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City of Cuero Site Analysis and Redevelopment Recommendations



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City of Cuero

Site Analysis and Redevelopment Recommendations

Former Texas Department of Transportation Facility

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Executive Summary

History

Cuero is a small south Texas town which prides itself on preserving the history and heritage of its community while providing southern hospitality to its residents and visitors. The town was officially established in 1872 when railroads were built in the area, but ranchers began moving through the area in 1866 by way of the Chisholm Trail that originated nearby. By the early 1900s, the poultry industry was a major part of Cuero's development and the town was even dubbed "The Turkey Capitol of the World." This eventually led to the creation of the Turkey Trot (now Turkeyfest) which led to the formation of an annual turkey race with Cuero's sister city in Minnesota. Today, Cuero has been designated as a Preserve America community, which is a federal initiative that encourages and supports community efforts to preserve its cultural and natural heritage, use its historic assets for economic development and community revitalization, and encourages people to experience and appreciate local historic resources through education and heritage tourism programs.

Environmental Conditions

Numerous environmental amenities surround Cuero. The region is abundant with numerous flora and fauna such as hawks, deer, and ibis. Numerous bird species fly over Cuero during fall and spring migrations, making Cuero an ideal location for bird-watching ecotourism. Other wildlife viewing, hunting, and fishing opportunities can be found in the nearby Matagorda Bay and Lake Texana state parks, on private ranches and farms, private beach residences, and at the Aransas Pass National Wildlife Refuge. Many tourists drive through Cuero en route to these destinations. The new development at our site has the potential to capture this market.

Other notable environmental conditions include wildflower abundance, potential kayaking and canoeing trails, and good water, soil, and air quality. Dewitt County is called the "Wildflower Capital of Texas", where over 1,000 species of wildflowers bloom throughout the year, with spring being the pinnacle viewing opportunity. Recently, the City of Cuero has received permission in apply for a Texas Parks and Wildlife Department Inland Paddling Trails site along the Guadalupe River west of the city.

No major problems with water or soil contamination could be found in Cuero, however the nearby Victoria region is nearing non-attainment air quality standards by the TCEQ. Finally, it is likely that the dilapidated structures on the site contain asbestos and lead-based paints and care will need to be taken when conducting future work on the site.

Cuero Government Characteristics

The government of Cuero is characterized by a Council-Manager form of government in which all powers are vested in the Council, including the appointment of a City Manager responsible for the execution of laws and government administration. Cuero is a Home Rule City, which grants the City the right of annexation and eminent domain. Primary City documents include the City Council Home Rule Charter, City of Cuero Code of Ordinances, and the 2001-2020 Cuero Planning/Capacity/Building Project Report.

The subdivision and zoning sections of the Code include the key information required for land development projects. Within the City of Cuero, there are eight zoning districts, plus a Planned Development District (PD). The former TxDOT property is currently zoned commercial, but could be changed to a PD if necessary. Commercial uses make up a relatively small percentage (7.2 percent) of total land area in the City.

Central Place Analysis

A central place analysis was conducted on the south Texas region to identify the retail market area in which Cuero exists. The central place analysis determined that Cuero is a village as a result of its population size, which means that hamlet populations located within the Cuero retail market area, such as Kennedy, Yoakum and Inez, will often travel to Cuero for their retail needs. The central place theory provides a list of typical village businesses, therefore identifying the need for businesses that are not currently present in Cuero, such as a pub/bar, a bait shop, a bakery, a small restaurant/sports bar, and a photo store. The central place analysis was able to determine appropriate village businesses that could increase the amount of revenue for Cuero by drawing in people from surrounding areas to purchase these services. This will positively affect Cuero in many ways making it even more attractive to residents and visitors.

Cuero Employment and Industry Characteristics

The employment characteristics of Cuero are defined by relatively low unemployment and a slightly declining labor force. Overall, DeWitt County has not performed as well as the surrounding counties or the state in terms of labor force stability and change in unemployment. Per capita income for the county almost doubled from 1990 to 2006, but when adjusted for inflation represents only a 15% gain. Income has followed the state trend but with Dewitt County ranging several thousand dollars less than the state average. The two largest industries, as defined by numbers of employees, are the Health Care and Education sectors. Other large sectors include Retail, Manufacturing, and Public Administration. Cuero can contribute the large numbers in the Education and Public Administration sectors to the fact that it is the county seat and the largest city in DeWitt County. All the listed industries combined make up over 75% of all jobs in the city.

Economic Base, Location Quotient, and Shift Share Analysis Summary

Understanding the economic base of Cuero, TX is among the first steps necessary to determine potential land uses for the former TxDOT site. An economic base analysis was undertaken studying Cuero to determine which businesses were serving markets outside the community (basic sector) and which businesses were serving markets within the community (non-basic sector). The analysis utilized employment data because this data is readily available from the U.S. Census. Data from the 2000 U.S. Census was used to calculate location quotients (LQ), ratios that compare employment in a particular industry between a smaller and larger economy, for Cuero. LQs larger than 1.0 indicated basic, exporting industries, and some of the employment in that industry is producing goods and services for residents outside of the study area. LQs less than 1.0 indicated that an industry is non-basic.

The analysis found that as of 2000, there were six industries that were definitively ($LQ > 1.25$) exporting their goods and services beyond Cuero. Of these, the three strongest industries in Cuero were:

1. Agriculture, forestry, fishing and hunting
2. Health care and social assistance
3. Arts, entertainment, and recreation

There were also nine industries (highlighted in grey) that were not fully serving the local population. The three weakest industries were:

1. Management of companies and enterprises
2. Professional, scientific, and technical services
3. Finance and insurance

Furthermore, it was determined that 494 employees (out of 2,582) are probably allocated to producing goods and services that are exported from Cuero. This results in an employment multiplier of 5.23 which shows that 5.23 non-basic jobs are created for every basic job added to the city's economy.

Shift-share analysis revealed that while the Manufacturing industry is surviving in Cuero, it is declining throughout Texas. City officials might focus their attention elsewhere, as this may not be a sustainable industry in the future.

Finally, the Finance, Insurance, Real Estate, Rental and Leasing sector could become a focus of attention for economic growth. The 2006 location quotient for this sector was 1.48, and local factors contributed to almost 150 new jobs added to the economy from 2000 to 2006. Perhaps this is an indicator of growing need for this sector in the city.

Survey

The purpose of the survey was to help focus Cuero Development Corporation efforts and communicate to future businesses the city's interests for the former Texas Department of Transportation site. Using the CDC, the Cuero Independent School District and the Cuero Chamber of Commerce email contact lists, the survey was sent out to approximately 750 people on April 3, 2009. Within a few days, over 60 people had responded to the survey and by Friday April 10, 77 responses had been recorded. The survey consisted of 12 questions divided into four categories. With a basic desire for the site to increase Cuero's tax base, the primary questions focused on retail and entertainment.

The key findings from the survey are that most responders would like to see a new restaurant in Cuero that serves steaks. Preferably the restaurant would be a casual, family friendly place that could include a bar. There were also suggestions that Cuero could strengthen its entertainment business sector with a movie theater, bowling alley, miniature golf course, ice cream store, or game room. Finally, the survey showed a strong desire to have a better, larger, or additional grocery store.

Market Analysis

It is important to understand the general degree to which the local and area retail markets will support a new set of businesses in Cuero. In addition, some insight should be gained into the mix of business establishments most likely to be successful. Thus, the research team conducted a preliminary characterization of Cuero's market, and a more detailed look at the local demand for several different types of businesses. The results of the preliminary market analysis were that warehouses, dance halls and larger grocery stores do not have a market in Cuero while restaurants, vocational schools, and townhomes or apartments do have a market. Using these businesses, the research team came up with several alternative scenarios of business combinations. The research team evaluated the suitable types of businesses and determined how these businesses could be combined appropriately to make the best use of the site's location and size.

Multi-Family Dwellings

Based on the results of the multi-family market analysis, there is a strong need for multi-family dwellings in Cuero, with an approximate market of \$15 million to be spent on multi-family dwellings. Based on an internet search from rent.com, apartments.com, and a general Google search, the only apartments available for rent are in Victoria. From a yellow page search, three Section 8 apartment units are available: Colonial Apartments, Golden Plaza, and the Oaks Apartments. From the Cuero Chamber of Commerce web site, one non-Section 8 complex, Kate's Place, was found. Utilizing US Census and Bureau of Labor Statistics data, the market analysis calculated multi-family housing market demand and supply, and then deduced the approximate market available for multi-family housing at \$15,064,114.37. Dividing the potential market for multi-family housing in Cuero by \$12,000, a representation of an apartment unit renting at \$1,000 per month for one year, gives the potential number of units the market will allow in Cuero: at approximately 1255 potential units. Lower rents would yield even more potential apartment units.

Health Services

The Health Services Industry has a strong representation in the Cuero community and the surrounding areas of DeWitt County. The Cuero Community Hospital is located in the heart of the six-county region and services the larger area of DeWitt County. It has the largest-bed capacity in the region, outside of Victoria. Cuero also has a high proportion of elderly citizens that are serviced by numerous health-related businesses in the community. The presence of the many health-related businesses and the expanding capabilities offered by the Cuero Community Hospital suggest that there is no demand for additional business in the health services industry.

Restaurant/Shopper's Goods/Convenience Retail

The preliminary market analysis revealed that restaurants and shoppers goods could have a viable market in Cuero. After analyzing each, the research team believes that a restaurant is the most likely to be successful. Although there would be a tremendous amount of competition, the majority of that would be smaller fast food stores and there is already a desire for a better eating establishment by many citizens in Cuero. The current data also show that there may be an adequate market for a furniture or apparel store, so if such a business is desired or interested, a more detailed market analysis should be undertaken.

Office

The office market in Cuero proved difficult to accurately gauge to determine the need for new office space. After trips to the city, online research, and numerous attempts to contact real estate agents, some basic statistics for the market were derived. Most of the space available for office use in Cuero is older and in need of extensive renovation to be converted into modern office space. One of the characteristics that would favor any new office development is modern design and construction. A new building designed for office use would be much easier to occupy and meet all of today's telecommunication, electrical, plumbing, and ADA requirements. The market potential seems favorable for new office space, considering the aged condition of other buildings and the recent developments in DeWitt County's oil and gas sector.

Entertainment Sector

Texas dance halls have become icons and pieces of history for Texas. Due to the fact that there are so many historical dance halls in the South Texas region, the construction of a new one might be seen as a threat to the other local historic halls in the area and will possibly be resisted. As a result, a large dance hall is not recommended for the subject site. However, a restaurant or other similar venue that included a small dance floor and stage might be considered for the plans. This would more than adequately serve the population of Cuero with that type of use without competing with the historic dance halls in the area.

Due to the fact that there is not a family fun center in Cuero, or anywhere else nearby except Victoria, and an unfulfilled need for youth activities, there is an empty niche market for this type of use in the area. These types of venues include inherent risks but are usually successful at sites in close proximity to schools, playgrounds, and in areas generally conducive to a family atmosphere. The subject site in Cuero fits all of these criteria and therefore this type of use is recommended for the site.

Vocational Schools

The market analysis is intended to determine if Cuero has a need for any vocational school programs. This was done by finding all of the community colleges and vocational schools in south central Texas and calculating their distances from Cuero to determine if any of these schools serve the people living in and around Cuero. Victoria College and Texas Vocational Schools, both located in Victoria, would be the only vocational schools that would meet these needs in Cuero.

The next step was to determine what type of vocational program will be most suitable for the Cuero market area by finding all of the programs that each of the closest five institutions (ITT Technical Institute, DeVry University, San Antonio College, Victoria College, and Texas Vocational Schools) offer, excluding the programs offered at Victoria College and Texas Vocational Schools because of their ability to succeed due to the close proximity to Victoria. The market analysis determined Cuero can support programs in Agriculture and Natural Resources, Communication and Media, Technology, Culinary Arts and Food Service, Health & Medical Services, Dentistry, Security and Protective Service Careers, Skilled Trades, and Transportation Careers.

Grocery Stores

The survey results, coupled with discussions with Cuero residents, indicated a desire for an improved grocery store, prompting the Team to include a grocery store as an option in the market analysis study. However, the market analysis suggested that there is not a need for another grocery store in Cuero and that the trade area for grocery stores is fairly small in that area. Although the findings suggest that another grocery store would not be viable, it is important to recognize the desire for an improved or an additional specialized food store by local residents. One option is to consider a small grocery store, focusing on fresh produce and/or deli meats and cheeses.

