the background information I needed for the trip.</p>

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Ana Pereda, Vice President, Economic Development
What were the outcomes* from the volunteer contribution?	Mr. Budd prepared a report outlining best practices and suggestions on how formalize these community redevelopment efforts as well as a list of financing sources to explore for this project.
What are the short/long-term recovery goals to be achieved?	We will use Mr. Budd's suggestion to create an initial assessment and develop a five-year strategic plan.
What are your next steps?	Mr Budd strongly suggested to create strategic partnerships and involve major stakeholders. Next week we will have a meeting with key stakeholders to discuss an initial assessment.
How was your experience working with the IEDC Volunteer?	Having Mr. Budd here gave us a different perspective on community redevelopment. His vast experience helped us see the big picture of this project. This community is very grateful for his time and assistance.
How was your experience working with IEDC in the Economic Recovery Program?	Very satisfying, this was definitely needed in the community. The process was very straightforward and communication levels were always open. Thank you!

Volunteer:	Host Entity	EDD District & County
Nicole Sedlacek, CEcD, Economic Development Specialist, Nebraska Public Power	Wharton Economic Development Commission	Houston-Galveston Area Council Wharton County
On-site Work Dates:		
April 23-27, 2018	Organizations involved during implementation Wharton EDC and City Development Corporation of El Campo	
Scope of Work		
Advise on development of new business retention and expansion program and use of related software	Outcomes* Outcomes included 20 hours of on-site business retention and expansion training utilizing Synchronist with Chad and Karen at Wharton EDC and also with Carolyn at El Campo. Two formal business retention and expansion visits were scheduled, with one needing to be rescheduled due to the executive's schedule. I assisted Chad with the interview process using the Synchronist on-site PRIME form. Chad and Karen at Wharton Economic Development feel more comfortable utilizing Synchronist now in their business retention and expansion efforts and for also all interactions with their business community. They will be able to pull reports to help share with stakeholders, also track their project management, and assistance provided to their local business and industry.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
A short-term goal for the community is to start recording interactions, project activity, and business retention and expansion surveys within Synchronist to be able to able to document their business retention and activity.	I have offered to provide any remote assistance either by telephone call or Zoom meeting to continue assisting Wharton EDC with fully utilizing the Synchronist system in their business retention and expansion efforts.	A long-term goal for the community is to be able to use the data collected to be able to monitor, track, and evaluate the needs of the existing business and industry.
Other Comments		

How was your experience working with this organization/community?

The experience working with Wharton Economic Development was very rewarding. I was able to use my talents and gifts to assist a fellow economic developer in a time of need of helping organize and deploy their BR&E program. Being able to provide hands-on technical assistance to them utilizing the Synchronist platform was a great use of my time.

How was your experience working with IEDC in the Economic Recovery Program?

My experience working with IEDC was great. I would definitely like to participate again.

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Chad Wharton, Executive Director, Wharton EDC
What were the outcomes* from the volunteer contribution?	County wide business database initiated. 30% completed while on site. Database now current.
What are the short/long-term recovery goals to be achieved?	Begin business retention and expansion efforts by establishing a database and the beginnings of a primary employers interview.
What are your next steps?	Continue to build database by conducting interviews.
How was your experience working with the IEDC Volunteer?	Nicole was very knowledgeable about the Synchronist platform and its applications. It was great having someone to discuss ideas and verify my opinions and strategies.
How was your experience working with IEDC in the Economic Recovery Program?	Very helpful to have a group who is standing by to support. The effort and patience to get the right fit for type of assistance and the human to help is outstanding.