Alternative Strategies for Development

Gobbler Gateway: Bank, Offices, and Family Entertainment/Restaurant Site Proposal

This alternative integrates the TDECU bank proposal with the office and family entertainment market studies undertaken as part of the evaluation. The market analyses and survey indicated that office uses, family entertainment and restaurants could potentially find a market in the community. This alternative combines these uses, which allows for shared parking due to their peak parking time requirements. The total need for parking would therefore be reduced.

The layout of the site emphasizes aesthetic quality and pedestrian movement, while providing shared access for auto traffic. The primary structure, housing the restaurant and office uses, has a gross floor area of approximately 21,500 square feet and is oriented toward East Broadway Street facing the High School. The approximately 3,000 square foot bank is oriented to face the primary structure to maintain comfortable pedestrian movement. Landscaping is integrated throughout the design as a buffer from auto movement for the wide sidewalks on the site, as well as to create a walkable green linkage from Cuero High School to Cuero Park and to make movement on the site enjoyable and relaxing. While landscaping will act as an important visual cue, the restaurant structure will be constructed as the primary landmark on the northeast corner of the site, which is the most visible area from nearby roadways. The utilization of eye-catching architecture is also proposed for this building to ensure that the traveler notices the entire development.

There are four access points to the site, one along each adjacent road. Appropriate driveway spacing and lengths have been taken into consideration to ensure safe ingress and egress from the site. A combination of minimum driveway lengths, a deceleration turn lane along the highway, and exit stop signs at all access points will enable on-site circulation to function without interfering with the adjacent highway. This should improve traffic safety on the site and adjacent roads. The plan also incorporates enough parking along the Courthouse Road side of the site to meet the requirements of the Cuero Code.

Turkey Crossing: Site Proposal Incorporating a Vocational School

“A place to live, learn, work, and play” is the idea at the core of this proposal. The key component is the incorporation of a vocational school to teach needed skills to Cuero residents. Several factors favor the establishment of a vocational school such as the close proximity to Cuero High School, the expressed

desire for increased vocational skills training, and the available opportunities for coordination with the school district.

In addition to a vocational school, this proposal incorporates several other uses for the remaining space. This alternative incorporates the credit union (TDECU) proposal. These include a small café or coffee shop with outdoor seating, townhomes, office space, and a bank. Total covered square footage would be approximately 27,000 square feet. The remaining acreage would be devoted to parking, sidewalks, and a substantial amount of landscaping. This last feature would serve to link the development to the adjacent park and create a more natural looking area.

Several unique features are proposed to create a development with character, style, function, and ultimately something that is unforgettable to visitors. The fact that the central focus of this design is a vocational school does not limit the design and development opportunities. The design proposal incorporates the following features:

The main entrance would have a brick and iron archway with the above name on it, Turkey Crossing, and landscaping would include native wildflowers and Texas-friendly vegetation. Pedestrian walkability exists with paths and sidewalks, and adequate parking will be located in close proximity to structures. The inclusion of a roundabout for vehicles makes room for a memorable, historic-style clock in the center while providing traffic-calming for the site. Architecture and material used in this design and construction are to mimic historic downtown Cuero, and the creation of a mural facing US Highway 87 will act as a gateway to the City of Cuero.

Turkey Terrace: Specialty Grocery Store, Restaurant, and Townhome Site Proposal

Another combination of business types the research team saw as suitable for this site included a specialty grocery store, bank (TDECU Credit union), vocational school, specialty restaurant, and townhomes. Although the market analysis conveyed there was not a need for a grocery store in Cuero, the research team felt as though a specialty store would meet the needs of the community by providing certain specialty products currently not available in the local grocery store, such as a candy/pastry store, or a produce market.

Additionally, the market analysis conveyed that there was not a need for restaurants in the City of Cuero, but the research team felt that a microbrewery would be a unique feature and perhaps draw on a larger client base than a typical restaurant. This type of establishment could also meet the sports bar/entertainment function that the market analysis revealed might do well in Cuero.

The research team created this layout for this alternative scenario to make the most use of the space while creating a safe pedestrian-friendly area, which is attractive and nicely combines living, working, and recreating. There is adequate parking for this site and the proposed uses in the scenario, according to current city regulations. Also, there are reserved parking spaces for the apartment or townhome residents, as well as reserved parking for the back or credit union patrons. Also located at this corner is a large, covered pavilion that could serve as a gateway to the site, function as an extra facility for festivals held in the park or for outdoor entertainment, and be an area where public art could be displayed.

All of the suite spaces have a ten-foot landscape buffer between the highway frontage and the building. There is a ten-foot sidewalk between the building and the parking lot on the interior of the site, with

planter boxes spaced out along the sidewalk for trees and groundcover. This creates an inviting pedestrian-friendly environment that will encourage users to walk from store to store located in the site rather than drive. Also, there are several large green spaces located throughout the site, with the largest near the information center. The green spaces, landscape buffers, and patio areas also serve as a place to display public art or outdoor exhibitions.

The research team chose to utilize the existing access point along Highway 87 to serve as the main entrance and exit to this property, rather than adding another access point to this relatively small space. There will also be an access point into the site from Courthouse Road, as well as an exit-only access point to the nameless road on the side of the property.

Introduction

The Texas A&M Urban Planning Master's Program was initially contacted by the Cuero Development Corporation (CDC) to undertake a comprehensive assessment of potential uses for a 4.519-acre property in Cuero, Texas. The site, which is situated along US Highway 87, was previously used by the Texas Department of Transportation (TxDOT) as a Yoakum District maintenance office that has since relocated to a new site within the Cuero Industrial Park. Prior to this assessment, the CDC removed two underground gasoline tanks from the site and completed a Phase I environmental study of the property which found no environmental or health concerns.

This report explains the analysis undertaken by Texas A&M planning students to determine the best uses for the site, and it aims to encourage community discussion about the future of the city as well as provide evidence on which to base any future development or redevelopment decisions regarding the former TxDOT property. The CDC believes that the property could be the "crown jewel" for new development in the Cuero area with proper planning. Therefore, the goals as initially identified for the class and the Cuero Development Corporation included:

1. Identifying potential economically viable uses for the site, with special attention to commercial uses.
2. Developing a program of marketing and economic incentives to attract the uses to the site.
3. Developing a site plan for the property

The class tasked with determining the best uses for the Cuero property is a studio course for second-year Master's students that traditionally spend the entire semester working on a project commissioned by an external client. Students currently in the program have backgrounds ranging from engineering to architecture to sociology and bring a wide range of skills to the project. The students' initial discussions determined that it would be most important to first gain a firm understanding of Cuero, DeWitt County and surrounding areas, focusing particularly on the economy. The class created a social and economic profile of the market area for any potential uses on the site utilizing a wide range of techniques. A broad existing conditions assessment including demographic analysis, environmental assessment, and mapping of current infrastructure and land uses was undertaken within the first few weeks. This included a site visit and city tour by the entire class, a subsequent driving survey of local characteristics including existing land uses, and a meeting with the local Rotary Club.

Once preliminary data were collected, the focus shifted to economic analysis and the use of techniques such as economic base analysis, location quotient analysis, shift-share analysis, and central place analysis. The results of these led to weeks of discussion and brain-storming sessions which culminated in the determination that nine potential uses deserved study, and a preliminary market analysis was undertaken to determine the potential market (if any) for each such use on the former TxDOT site. The results of this analysis and the late introduction of a development proposal led to the creation of three alternatives for which site plans were created. A community survey was also conducted to gauge the needs and desires of the greater public. The results were evaluated and used to further hone the potential alternatives. The existing conditions, analyses, alternatives and site plans are all presented in this report.

In the first section, the state of the City of Cuero is discussed. This includes information about the location and size of Cuero, as well as information about the history, demographic makeup, economy,

environment, existing land use, and planning and government procedures. In the second section, the state of the analysis site is discussed, including information about the existing conditions, location, visual quality, and infrastructure. The third section discusses the initial findings from the central place analysis, the local economic base theory, and the location quotient and shift share analyses. The fourth section discusses the methods, procedures, and results of the community survey. The fifth section discusses the individual industry market analyses conducted by the research team to determine which uses would be most appropriate for the site upon redevelopment. The next section (section 6) discusses three alternative design scenarios developed by the research team based on the results of the survey and market analyses. The seventh section lists and describes several financial and regulatory implementation strategies the City of Cuero may find informative and useful for future development projects. Following the seventh section of the report, there are several appendices that include background information, analysis calculations, survey materials, and the planning team biographies.

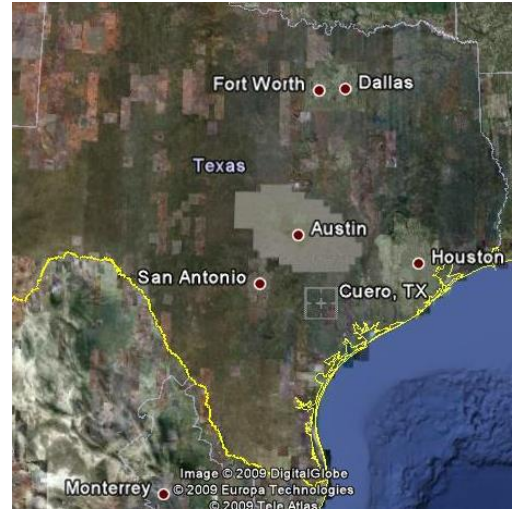
State of the City

The following reports describe the City of Cuero's location and size, history, demographics, economy, environment, planning and government procedures, and existing land uses.

Location and Size

The city of Cuero is situated in the southern part of Texas. It is 94 miles Southeast of Austin, 85 miles East of San Antonio, 135 miles Southwest of Houston and 28 miles Northwest of Victoria. The city has a total area of 4.9 square miles (12.8 km²), of which only 0.04 square miles (0.1 km²) of it (0.40%) is water.

Esplanade is one of Cuero's two major streets; the other is Broadway. Main Street at Esplanade is the heart of the Historic Downtown Business District and begins the area of antique and specialty shops. Other major roads within the city are Heaton Street in the west, Morgan Avenue and Bailey Street in the east. There is a railway track that runs east-west. The site itself is situated on the southeastern corner of the city right across from Cuero High School, along Broadway Street. The area of the site is approximately 4.519 acres.



History

Cuero, Texas, the DeWitt County Seat, is a warm-hearted, active South Texas community dedicated to preserving its history as it moves forward into the 21st century. Cuero is located in South Central Texas on the Guadalupe River, near the Gulf Coast, approximately 30 miles from Victoria, 90 miles from Austin and San Antonio, and 115 miles from Corpus Christi. The City of Cuero holds membership in the I-10 Corridor Association and the Coastal Bend Regional Tourism Council.

The town of Cuero was established in 1872 in response to the construction of the Gulf, Western Texas, and Pacific Railroad line. Cuero is known for its close association with the abandoned town of Indianola, a major Texas seaport during the mid-19th century, destroyed by a succession of hurricanes in the late 19th century. Most of its citizens moved to Cuero, where they established prosperous businesses.

The Cuero Commercial Historic District incorporates most of the historic downtown area and includes many businesses that have been in continuous operation throughout the history of the town, including some homes that were numbered and moved piece by piece from Indianola. The district also includes late 19th- and early 20th-century masonry commercial buildings reflecting the period when Cuero developed into an important commercial and agricultural center. The Cuero Commercial Historic District extends along Main St. and Esplanade Blvd. in Cuero at the junction of U.S. 183 and U.S. 87. The DeWitt County Courthouse has also been documented by the Historic American Buildings Survey.

Spanish for “rawhide”, the name Cuero came to be after ranchers noticed the large number of cattle that would get stuck in the mud along banks of Cuero Creek¹. Cuero is said to be the site of the beginning of the Chisholm Trail (beginning in 1866), which eventually led to the town being one of the largest cattle shippers in the state in the 1940s. The Cuero Livestock Commission records show Cuero as the largest shipper of cattle in the state in 1942 and 1943, with more than 800 train carloads exported per year. The commission, established in 1940, sold \$251,750 worth of stock that same year; sales

¹ Part of the Guadalupe River.

jumped to \$1.3 million in 1941, \$3.5 million in 1942, and \$4.7 million in 1943.² Cuero has established The Chisholm Trail Heritage Museum preserving the history associated with the Chisholm Trail era and Texas' rich ranching and agricultural history. The museum will acquire, preserve, and showcase memorabilia and treasured artifacts that will help bring the stories of cowboys on the Chisholm Trail vividly to life at the historic Knights of Pythias Hall.

By 1912, Cuero was known as the turkey capital of the world because of its tradition of parading turkeys, raised on local farms, down Main Street. The turkey trot helped to promote the developing poultry industry of Cuero.³ Some would say Cuero is most well-known for the annual Turkey Fest, which began in 1912 as the Turkey Trot. Traveling salesmen from the north began watching with great interest the large flocks of turkeys that were driven on foot to the Cuero market. Today, at Turkeyfest, there is an annual race between turkeys from Worthington, Minnesota and Cuero, Texas. Also, there is a carnival, live entertainment, arts and crafts, and much more during the three day event.⁴

During World War II, Cuero Field was established as the Municipal Airport two miles west of Cuero. This site served as an Army-supervised Fighter Pilot School, and graduated thousands of pilots that went on to serve the country in the war.

As in many small towns across Texas, high school football rules the weekends and is an important part of the community. The Cuero Gobbler football team led the way to the AAA-State Football Championship in 1973 with a win over Mount Pleasant. The Gobblers went on to win two more state championships, in 1974 and 1987.

In 1999, the Texas Legislature name DeWitt County the Wildflower Capital of Texas. The Wildflower Association hosts a variety of events in April, designated as *Wildflower Month* in Texas, including a bike race and walk/run tours. The DeWitt County Wildflower Association hosts Texas's only month-long wildflower exhibit and celebration in the DeWitt County Museum in Cuero.

In 2004, Cuero became a Preserve America Community, due to the city's tireless efforts to maintain the history and heritage of the area. Preserve America is a federal initiative that encourages and supports community efforts to preserve and enjoy cultural and natural heritage and recognizes communities that protect and celebrate their heritage, use their historic assets for economic development and community revitalization, encourage people to experience and appreciate local historic resources through education and heritage tourism programs.⁵

Cuero's efforts to maintain the history and heritage of the community include the installations of historically compatible street lighting in the downtown historic commercial district, and the plans for adaptive re-use of several vacant historic buildings in conjunction with renovation of the DeWitt County Courthouse (built in 1897). The former Federal Building (built in 1915) now houses the Cuero Heritage Museum, where a permanent exhibit, "Cuero Talks Turkey," honors Cuero's pioneering role in the Texas turkey-raising industry and the community's century-old annual celebration, Turkeyfest. Also, The Chisholm Trail Heritage Museum is housed in the historic Knights of Pythias Hall (built in 1903) and will celebrate the ranching and agricultural history associated with the famous trail, which began near

² <http://www.cuerodc.com/history.php>

³ <http://www.nps.gov/history/nr/travel/tx/tx23.htm>

⁴ <http://www.cuerodc.com/history.php>

⁵ <http://www.preserveamerica.gov/communities.html>

Cuero. These and other heritage attractions are promoted through Cuero's participation in the heritage tourism initiatives of the Texas Historical Commission's Texas Independence Trail Region.

The history of a city and the conservation of its heritage resources are intrinsically linked to maintaining a high quality of life, and, therefore, are indispensable elements of a city's economic development efforts. There are many themes in Cuero's rich history that should be recognized and incorporated into new development in Cuero, especially at the former TxDOT facility located on Highway 87. These themes include cattle and ranching history, especially related to the Chisholm Trail, and the poultry industry, especially related to turkeys and Turkeyfest.

Demographics

A thorough demographic study was completed to support the development of the site. This study provides a detailed examination of the demography (population magnitudes and selected characteristics of the population) within the region under the jurisdiction of City of Cuero. As of the census of 2000, there were 6,571 people, 2,500 households, and 1,695 families residing in the city. The population density was 1,331.1 people per square mile (513.6/km²).

Population of Cuero

Year	Cuero
1990	6700
2000	6571
2007	6465

Comparative Population Increase Study with County and State

Year	Cuero		Dewitt County		Texas	
1990	6,700	-2%	18,840	6.2%	16,986,510	22.8%
2000	6,571		20,013		20,851,820	

An extensive study of population shows that the population of the City of Cuero (the biggest town in Dewitt County) has been decreasing for the past 17 years. The population of the city decreased by 2% from 1990 to 2000 and further decreased 1% from 2000 to 2007. On the contrary, the population of Dewitt county and Texas grew by 6.2% and 22.8% respectively (source: 1990 to 2000 Census).

Gender

Cuero City

Year	Cuero			
	Male		Female	
1990	3102	46.299%	3598	53.601%
2000	3041	46.279%	3530	53.621%

Comparative study with County and State

Year	Cuero (%)		Dewitt County (%)		Texas (%)	
	Male	Female	Male	Female	Male	Female
1990	46.3	53.7	47.3	52.7	49.3	50.7
2000	46.3	53.7	51.3	48.7	49.6	50.4

When we compared the city to the county and state, we found that the male population is increasing in both larger areas especially the county, while Cuero stays stable. In this way, we can assume Cuero is losing their male labor force, since the total population is decreasing. Further, the percentage of female population also remains stable in the city, whereas it is declining in the county and state.

Race

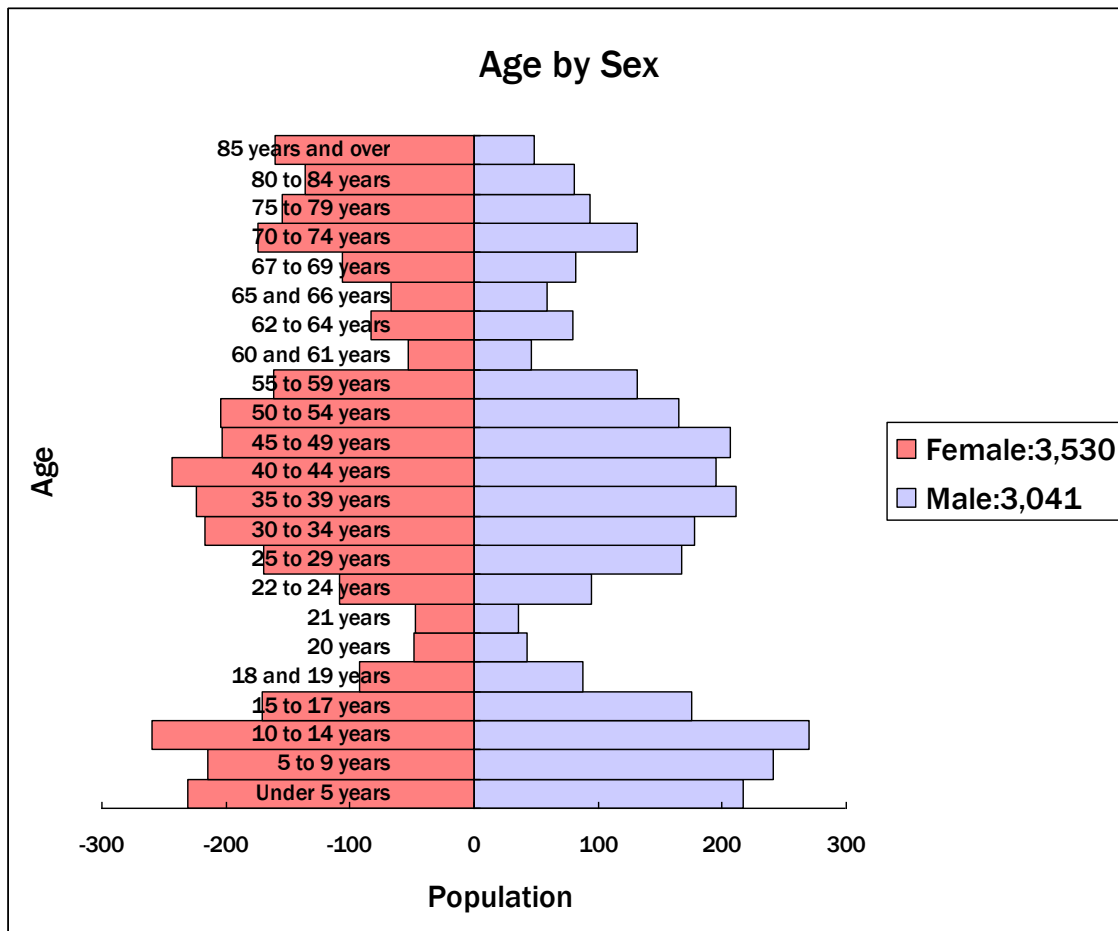
	Texas	DeWitt County,	Cuero city,
White alone	70.97	76.42	67.25
Black or African American alone	11.53	11.04	16.71
American Indian and Alaska Native alone	0.57	0.54	0.61
Asian alone	2.70	0.21	0.52
Native Hawaiian and Other Pacific Islander alone	0.07	0.02	0.00
Some other race alone*	11.69	10.01	12.84
Population of two or more races:	2.47	1.75	2.07

* Some other race. Includes all other responses not included in the "White," "Black or African American," "American Indian or Alaska Native," "Asian," and "Native Hawaiian or Other Pacific Islander" race categories described above. Respondents providing write-in entries such as multiracial, mixed, interracial, or a Hispanic/Latino group (for example, Mexican, Puerto Rican, or Cuban) in the "some other race" write-in space are included in this category (US Census).

The study shows that the city has a higher percentage of African Americans compared to the county and state. The following table describes the number of people in Cuero that claim a particular race in the U.S. Census.

Race	6,571
White alone	4,419
Black or African American alone	1,098
American Indian and Alaska Native alone	40
Asian alone	34
Native Hawaiian and Other Pacific Islander alone	0
Some other race alone	844
Two or more races	136