Volunteer:	Host Entity	EDD District & County
Denise Dahl, Executive Director, Henry County Community Improvement Corporation	Deep East Texas Council of Governments	DETCOG (Shelby, Sabine, San Augustine, Newton, Jasper, Angelina, Nacogdoches, Houston, Trinity, Polk, San Jacinto)
On-site Work Dates:		
April 30-May 4, 2018	Organizations involved during implementation	
DETCOG, Deweyville Commissioner, Newton County Judge, Newton County Auditor		
Scope of Work		
Consult with communities in region on developing projects for grant funding	Outcomes*	
	<ul style="list-style-type: none"> • Assisted with development of disaster funds application for approximately \$2 mil. • Meetings in three city/villages with different stakeholders. • Connections facilitated for the area to engage with academic research for broadband exploration/resources to build their economic base. 	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
The organization if granted funding will need to pursue bids, etc. They are also working on an additional EDA application regarding creation of an area resource center. In addition, to increase opportunities in the area I've connected them with an university resource in Ohio who has significant resources regarding broadband development and need in rural areas.	As needed	Short term goal is to address road wash out near a major industry during flooding and Hurricane Harvey. Long term is to re-visit CEDS plan and incorporate infrastructure to address flooding and evacuation issues.
Additional Comments		

How was your experience working with this organization/community?

It was an interesting process. My lead contact was not available three of my days there so I only met with him once. This may have led to more engagement from additional stakeholders, a plus, due to his lack of availability. The process has been a bit slow. Several changes on project, and project focus took place over the span of time. The kindness and helpfulness of everyone was (is) very much appreciated, as I'm certain it is extremely difficult to have to re-visit the period of time and experiences of a natural disaster.

How was your experience working with IEDC in the Economic Recovery Program?

Fantastic. I'd definitely recommend it as well as do it again.

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Lonnie Hunt, Executive Director, DETCOG
What were the outcomes* from the volunteer contribution?	Nearly completed application for funds for critical road repair
What are the short/long-term recovery goals to be achieved?	Short term goal is to address repeated road wash out near a major industry during flooding and after Hurricane Harvey. Long term is to re-visit CEDS plan and incorporate infrastructure to address flooding and evacuation issues.
What are your next steps?	Complete and submit the application.
How was your experience working with the IEDC Volunteer?	Denise was excellent to work, as was Sean. They were both very professional and helpful.
How was your experience working with IEDC in the Economic Recovery Program?	It was very easy and has been very beneficial to our region.
Additional comments (quote provided by Lonnie Hunt to EDA): <i>We've had four IEDC volunteers working in our region -- two of them assisting the EDD and two working in local communities. They have been a tremendous asset. Each one has been very knowledgeable and experienced. And even though they've come from different parts of the country, they've all fit in here so well. We're looking forward to using more. Thank you, EDA and IEDC!</i>	

Volunteer:		Host Entity	EDD District & County
David Myers, CEcD, Executive Director, Ponca City Development Authority		Ingleside Chamber of Commerce	Nueces & San Patricio Counties Coastal Bend Council of Governments
Onsite Work Dates:		Organizations involved during implementation	
May 14-18, 2018		City of Ingleside; Ingleside Chamber of Commerce; Corpus Christi Regional EDC; San Patricio County and San Patricio EDC; Coastal Bend Council of Governments; numerous private businesses (primarily service providers and industry); total of 35 interviews over 12 meetings	
Scope of Work		Outcomes*	
Develop strategic action plan for small business development		A 26-page community assessment and action plan that includes an analysis of existing conditions (overview of the local economy; housing; staffing capacity for econ dev; workforce development; small business development; placemaking; and industrial building and land inventory), SWOT analysis and recommended actions (short-term and long-term.) Plan is available as a separate Word document.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.			
Next Steps by Host Entity		Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
Consider and potentially implement the recommendations		As needed	Short-term: Increase admin capacity for economic development. Long-term: Diversify the economy with small business and add housing.
Other Comments			
<p>How was your experience working with this organization/community? The people were helpful, welcoming, candid, and appeared eager to develop action plans.</p> <p>How was your experience working with IEDC in the Economic Recovery Program? Working with IEDC is a very user-friendly process. Good people, professional and mission-driven.</p>			

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Jane Gimler, Executive Director, Ingleside Chamber of Commerce
What were the outcomes* from the volunteer contribution?	The community assessment and action plan David developed provided guidance in many areas. We have made progress on several fronts, such as: budgeting to hire a permanent, full-time staff member at the Ingleside Development Corporation to assume key econ dev duties which were left undone or otherwise patched together; applying for a grant for new park signage and materials; and re-visioning and defining the chamber's role.
What are the short/long-term recovery goals to be achieved?	We know Ingleside needs to be better prepared and David's report provided recommendations. We are still trying to recover in many aspects. Finding new water/sewer funding is an ongoing goal.
What are your next steps?	The chamber's role changed significantly after the hurricane. We will be having discussions with the city about whether and how to redefine the chamber's role.
How was your experience working with the IEDC Volunteer?	David was fantastic. Everyone loved him. He helped us see what was needed from the outside in. City council and staff keep thanking me for bringing him in. His report was spot-on and really helped us.
How was your experience working with IEDC in the Economic Recovery Program?	It was amazing - very simple. Louise listened to what our needs were and answered all our questions. I would recommend it in a heartbeat.