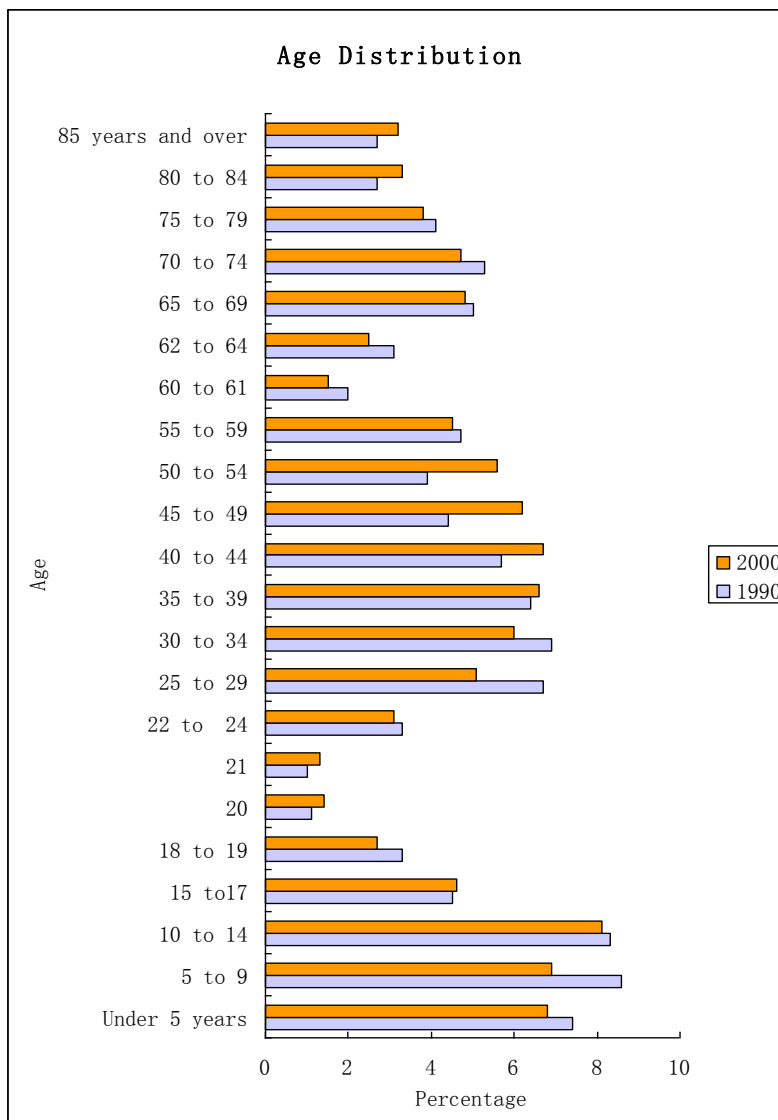
Age



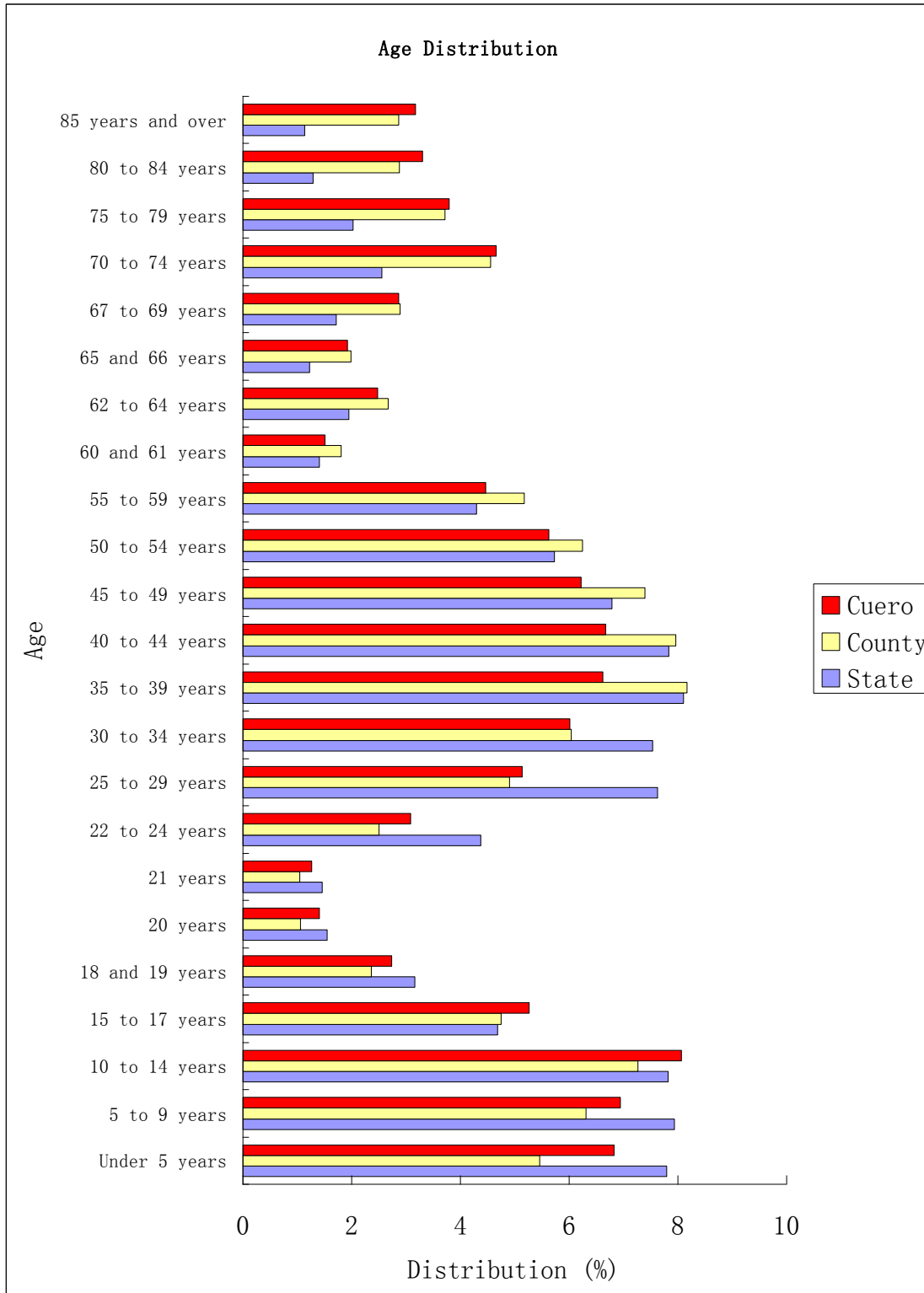
According to Census 2000, we can see that larger age groups in Cuero are children under 18 years old, and people 25 to 59 years old and age 70 or older. Young people from age 18 to 24 are the smallest group. The reason for that could be that Cuero does not have any college or technical schools, so people are going away for their higher studies. For the older age group, there is more female population than male; a situation typical in any US population.

Age distribution change from 1990 to 2000

Census 1990 does not make age data separate by gender, but we can still use the data to compare with Census 2000 to see a change in the age distribution. Over 10 years, the age distribution of population has some change but nothing dramatic as such. Although Cuero announced itself to be a registered Texas Certified Retirement Community, the population of retirees has hardly been growing. The graph below shows that the people in the age group 65 to 79 is actually decreasing, whereas the number of people age 80 and over has been increasing; this is probably due to increased longevity.



Comparative Analysis with County and State (2000)



According to Census 2000, Cuero has a higher percentage of population of a young age than does the county, and more high school age children than both the county and state. This can be attributed to their good K-12 education, and to the AAA high school, which is located opposite our site. However, the population age 18-24 in the city, county and state has decreased dramatically. Also the percentage of the main labor force age, which is from 30-50, is much lower in Cuero than in the State of Texas.

Education Level (Population 25 years and over)

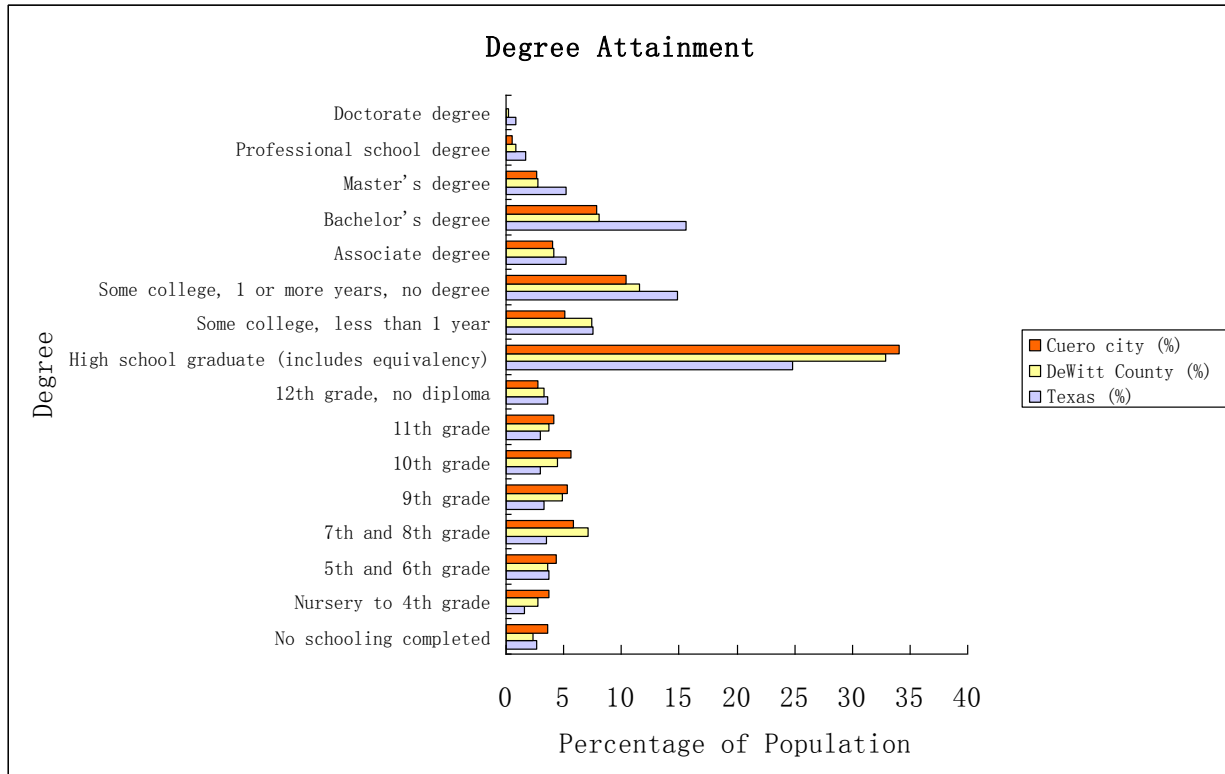
Percentage of Degree Attainment in Cuero

Total:	1990 (%)	2000 (%)
Less than 9 th grade	25.05	17.53
9 th to 12 th grade, no diploma	21.53	17.86
High school graduate (includes equivalency)	31.59	34.07
Some college, no degree	12.03	15.44
Associate degree	1.23	4.05
Bachelor's degree	5.01	7.81
Graduate or Professional degree	3.57	3.25

**Note that the increase of Associate degrees and Bachelor's degrees is quite large from 1990 to 2000.*

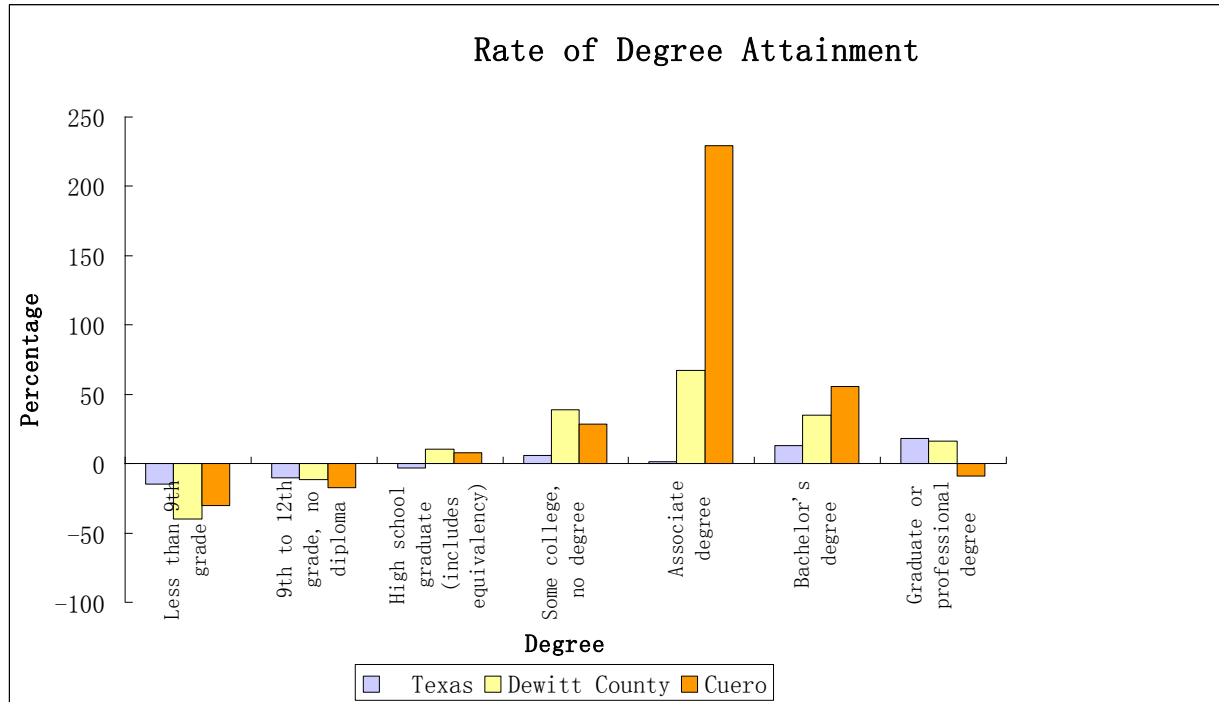
Compare with County and State (2000)

Cuero has a lower percentage of higher education degrees than that of both the County and State in 2000.



The Trend of Change

Cuero has the highest rate of increase from 1990-2000 in associate and bachelor's degrees than do both the county and state. For graduate and professional degrees, while the increase is positive for the county and state, the city actually has a decline.