Volunteer:	Host Entity	EDD District & County
Jim Fram, CEcD, CCE, FM	San Augustine County (Judge's Office)	Deep East Texas Council of Governments (DETCOG)
On-site Work Dates:	Organizations involved during implementation	
June 24-28, 2018	City of San Augustine; County of San Augustine; district reps/coordinators for Texas state legislators; CHI Hospital; Texas Forest Trail Region; Texas Forest Country Partnership; DETCOG; Texas Forestry Association; San Augustine Main Street Program; additional community, business and political leaders	
Scope of Work	Outcomes*	
Strategic action plan for economic development	<ul style="list-style-type: none"> • Recommendations for an a new county economic development organization • County SWOT analysis • Draft strategic action plan for economic development 	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
After receiving their review and comments, I will be discussing with them via conference call how to conduct a "rollout" of the plan.	I plan to continue dialogue with the group from San Augustine. I believe there is opportunity in that community.	Begin working through the strategic action plan, and develop county EDO
Other Comments		
<i>How was your experience working with this organization/community?</i> This was a wonderful experience. In addition to hopefully assisting this community with their post-hurricane challenges, I made a few new friends along the way.		

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Samye Johnson, San Augustine County Judge
What were the outcomes* from the volunteer contribution?	Jim's visit was quite literally the spark plug that was needed to get our county's ED conversation going again. Jim helped the community realistically identify assets in a more focused and cohesive way.
What are the short/long-term recovery goals to be achieved?	I generally agree with everything that Jim incorporated in his draft plan, which was rather broad in scope and not really focused on the actual details of the discussions we had in the joint meeting. Since this was a one week project, I am assuming it is just not possible to "dig down to the roots" too far.
What are your next steps?	Jim was spot on when he strongly encouraged us to refocus on the importance of regional partnerships and alliances. We were also pleased by the professional way Jim encouraged us to address (and accept) our current liabilities, by giving us ideas on ED projects that can be done now.
How was your experience working with the IEDC Volunteer?	Jim's delightful personality and professional demeanor were primary factors in helping the differing factions of our community come together in a positive, productive manner.
How was your experience working with IEDC in the Economic Recovery Program?	We are very appreciative of the partnership of Nancy Windham in our great ED adventure, and amazing generosity of Louise and the IEDC.

Volunteer	Host Entity	EDD District & County
Tim Chase, CECD, FM	Smithville Chamber of Commerce	Bastrop County; Capital Area Council of Governments
On-site Work Dates:	Organizations involved during implementation	
Six visits over May-July 2018 (volunteer lives 1 hour away)	City Staff, Chamber of Commerce, Historic Commission, School District, Hospital, Elected Officials, Local Businesses Owners, Downtown Property Owners, Realtors, and General Citizens	
Scope of Work	Outcomes*	
Strategic action plan for economic development	An estimated 100 people participated in the process, including meetings and tours. Group process determined three priority areas of focus for action: 1) Downtown Redevelopment, 2) Storm Water Flooding Mitigation, and 3) Affordable/Workforce Housing	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
The Report recommends the City, Chamber and elected officials reconsider their current set of priorities and design plans to fund the action steps outlined for the three projects.	I have completed the project and delivered a detailed action plan to the client. No further steps are required.	a. Downtown – Redevelopment of 10,000sf into retail, restaurants and housing. b. Flooding – Cut the construction time for all \$31M of flood control projects from 20 years to 10 years. c. Housing – Mitigate supply and demand imbalance to achieve parity in the marketplace for single and multi family solutions.
Other Comments		
<p><i>How was your experience working with this organization/community?</i> I had a wonderful time in Smithville! From the first phone call to the final wrap-up presentation all community representatives were cordial and extremely engaged. Specifically, Jill Strube, City Grant Writer, April Daniels, Chamber Executive, Robert Tamble City Manager, and Scott Saunders, Jr., Mayor and Farmers Insurance Agent. We proposed three very aggressive projects and it will be interesting to see what happens.</p> <p><i>How was your experience working with IEDC in the Economic Recovery Program?</i> As always, Louise Anderson is the utmost professional in all that she undertakes, and she helped walk me through every step of the way. It's always a pleasure volunteering with IEDC.</p>		

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Jill Strube, City of Smithville and April Daniels, Smithville Chamber of Commerce
What were the outcomes* from the volunteer contribution?	Tim Chase provided an "Action Plan" through a series of public forums and meetings with individual stakeholders. The three actionable items included: Affordable/Workforce Housing, Downtown Development, and Infrastructure (i.e. Drainage). The process proved how important economic development and resiliency is to our residents and other stakeholders, and provided clear insights as to what our next steps need to be.
What are the short/long-term recovery goals to be achieved?	In the short term, Smithville hopes to use these action plans to continue with the momentum and public desire to see responsible growth take place, despite the considerable obstacles we've faced as a result of these disasters. In the long term, this experience in public participation goes a long way towards helping to build additional citizen capacity, buy-in and trust of public agencies (especially the City).
What are your next steps?	Our next step is to begin meeting on the Action Plans. The Affordable/Workforce Housing subcommittee is seeking a good time for everyone to meet. We had hoped to have met already, but scheduling is an issue. The City of Smithville has been diligently seeking grant and other funding to manage the infrastructure needed to continue to recover from the six active disasters. The Action Plan that Tim facilitated will help the City focus on specific tasks in this direction.
How was your experience working with the IEDC Volunteer?	Overall, we were very pleased working with Tim. He was responsive to our situation and our needs, and he had the expertise we expected to be able to provide a working document that will help guide our future path.
How was your experience working with IEDC in the Economic Recovery Program?	Smithville had a terrific experience. We are always seeking ways to leverage resources since we are a small community that does not have much funding for this type of program. We are very grateful for IEDC in working with us to build our fledgling Economic Development Committee and finding ways to move towards economic recovery. We are also very grateful for Louise Anderson's patience as we gather our thoughts together on this project.

Volunteer:	Host Entity	EDD District & County
-------------------	--------------------	----------------------------------

Courtney Zaugg, CECd, Director of Economic Development, Veridus Group	City of Ivanhoe, Texas	Deep East TX Council of Governments, Tyler County
On-site Work Dates:		
July 29-August 1, 2018	Organizations involved during implementation	
City of Ivanhoe, Texas		
Scope of Work		
Outcomes*		
Strategic action plan for economic development	I helped them complete an economic development action plan to help recovery from Hurricane Harvey. We conducted a web survey that collected over 220 respondents, as well as interviews with six local and regional leaders in economic development, education, and municipal governance, and a ‘town hall meeting’ in order to understand the economic landscape and opportunities. Existing partnerships with these leaders were strengthened, and City officials have been appointed to economic development committees, helping increase the exposure and resources for the City.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
Implement bond approval for road improvements and grant writing/submission for 2019 infrastructure funding.	Follow-up in Spring 2019 to assist with social media marketing initiatives and policies.	Fund infrastructure improvements and increase marketing efforts.
Other Comments		

How was your experience working with this organization/community?

Wonderful! I love working with the small towns who have really deep issues but are led by remarkable and resilient people. I would love to volunteer again in the future.

How was your experience working with IEDC in the Economic Recovery Program?

Great, as well! My only suggestion would be to provide connections to other economic developers in the region so that there is a resource for volunteers to find municipal finance information.