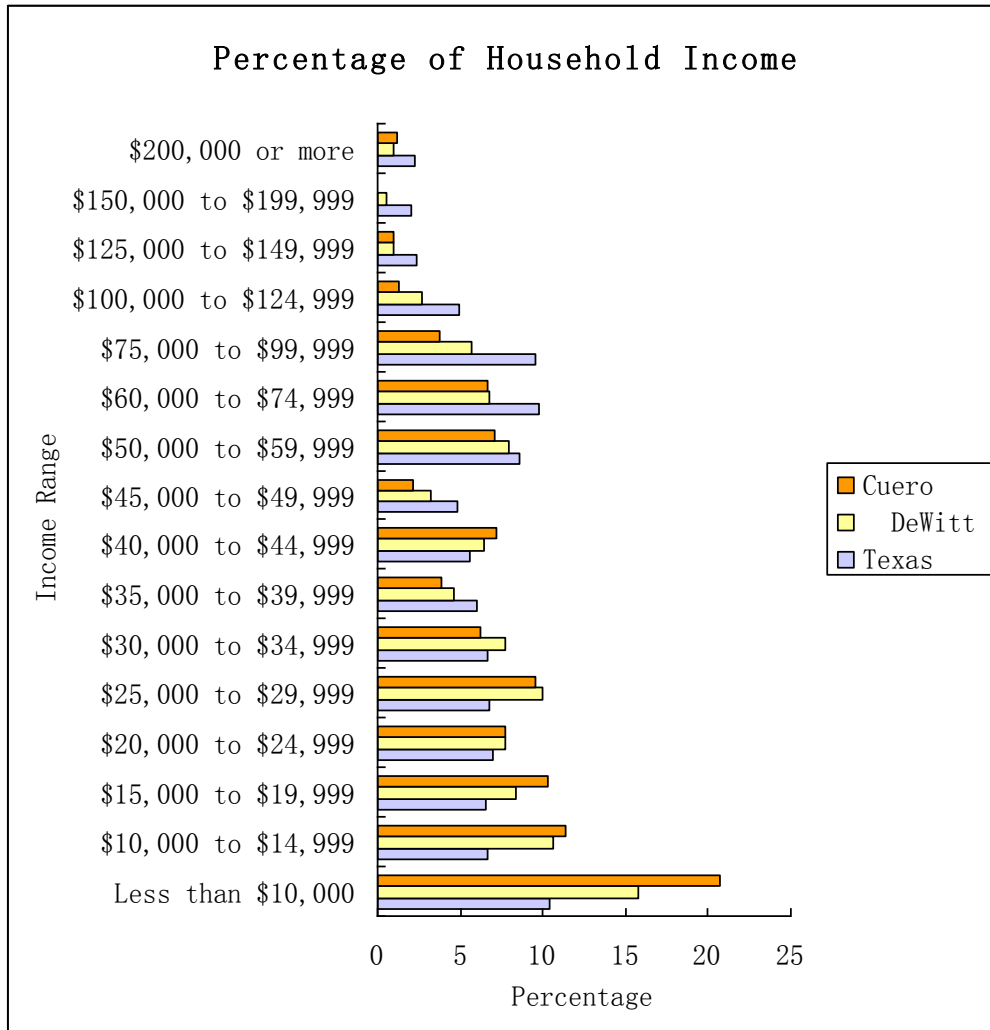
School

Population in Each Grade, 2008

Grade	EE	PK	KG	1 st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
Population	8	107	139	130	135	151	108	122	138	144	131	182	129	157	130

Regarding the population of the school in different grades, the above table tells us that around 400 (rounded it, because not everyone in 10th grade drives), students can drive (usually students that are 16 years old and over are in 10th, 11th and 12th grade). Thus, about 1400 students cannot drive. They need a close location to have lunch, which provides a great potential market for the proposed site development.

Household Income



According to census 2000, more than 20% of households have annual income less than \$10,000 per year. This is almost twice the percentage of the whole state, and Cuero’s household income level is also below the county level, which is considerably below the state level.

Median Household Income

Median Household Income			
	Texas	DeWitt County	Cuero
Increase Rate	47.79	59.16	54.54

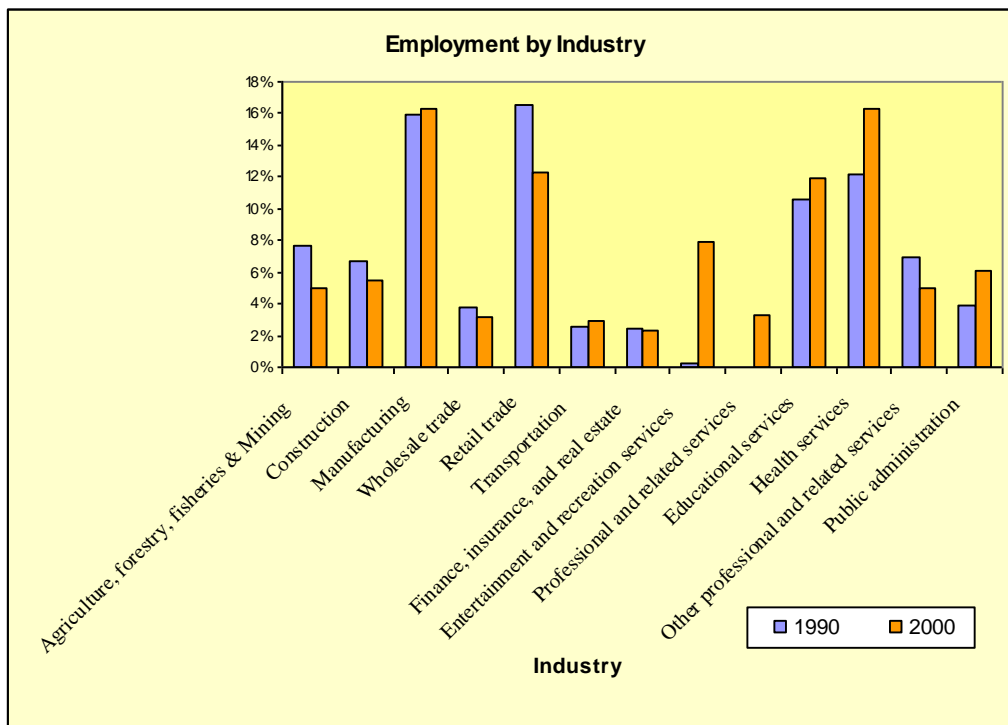
	Texas	DeWitt County	Cuero
1989	27,016	18,041	16,132
1999	39,927	28,714	24,931

The good news is that both Cuero and the County's Income levels are increasing faster than that of the whole state, which shows the strong potential for economic development.

Employment

Comparative study for the City of Cuero

Industry	1990	Percent of Total	2000	Percent of Total
Total	2346		2,582	
Agriculture, forestry, fisheries & Mining	180	8%	128	5%
Construction	158	7%	141	5%
Manufacturing	375	16%	420	16%
Wholesale trade	88	4%	83	3%
Retail trade	389	17%	318	12%
Transportation	60	3%	74	3%
Finance, insurance, and real estate	57	2%	60	2%
Entertainment and recreation services	5	0%	204	8%
Professional and related services		0%	84	3%
Educational services	247	11%	309	12%
Health services	285	12%	421	16%
Other professional and related services	164	7%	130	5%
Public administration	90	4%	158	6%



An in depth study of employment by industry discloses that although the proportion of employment in most of the industries either remained the same or decreased from 1990 to 2000. For example,

employment for 'Other professional and related services' decreased from 7% to 5%', the percentage of employment for 'Entertainment and recreation services' increased from less than 1% to 8%; for health services it increased from 12% to 16% and for public administration it increased from 4% to 6%. Among all the industries, employment in manufacturing, retail trade, educational services and health care employed the highest number of people; however, retail employment experienced the greatest decline of all, falling from 17% to 12%.

Comparative Analysis with City and County

Comparison for 2000

Industry	Cuero	% of Total	Dewitt County	% of Total	Texas	% of Total
Total	2582		7893		9234372	
Agriculture, forestry, fisheries & Mining	128	5%	708	9%	247697	3%
Construction	141	5%	629	8%	165608	2%
Manufacturing	420	16%	1221	15%	981113	11%
Wholesale trade	83	3%	263	3%	894805	10%
Retail trade	318	12%	811	10%	786271	9%
Transportation	74	3%	311	4%	535568	6%
Finance, insurance, and real estate	60	2%	325	4%	630133	7%
Entertainment and recreation services	204	8%	416	5%	673016	7%
Professional and related services	84	3%	273	3%	878726	10%
Educational services	309	12%	852	11%	871375	9%
Health services	421	16%	1093	14%	908426	10%
Other professional and related services	130	5%	396	5%	480785	5%
Public administration	158	6%	284	4%	417100	5%

Comparison for 1990

Industry	Cuero	% of Total	Dewitt County	% of Total	Texas	% of Total
Total	2346		6131		6,722,597	

Agriculture, forestry, fisheries & Mining	180	8%	951	16%	376973	6%
Construction	158	7%	602	10%	514102	8%
Manufacturing	375	16%	1062	17%	1,101,938	16%
Wholesale trade	88	4%	252	4%	375869	6%
Retail trade	389	17%	1046	17%	1331344	20%
Transportation	60	3%	221	4%	350773	5%
Finance, insurance, and real estate	57	2%	309	5%	521461	8%
Entertainment and recreation services	5	0%	18	0%	90071	1%
Educational services	247	11%	646	11%	678689	10%
Health services	285	12%	649	11%	559051	8%
Other professional and related services	164	7%	375	6%	477467	7%
Public administration	90	4%			344859	5%

Comparative analysis among the city, county and state across 1990 and 2000 showed that employment in agriculture, forestry, fisheries & mining, retail trade, manufacturing and construction has considerably decreased in each of the geographic locations. However, entertainment and recreation services have increased in employment in the city, county and state. Although the employment in health services decreased in the state, it increased by almost 4% in the city and the county. Most of the employment in other industries has remained stable over the decade.

Employment Status

	Cuero	% of Total	Dewitt County	% of Total	Texas	% of Total
In labor force:	2761		8385		9937150	
In Armed Forces	0		2		106591	
Civilian:	2761		8383		9830559	
Employed	2582	94%	7893	94%	9234372	94%
Unemployed	179	6%	490	6%	596187	6%
Not in labor force	2242		7489		5680223	

The study of employment status in the above table shows that interestingly the unemployment percentage in the city, county and state was the same, at 6%.

Conclusion

The demographic study shows a decrease in population which is not a very encouraging sign for any new developments to come in. However, we do have a considerable population of middle age (from 25 to 55) and older age residents. They will definitely need some place to go out to for their grocery or entertainment. The high school population may also be an untapped market. The employment rate is quite high, but the highest percentage of household income is less than \$10,000. Since the employment in retail trade is shown to be decreasing in the above study, it shows that the retail industry itself is not growing in the city. However, the data looks good for *entertainment/ recreation, healthcare, education and professional services*.

SWOT Analysis

- **Strengths**
 - Good K-12 Education.
 - Good health service industry.
 - Located on the major highway leading to tourist destinations, like San Antonio, Austin and sea coast.
- **Weaknesses**
 - Highest percentage of household income is less than \$10,000.
 - Low percentage of population from age group 18-24.
 - Poor public transportation system.
- **Opportunities**
 - Quick increase in education level.
 - Quick increase in median household income.
 - Growth of Entertainment and Recreation industry.
 - The high school children need near-by locations to have lunch which provides a great
 - Potential for the proposed site development.
- **Threats**
 - Loss in population.
 - Decrease in major industry employments like manufacture, construction and retail trade

Cuero Employment and Industry Characteristics

As a community of less than 7,000 residents, Cuero has experienced relatively low employment and population fluctuations in the last ten years. Approximately 70% of jobs within the city limits are filled by workers who live outside the city limits. In addition, nearly 54% of the Cuero labor force, who live in the city, work outside the city limits (Census 2006). According to 2000 Census Data, 5000 of the 6700 citizens of the city of Cuero are at least 16 years of age. Of this group, more than 55% make up the Cuero labor force. This group works mostly within the city limits of Cuero and primarily in the Health Care and Education Industries. It is both difficult and problematic to restrict data collection and analysis to the city itself. Therefore, it is important to examine the economic performance and condition of the entire county of DeWitt to more accurately portray the forces at work.

Jobs by Worker Age						
	2006		2005		2004	
	Count	Share	Count	Share	Count	Share
Age 30 or younger	818	23.4%	796	22.8%	851	24.1%
Age 31 to 54	2,012	57.5%	2,069	59.3%	2,081	58.9%
Age 55 or older	668	19.1%	624	17.9%	603	17.1%
Total	3,498	100.0%	3,489	100.0%	3,535	100.0%

Data Sources: US Census Bureau, LED Origin-Destination Data Base (2nd Quarter 2002, 2003, 2004, 2005, and 2006)

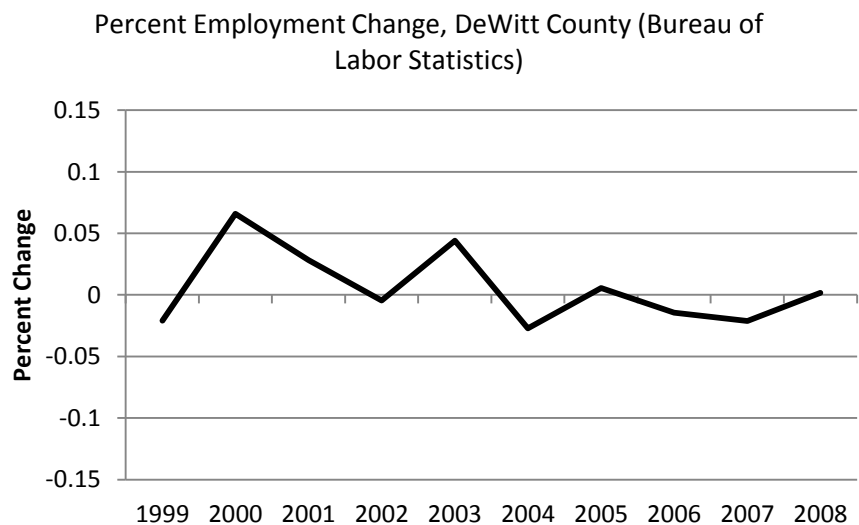
As conveyed in the table below, DeWitt County has had a steady, but somewhat declining, labor force. The table displays the percent change in the number of people employed in the listed regions. Texas has experienced a stable work force between 2003 and 2007. By contrast, DeWitt County has had a slightly shrinking labor force in the last five years, overall.