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Mayor Cathy Bennett, City of Ivanhoe, TX
What were the outcomes* from the volunteer contribution?	A much clearer understanding of the importance of working together. We have made great strides in developing greater communication and cooperation with the different groups.
What are the short/long-term recovery goals to be achieved?	<p>The first goal was to pass a Bond Issue to perform much needed roadwork within our city. That passed in November.</p> <p>We have also applied for a grant to assist in additional infrastructure repair.</p> <p>With the suggestion/encouragement from Courtney I have become very involved in regional economic development programs and we are currently creating a business plan for developing a strip shopping center.</p> <p>We have also been advised that we will have a Dollar General coming into our city by the end of the year.</p>
What are your next steps?	<p>I am working closely with regional economic advisors to determine the best use for a 22 acre piece of land that formerly was a lake which we lost in Hurricane Harvey. We are considering a 9 hole 3 par golf course. We understand that this would need to be a private/public partnership.</p> <p>We have been advised that there is funding through the EDA to support economic recovery in disaster areas. This could potentially be a way to help support the strip center development with utility services and/or road work to service the golf course.</p>

How was your experience working with the IEDC Volunteer?	Courtney Zaugg, the Veridus Group, was extraordinary. We cannot thank her enough for the help/insight she provided.
How was your experience working with IEDC in the Economic Recovery Program?	<p>The program for our little community which is extremely underfunded has been invaluable. We are a very small city that incorporated less than 10 years ago so the professional guidance we received has really been beneficial.</p> <p>The program has made us much more aware of possibilities.</p>

Volunteer:	Host Entity	EDD District & County
Christine Bryant, Director of Business Retention and Expansion, Corpus Christi EDC	Lake Houston Economic Development Partnership	Houston-Galveston Area Council, Harris County
On-site Work Dates:	Organizations involved during implementation	
August 29-30, 2018	Eric Canada - Blane/Canada Corpus Christi Regional EDC Lake Houston Economic Development Partnership	
Scope of Work	Outcomes*	
Advise regarding development of post-disaster BRE survey and strategy; software training	Training and strategic application of Synchronist and SBA data for Lake Houston business recovery following Hurricane Harvey.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
The CCREDC stands ready to assist with any ongoing needs from Lake Houston.	Continued conversation with Mark Mitchell on disaster recovery programs.	To assist Lake Houston EDC to set up Synchronist database, train on the system and develop the most effective method of strategic assistance to Hurricane Harvey affected businesses

Other Comments		
<p><i>How was your experience working with this organization/community?</i></p> <p>Our organization was honored to work with Mark Mitchell. Both myself and Tommy Kurtz, CECD had worked with Mark in other markets, a very positive experience.</p> <p><i>How was your experience working with IEDC in the Economic Recovery Program?</i></p> <p>It was an honor to volunteer with IEDC and the Economic Recovery Program. Thope to able to continue to be of service to the organization and would be delighted to continue to volunteer.</p>		

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Mark Mitchell, President, Lake Houston Economic Development Partnership
What were the outcomes* from the volunteer contribution?	<p>Multiple strategy sessions for business outreach and contact management</p> <p>BRE disaster survey template</p> <p>Distilled disaster recovery company data base formatted to Synchronist CRM platform</p> <p>Provided grant funding to three businesses from strategy with additional businesses in queue to receive support</p>
What are the short/long-term recovery goals to be achieved?	<p>Short term was to develop useable CRM platform with disaster recovery database uploaded into platform (short term)</p> <p>Use CRM platform for outreach, surveys and needs assessments related to disaster recovery (long term)</p>
What are your next steps?	Use platform to fund businesses in need of financial resources or other resiliency related items.
How was your experience working with the IEDC Volunteer?	Volunteer (Christine Bryant) was excellent. She hosted meetings, helped formulate BRE strategy via multiple strategic planning sessions, and leveraged additional resources from Corpus Christi CFO and EVP to craft useable data and leverage past disaster recovery experience.

How was your experience working with IEDC in the Economic Recovery Program?	Staff participated in multiple strategic planning sessions, provided access to excellent EDC professionals for EDA grant and provided Lake Houston EDP with great exposure opportunities to leverage our existing resources. Staff was professional, courteous and an overall asset to the process.
--	---

Volunteer:	Host Entity	EDD District & County
Ivan Baker, CEcD, AICP, FM, President and CEO, North Central Illinois Economic Development Corp.	City of La Porte	Houston-Galveston Area Council Harris County
On-site Work Dates:	Organizations involved during implementation	
September 23-24, 2018	City of La Porte	
Scope of Work	Outcomes*	
Recommendation Report for Re-development Planning of Two Primary Business Corridors	Recommendation Report for Re-development Planning of Two Primary Business Corridors	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
Reviewing timing and budget, and strategic plan to meet revitalization goals – hopefully with major progress over a 2 year to 3 year period.	City officials are reviewing report, and will be taking steps for implementation of at least part of the plans. I will be following up with City Economic Development director every 6 months to confirm any progress....or needed suggestions.	Flooded areas of community, primarily residential, have been addressed, and flood mitigation plans are in place. Effort to strengthen nearby Business Corridors to these areas is critical for economic development growth and sustainability

Other Comments
<p><i>How was your experience working with this organization/community?</i></p> <p>Flood damage to the city was relatively minor, as to geography. The City economic development department was the main catalyst for change and improvement in the business corridors. Officials were friendly, but this revitalization did not appear to be a funding or programmatic priority</p> <p><i>How was your experience working with IEDC in the Economic Recovery Program?</i></p> <p>Organized, helpful, thorough, and aggressive to meet client needs.</p>

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Ryan Cramer/ED Coordinator, City of La Porte, Texas
What were the outcomes* from the volunteer contribution?	One observation report with action ideas
What are the short/long-term recovery goals to be achieved?	Short: Give an inexperienced staff direction for retail redevelopment. Long: Bring retail development to La Porte, highlighting our beach.
What are your next steps?	Bringing the document to our development board to show an outsiders opinion and what we need to be working on.
How was your experience working with the IEDC Volunteer?	Ivan was great and I consider myself lucky to be able to spend two physical days and some calls/emails picking his brain and getting an outsider's view.
How was your experience working with IEDC in the Economic Recovery Program?	It was good, thankfully Louise Anderson was there at the beginning to hold my hand a little bit and keeping me on top of what I needed to do.

Volunteer:	Host Entity	EDD District & County
Jim Fram, CECD, Community Growth Strategies, LLC	DETCOG	Deep East TX Council of Governments, San Jacinto County
On-site Work Dates:	Organizations involved during implementation	
September 23-27, 2018	DETCOG	
Scope of Work	Outcomes*	
Provide mentoring on assessment and project development in San Jacinto County	Developed a plan for Christi Sullivan, a new employee of DETCOG to pursue and attain assistance for San Jacinto County via EDA grants and programs.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
Implement their strategy for development of the Innovation Center in San Jacinto County.	Follow-up to ensure success.	Development of an "Innovation Center" for San Jacinto County and professional training for economic development staff at DETCOG.
Other Comments		
<p><i>How was your experience working with this organization/community?</i> Always outstanding professionalism from the officials at DETCOG and IEDC.</p> <p><i>How was your experience working with IEDC in the Economic Recovery Program?</i> Very positive and fulfilling.</p>		

Volunteer:	Host Entity	EDD District & County
James S. Russell, CECD Executive Vice-President The Pizzuti Companies	Refugio County Community Development Foundation	Coastal Bend Council of Governments, Refugio County
On-site Work Dates:	Organizations involved during implementation	

November 12 -17, 2018	Refugio County, The Communities of Refugio, Woodsboro, Bayside and Austwell (Tivoli), the Refugio County Community Development Foundation representatives, numerous community groups including Habitat for Humanity, Chamber of Commerce Members, Business leaders, and general public discussions.	
Scope of Work		Outcomes*
Assess demand/opportunity for new housing in five towns in the county		Our work consisted of completing tours and meetings in all the communities in the County (listed above) and a general public “meet and greet” to discuss a variety of potential impacts to the area in addition to the Hurricane. The final report includes a housing study as well as suggestions for consideration to better position the communities to move forward.
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
The group will be reviewing results of the report and depending on what is accepted or developed based on the strategies presented, they will move ahead accordingly. Since our trip the Texas Department of Transportation has released their report on the Woodsboro/Refugio relief route study that we have reviewed and incorporated into our work.	We are preparing a draft of our report to the host organization and once we receive final comments we will include pictures and finalize the lay-out of the final report.	Included in the report are general approaches to better prepare for and attract new housing to the area and several suggestions about near and long-term strategies for business attractions, quality of life opportunities, and potential strategic investments to gain more immediate successes.
Other Comments		
<i>How was your experience working with this organization/community?</i> Both the organization and the communities worked tirelessly to arrange and staff a variety of meetings. A special thanks to the firm of Santos McBain Management and Planning for their efforts in organizing many of the trips and providing several key documents for review. They were thorough with the groups they included to ensure we could access as much information as we could. They also arranged for tours of key impact areas and the overall region to help us understand the impacts of Hurricane Harvey and the potential construction of a new by-pass that will divert traffic from the City of Refugio.		