Comparison of Percent Change in Total Employment

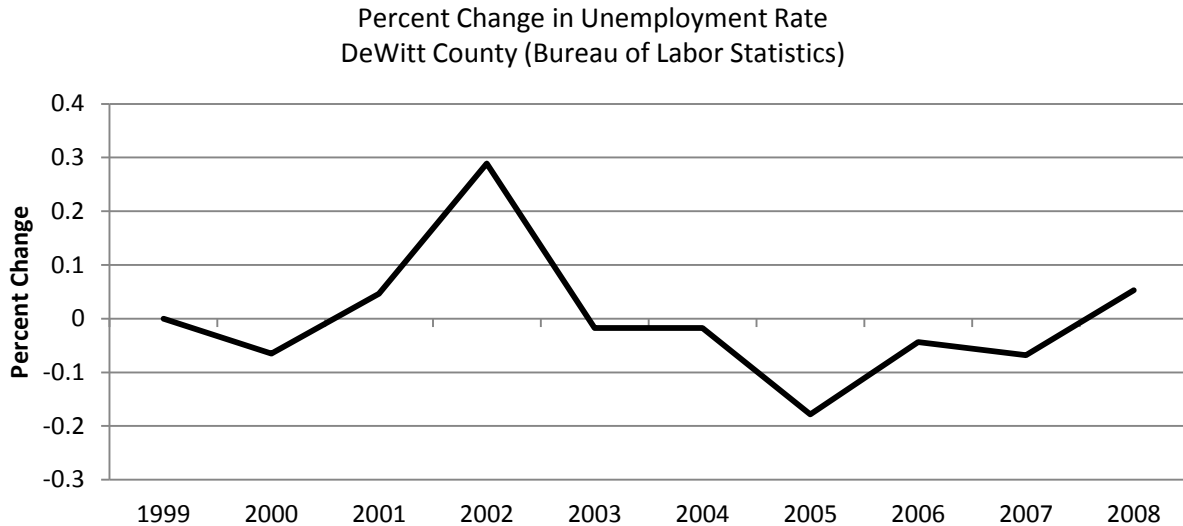
	2003	2004	2005	2006	2007
Texas	0.01	0.02	0.02	0.02	0.02
DeWitt County	0.04	-0.03	0.01	-0.01	-0.02
Comparison Areas					
Goliad County	0.01	-0.01	0.02	0.02	0.01
Gonzales County	0.06	-0.02	-0.01	0.01	0.00
Karnes County	0.03	0.00	-0.03	-0.02	-0.02
Lavaca County	0.06	0.02	0.01	-0.02	0.01
Victoria County	0.00	0.00	0.02	0.01	0.01

Source: Bureau of Labor Statistics

The five counties immediately surrounding DeWitt County have also maintained a relatively even percent changes of employment, with the exception of Karnes County. Only Karnes County has experienced a consistently negative percent change in employment from 2003 to 2007—especially from 2005 to 2007. Victoria County has had the most stable employment since 2003. Four of the six counties listed gained the most employment in 2003, and have since declined—including DeWitt County.

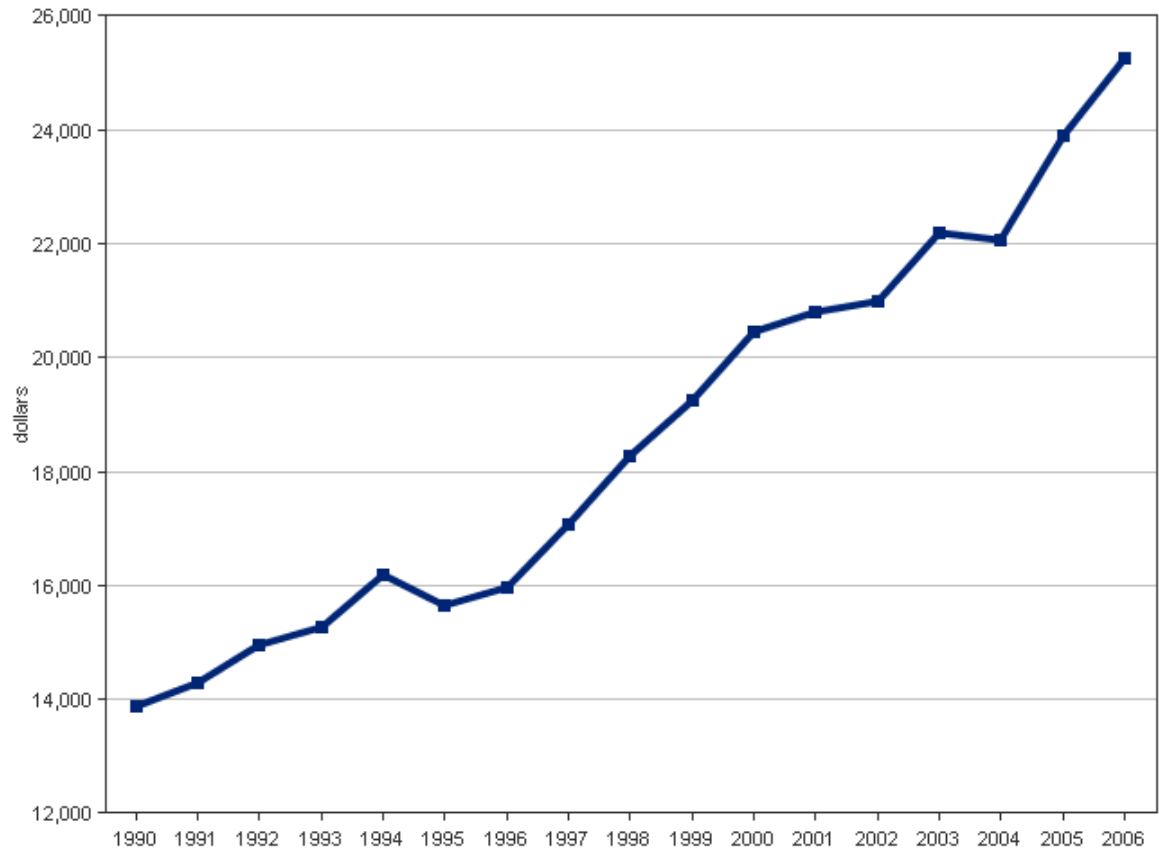


The graph above depicts the overall percent change in employment for DeWitt County from 1999 to 2008. The next graph displays the same information for the percent change in the unemployment rate. As expected, the peaks and troughs for each analysis are relatively opposite in orientation. The most obvious depiction is in 2002 where the percent employment change was the greatest, and yet the overall unemployment rate fell significantly. In more recent years, these trends have stabilized.



The per capita income, however, has risen steadily over the last 15 years. Between 1990 and 2006 the per capita income of the DeWitt County population has nearly doubled. However to more accurately analyze the rise in the income data for that period, the Consumer Price Index (CPI) which will adjust the incomes levels in respect to inflation over that time period will need to be used. Once this data set is adjusted, see below, it can be noted that there is not as dramatic a change in income between 1990 and 2006. However, even when adjusting for inflation, residents of DeWitt County still saw a rise of over 15% in per capita income.

DeWitt, Per capita personal income

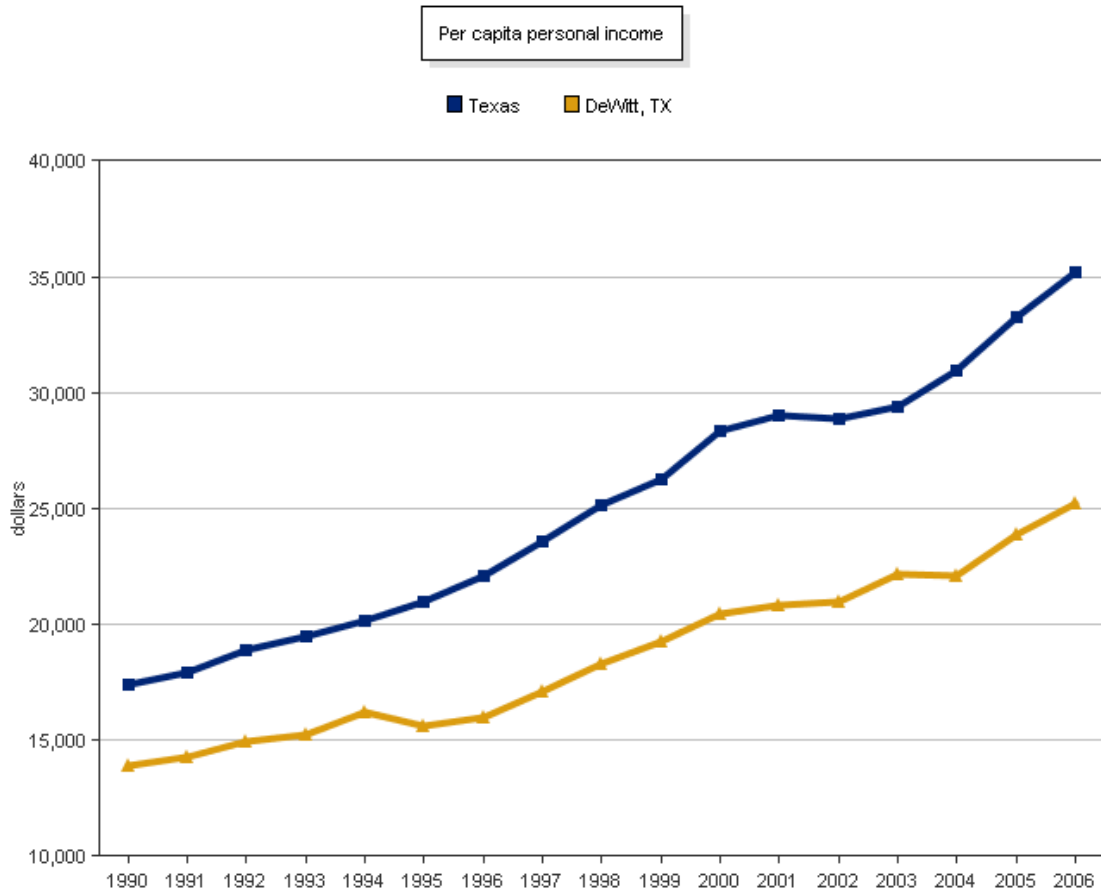


Per Capita Income, DeWitt County (Dollars)

Year	Per Capita Income	Annual		
		Average CPI*	Adjusted to 1990 base	1990 Real Dollars
1990	13,890	130.7	1	\$13,890.00
1991	14,286	136.2	1.042081102	\$13,709.11
1992	14,970	140.3	1.07345065	\$13,945.68
1993	15,284	144.5	1.10558531	\$13,824.35
1994	16,193	148.2	1.133894415	\$14,280.87
1995	15,641	152.4	1.166029074	\$13,413.90
1996	15,966	156.9	1.200459067	\$13,299.91
1997	17,076	160.5	1.22800306	\$13,905.50
1998	18,266	163	1.247130834	\$14,646.42
1999	19,239	166.6	1.274674828	\$15,093.26
2000	20,461	172.2	1.317521041	\$15,529.92
2001	20,795	177.1	1.355011477	\$15,346.73
2002	20,986	179.9	1.376434583	\$15,246.64
2003	22,202	184	1.407804132	\$15,770.66
2004	22,073	188.9	1.445294568	\$15,272.32
2005	23,910	195.3	1.494261668	\$16,001.21
2006	25,255	201.6	1.542463657	\$16,373.16
DeWitt Earnings change				
			%	15.17%

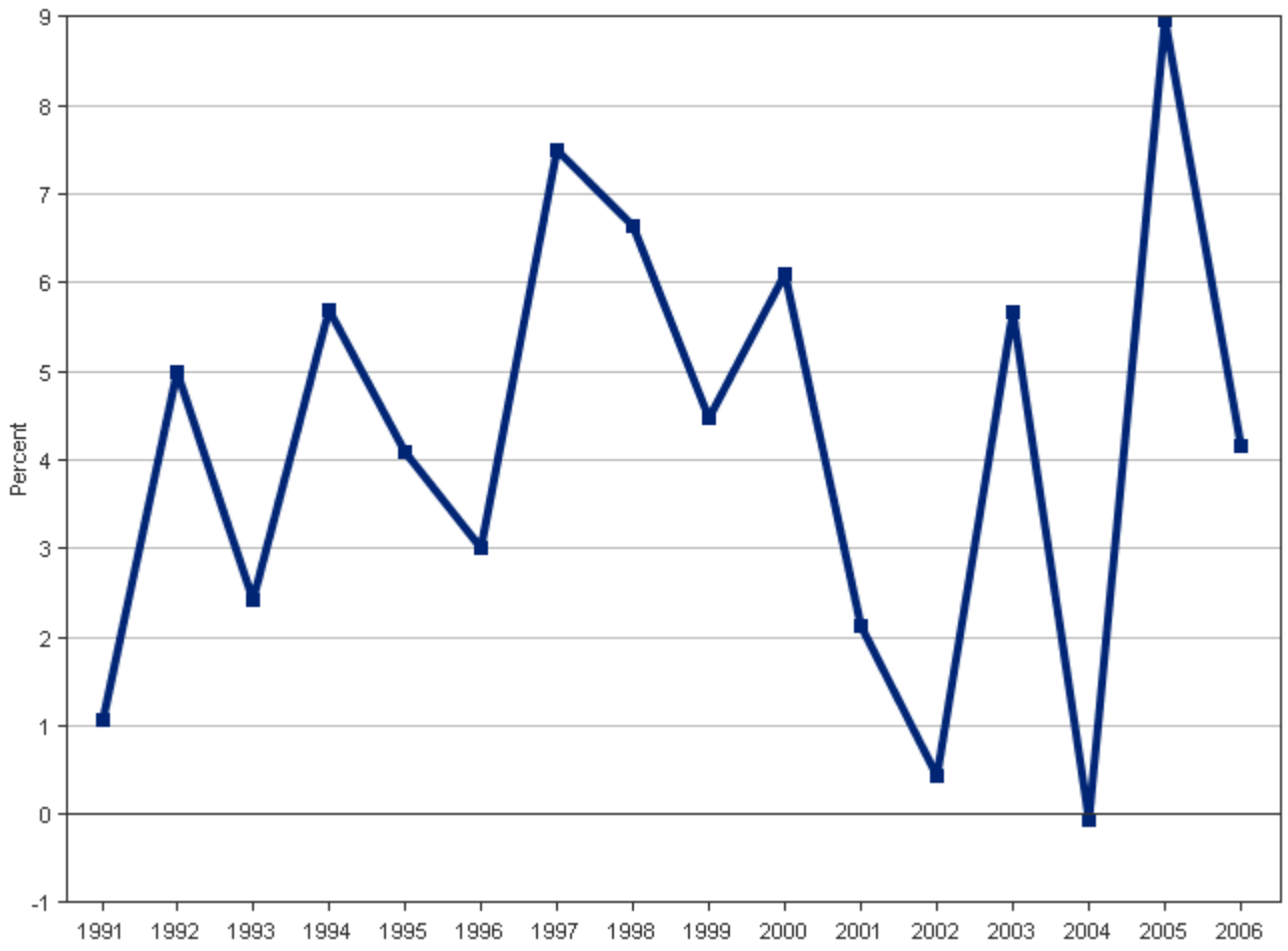
Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, Regional Economic Accounts, *Consumer Price Index

Compared to Texas, DeWitt County has seen a relatively similar rise in average per capita income. Even though the average is less overall, the area has matched the overall changes in income over time, meaning DeWitt County's economy has a strong relationship to the Texas economy.



From year to year, DeWitt County's percent change in per capita income has risen and fallen alternately, although between 1991 and 2006 the area has produced an overall positive change in per capita income—more than 3 percent. It is important to note that from 2004 to 2005 the percent change in per capita income jumped from its lowest mark within the period, to its highest—9 percent change in per capita income in one year.

DeWitt, Personal income, Percent change from preceding period



Most of the workers in and around the area of Cuero work in Health Care and Social Services, and/or Education—almost 50 percent total. These are good steady industries that serve as the primary anchor for the city’s employment. In addition, another almost 40 percent are employed in manufacturing, retail trade, finance and insurance, accommodation and food services, or public administration.

Jobs By Industry Tyoe	2006		2005		2004	
	Count	Share	Count	Share	Count	Share
Agriculture, Forestry, Fishing and Hunting	18	0.5%	18	0.5%	16	0.5%
Mining, Quarrying, and Oil and Gas Extraction	24	0.7%	22	0.6%	26	0.7%
Utilities	35	1.0%	36	1.0%	23	0.7%
Construction	42	1.2%	49	1.4%	48	1.4%
Manufacturing	400	11.4%	421	12.1%	351	9.9%
Wholesale Trade	88	2.5%	79	2.3%	89	2.5%
Retail Trade	428	12.2%	427	12.2%	463	13.1%
Transportation and Warehousing	18	0.5%	12	0.3%	10	0.3%
Information	37	1.1%	30	0.9%	29	0.8%
Finance and Insurance	118	3.4%	115	3.3%	126	3.6%
Real Estate and Rental and Leasing	95	2.7%	55	1.6%	67	1.9%
Professional, Scientific, and Technical Services	39	1.1%	42	1.2%	50	1.4%
Management of Companies and Enterprises	12	0.3%	4	0.1%	9	0.3%
Administration & Support, Waste Management and Remediation	14	0.4%	14	0.4%	13	0.4%
Educational Services	682	19.5%	655	18.8%	696	19.7%
Health Care and Social Assistance	899	25.7%	951	27.3%	933	26.4%
Arts, Entertainment, and Recreation	18	0.5%	11	0.3%	7	0.2%
Accommodation and Food Services	191	5.5%	193	5.5%	239	6.8%

Jobs By Industry Tyoe	2006		2005		2004	
	Count	Share	Count	Share	Count	Share
Other Services (excluding Public Administration)	70	2.0%	85	2.4%	79	2.2%
Public Administration	270	7.7%	270	7.7%	261	7.4%

Overall, DeWitt County has experienced a steady, but declining, labor force. It has not performed as well as the immediate surrounding counties, although this difference is small. However, DeWitt County has also experienced a steady per capita income that is comparable to Texas. A snapshot of employment by local industry reveals that the majority of employment is in Education and Health Care. This suggests that other industries should offer opportunities to welcome future employment.

“Windshield” Survey Results

Date: Saturday, February 21, 2009

Through a number of visits to Cuero by team members, valuable direct observations were made regarding the City and its residents. Information that is not as evident in standard data collection methods was obtained, as well as a more complete understanding of the community. One form of direct observation used by the Team was a “windshield” survey. This technique is essentially observations made by driving around and looking through the windshield. “Windshield” surveys, in particular, allow the observer to record neighborhood characteristics, building conditions and construction, centers of activity, transportation modes, and provide a broad view of the community as a whole. When completing a survey of this nature, it is imperative to remain objective while understanding personal limitations and biases.

The survey took place on Saturday, February 21, 2009. Beginning in the morning and lasting through the late afternoon, the observation team’s time was spent at the HEB shopping center, Wal-Mart, and downtown. Team members also toured the quieter streets in town by driving through various residential neighborhoods. Overall, there appeared to be little activity throughout the town. A Saturday in Cuero, as in many small Texas towns, tends to be quiet since many businesses and local government offices are closed. The lack of open businesses, restaurants in particular, proved to be frustrating when team members tried to find a place for lunch. Cuero has its share of fast food establishments, but the character of the town seemed to be wasted by dining at a chain restaurant.

“Windshield” surveys can also be useful in assessing a town’s socioeconomic features. One method used is to simply note the type, age, and condition of vehicles driven by residents. For Cuero the vehicles seen were mostly non-luxury, products of domestic manufacturers (Ford, Chevy, Dodge), and spanning the normal age range. There were also numerous pickups which coincide with the town’s

strong agricultural traditions. Regarding mode choice, overall there were very few pedestrians and cyclists, with the primary mode choice being the private automobile. Another measure of socioeconomic conditions is the type, age, and condition of local buildings. Although there were dilapidated buildings and lots throughout the town, the majority of commercial and residential buildings were in good condition and yards appeared to be well-maintained. There were also a number of historic buildings that gave the town a strong sense of character. To summarize, vehicle and building condition observations imply that Cuero is a mostly blue-collar city with citizens that take pride in their homes and businesses.

After hearing concerns from citizens regarding the size and parking of the Cuero HEB, we stopped there to observe the store and parking lot. Although the store is not a full-size grocery store, it seemed to accommodate the number of customers well. Ideally the town would have a larger HEB with dedicated space for a bakery, meat counter, deli, and other features found in larger stores. Unfortunately for such a small town we found that the current store met the town's needs. Without a significant increase in population (at minimum several thousand people) Cuero will have to settle with their current store. As for parking we felt the current lot was adequate. Parking directly in front of the HEB did seem to fill quickly, but there were plenty of empty spaces throughout the rest of the parking lot. Customers are forced to walk further to those spots, but the distance is comparable to the parking distances found in the Wal-Mart lot.

One of the few activity centers, outside HEB and Wal-Mart, was the group of antique/resale/curio shops downtown. These shops offer an eclectic assembly of odd, old, and unique items. While team members were inside one store they happened to overhear another customer say that Victoria did not have a shop of similar character. Unfortunately, there appeared to be very little street activity downtown; most parking spots remained empty, few pedestrians walked the streets, and a number of stores and restaurants were closed.

In addition to visiting the City of Cuero, the team also travelled to Victoria. This quick reconnaissance of the space between the two cities along US 87 revealed that there is very little development between them. Trip time was approximately 20-25 minutes to reach the outskirts and loop. We then drove into downtown and observed businesses in the area. Victoria's downtown had a similar character to Cuero's, but with a slightly more urban feel. Next we turned north to Highway 463 and observed a large HEB, hospital complex, and the numerous commercial buildings associated with the Victoria Mall. The overall impression by the team members was that the drive to Victoria felt brief and convenient enough to provide Cuero residents with the necessary goods the Cuero market does not supply.

Refer to Appendix A for a list of Cuero businesses. Those with addresses listed were taken directly from the building during the visit.