How was your experience working with IEDC in the Economic Recovery Program?

This trip was the second that I made to a Hurricane impacted community within the last 6 months. It is truly humbling to work with folks who have been devastated by a natural disaster and who do not have enough financial capacity to do what really needs to be done. The communities in Refugio County have generation issues around housing that have made even access to FEMA dollars a challenge. This is a truly important program.

Volunteer:	Host Entity	EDD District & County
Rick Stein, Principal & Owner, Urban Decision Group, LLC	Refugio County Community Development Foundation	Coastal Bend Council of Governments, Refugio County
On-site Work Dates:	Organizations involved during implementation	
November 12 -17, 2018	Refugio County, The Communities of Refugio, Woodsboro, Bayside and Austwell (Tivoli), the Refugio County Community Development Foundation representatives, numerous community groups including Habitat for Humanity, Chamber of Commerce Members, Business leaders, and general public discussions.	
Scope of Work	Outcomes*	
Assess demand/opportunity for new housing in five towns in the county	Our work consisted of completing tours and meetings in all the communities in the County (listed above) and a general public “meet and greet” to discuss a variety of potential impacts to the area in addition to the Hurricane. The final report includes a housing study as well as suggestions for consideration to better position the communities to move forward.	
*Include metrics such as number of contacts made, applications/reports completed, dollar amount of funds requested, percentage of progress completed, resources leveraged, partnerships established and other deliverables or tasks completed etc.		
Next Steps by Host Entity	Next Steps by Volunteer	Short/Long Term Economic Recovery goal to be achieved
The group will be reviewing results of the report and depending on what is accepted or developed based on the strategies presented, they will move ahead accordingly. Since our trip the Texas Department of Transportation has	We are preparing a draft of our report to the host organization and once we receive final comments we will include pictures and	Included in the report are general approaches to better prepare for and attract new housing to the area and several suggestions about near and long-term strategies for

released their report on the Woodsboro/Refugio relief route study that we have reviewed and incorporated into our work.	finalize the lay-out of the final report.	business attractions, quality of life opportunities, and potential strategic investments to gain more immediate successes.
Other Comments		
<p><i>How was your experience working with this organization/community?</i></p> <p>Everyone we met with was very friendly and welcoming. They genuinely appreciated our help. It became apparent that the housing and general economic struggles were well entrenched prior to the hurricane. If there is a bright spot, the hurricane aftermath was able to shine a light on them.</p> <p><i>How was your experience working with IEDC in the Economic Recovery Program?</i></p> <p>This is my first IEDC assignment, so this was all very new to me. My favorite part of any project is working directly with the people affected, listening to them, taking notes, asking questions – basically, economic development detective work. That was the easy part. The hard part has been developing an approach to the analysis that best fits the situation and the needs of the community. I take pride in eschewing “boiler plate” solutions, and instead opting for a more thoughtful approach. Having said that, I underestimated the amount of time this would take...but I wouldn’t change a thing. I’m proud of the approach and the format it has taken.</p>		

Organization's Evaluation of Experience with IEDC Volunteer	
Organization POC and title	Ray De Los Santos, Executive Director, Refugio County Community Development Foundation
What were the outcomes* from the volunteer contribution?	The expected Housing & Commercial Retail Study (late Feb 2019).
What are the short/long-term recovery goals to be achieved?	Utilize study as a tool to attract/spur housing and retail development.
What are your next steps?	Receive study.
How was your experience working with the IEDC Volunteer?	Good.
How was your experience working with IEDC in the Economic Recovery Program?	Good.