Land Use

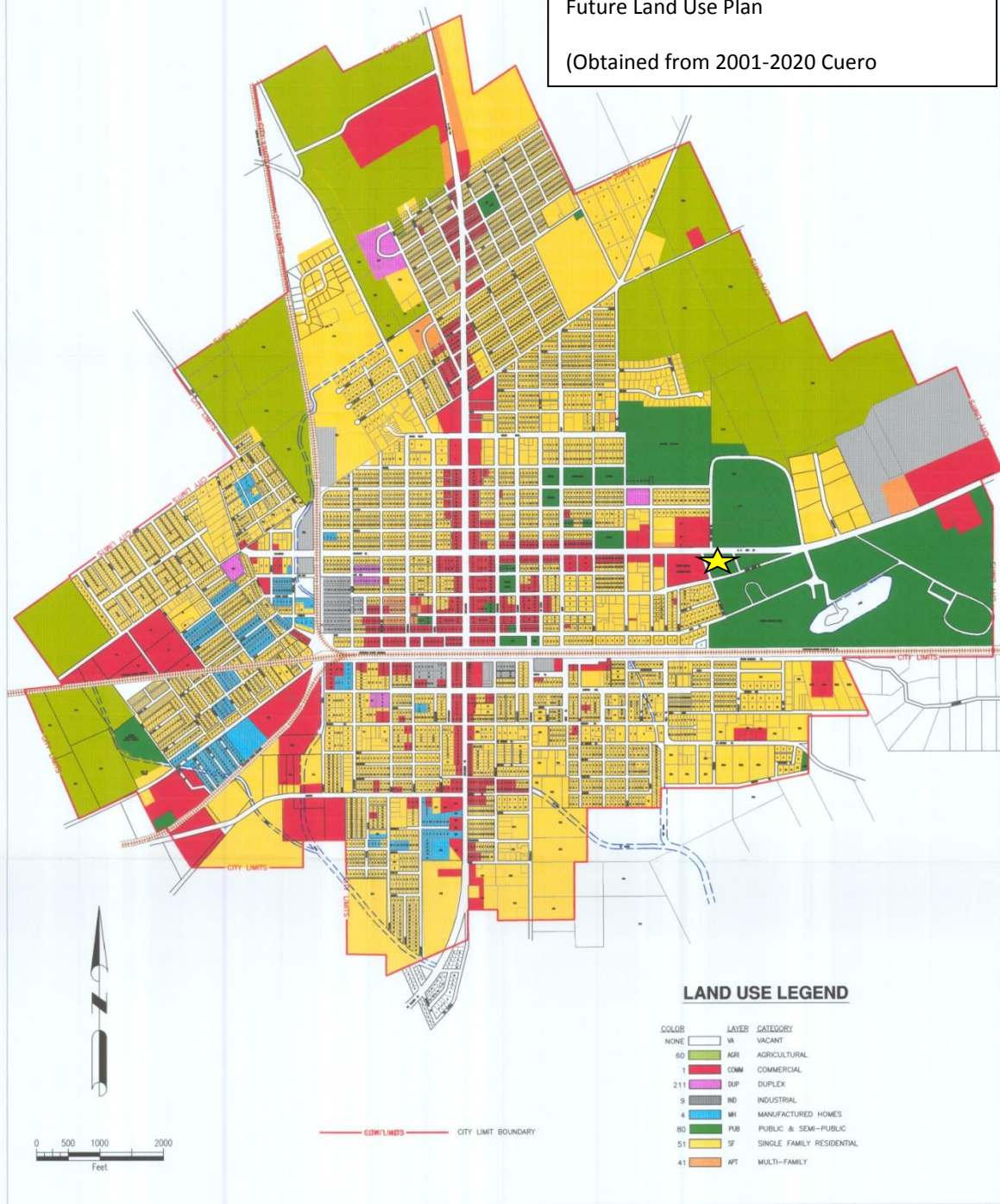
The City's land use regulations are delineated within a unified development ordinance referred to as the *Code of Cuero*. The document can be found at the American Legal Publishing online library (http://www.amlegal.com/cuero_tx/). Though there is a wealth of information contained within the Code, *Title XV: Land Usage* covers the regulations guiding land development. This section consists of the following subtopics: Building Regulations; Flood Damage Prevention; Mobile Homes and Mobile Home Parks; Oil and Gas Wells; Subdivision Regulations; Signs; Electrical Code; Telecommunications; and Zoning. Of those, the two most relevant to the project are Subdivision Regulations and Zoning. The

Subdivision Regulation section includes subdivision platting procedures and specifications; planning and design standards relating to streets, alleys, easements, blocks, lots, building lines, public sites and open spaces, utilities, drainage facilities, and street signs; and, administration and enforcement. The Code does not specify between commercial and residential development in the subdivision requirements.

Land Use	Acres	Percent
Vacant	235	7.6
Agricultural	649	20.9
Single Family Residential	939	30.2
Multi-Family Residential	22	0.7
Mobile Homes	40	1.3
Commercial	225	7.2
Industrial	35	1.2
Public/Semi-Public	366	11.8
Streets and RR ROW	594	19.1
Total	3105	100.0

Future Land Use Plan

(Obtained from 2001-2020 Cuero)



LAND USE LEGEND

COLORS	LAYER	CATEGORY
NONE	VA	VACANT
60	AGR	AGRICULTURAL
1	COMM	COMMERCIAL
211	DUP	DUPLEX
9	IND	INDUSTRIAL
4	MH	MANUFACTURED HOMES
80	PUB	PUBLIC & SEMI-PUBLIC
51	SF	SINGLE FAMILY RESIDENTIAL
41	MFT	MULTI-FAMILY

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EXHIBIT
G

**2001 - 2020
CITY OF CUERO, TEXAS
FUTURE LAND USE**

The map on the previous page represents the future land use plans of the City. The acreages and percentages of existing land uses are shown in the following table (Obtained from 2001-2020 Cuero Planning/Capacity/Building Project Report). As the table indicates, commercial uses make up a comparatively small percentage of total number of acres suggesting a relative need for commercial development.

Transportation and Infrastructure

The average one-way commute in Cuero takes 17 minutes. 79% of commuters drive their own car alone. 13% carpool with others. Almost 0% take mass transit and 3% work from home.

Transportation	Cuero, Texas	United States
Commuter Time	17.2	27.4
Auto (alone)	79.29%	71.32%
Carpool	12.92%	14.52%
Mass Transit	0.20%	2.00%
Work at Home	3.47%	5.46%
Commuter Less Than 15 min.	68.32%	28.89%
Commuter 15 to 29 min.	15.66%	36.08%
Commuter 30 to 44 min.	8.99%	19.35%
Commuter 45 to 59 min.	1.95%	7.57%
Commuter greater than 60 min.	5.08%	8.12%

(www.bestplaces.net/zip-code/Cuero-Texas-77954.aspx)

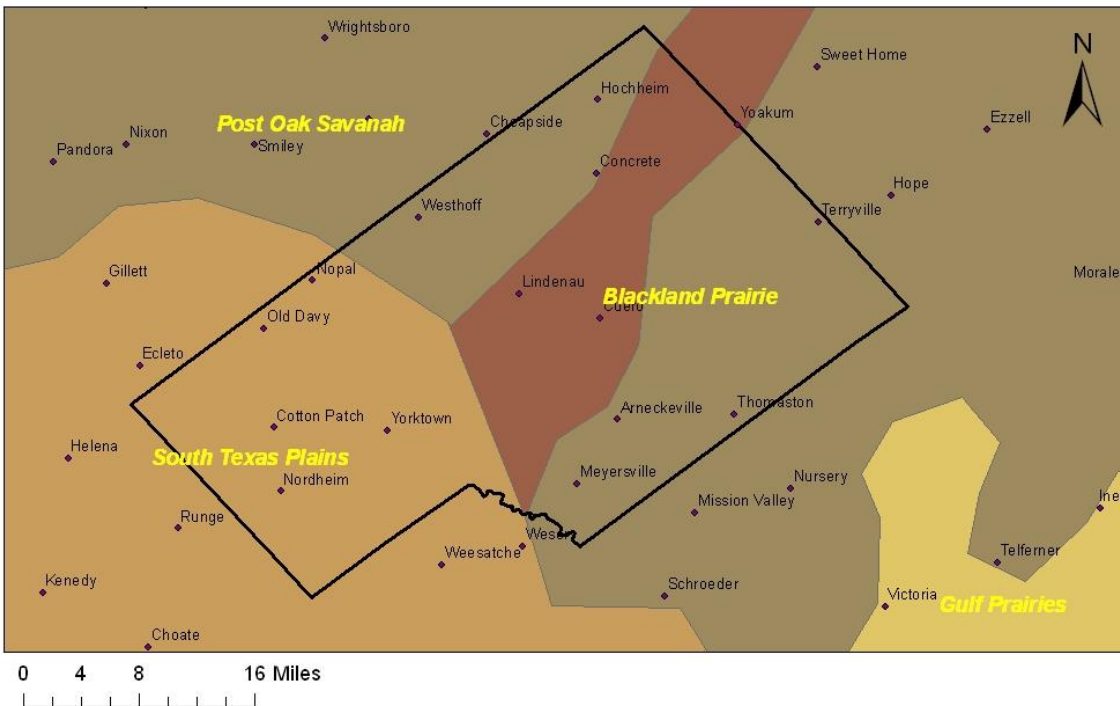
There is no specific transit agency that serves Cuero alone, but RTRANSIT (Rural Public Transportation) provided by Golden Crescent Regional Planning Commission provides its service to various counties including Dewitt and Victoria counties.

Environmental Conditions⁶

Numerous environmental amenities surround Cuero, Texas. The Cuero region is contained within the Texas Parks and Wildlife (TPWD) Oak-Prairie Wildlife Management District, which contains the Post Oak Savannah, Gulf Prairie, Blackland Prairie, and South Texas Plains ecoregions (TPWD, 2008a). An ecoregion, as defined by the World Wildlife Fund (WWF) is a "large unit of land or water containing a geographically distinct assemblage of species, natural communities, and environmental conditions" (WWF, 2006).

Oak trees interspersed in grasslands characterize a *Post Oak Savannah*. Early settlers observed bison, deer, turkey, bears, mountain lions, squirrels, and red wolves in this region. Today, most of the Post Oak Savannah habitat has been converted to pastures and farmland (TPWD, 2008a).

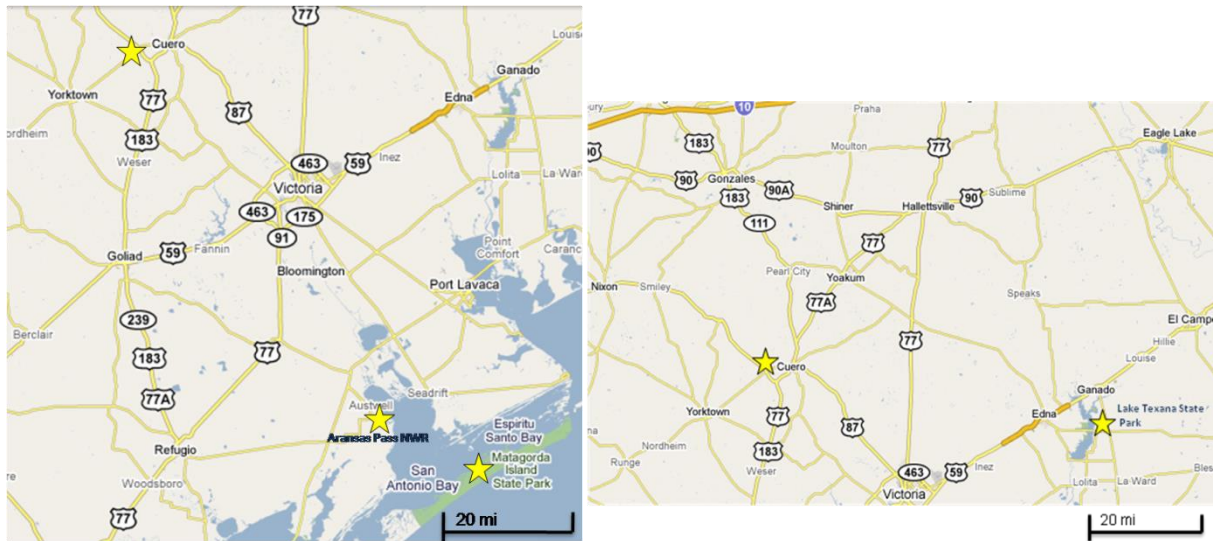
Dewitt County & Surrounding Ecoregions. (TNRIS)



⁶ AEHS, Inc. (2007). *Phase I: Environmental Site Assessment, TxDOT 947 E. Broadway, Cuero, Texas*. San Antonio, Texas.
(LNRA) Lavaca Navidad River Authority. (1996). *Lavaca Navidad River Authority*. Retrieved January 24, 2009, from About LNRA: <http://www.lnra.org/about.asp>;
(CBBEP)Coastal Bend Bays and Estuaries Program. (n.d.). *Welcome to the Coastal Bend Bays & Estuaries Program*. Retrieved January 24, 2009, from Coastal Bend Bays & Estuaries Program: <http://www.cbbep.org/index.html>; City of Cuero, Texas. (2009, February 3). *Water*. Retrieved February 24, 2009, from City of Cuero Texas: <http://www.cityofcuero.com/water.php>
Cuero Chamber of Commerce. (2008). *Things to do*. Retrieved January 24, 2009, from Cuero.org: <http://www.cuero.org/thingstodo.shtml#nature>; (TCEQ) Texas Commission on Environmental Quality. (2008). *Texas Attainment Status by Region*. Retrieved January 24, 2009, from Texas Commission on Environmental Quality: <http://www.tceq.state.tx.us/implementation/air/sip/siptexas.html#naas>; (TPWD) Texas Parks and Wildlife. (2007a, February 9). *Great Texas Wildlife Trails*. Retrieved January 24, 2009, from Texas Parks and Wildlife: http://www.tpwd.state.tx.us/huntwild/wild/wildlife_trails/coastal/; (TPWD) Texas Parks and Wildlife. (2007b, February 9). *Migration & Migratory Birds of Texas*. Retrieved January 24, 2009, from Texas Parks and Wildlife: <http://www.tpwd.state.tx.us/huntwild/wild/birding/migration/>; (TPWD) Texas Parks and Wildlife. (2008a, January 25). *Texas Parks and Wildlife*. Retrieved January 24, 2009, from DeWitt County: http://www.tpwd.state.tx.us/landwater/land/habitats/oak_prairie/regulatory/?county=deWitt; (TPWD) Texas Parks and Wildlife. (2008b, October 8). *Welcome to Texas Paddling Trails*. Retrieved April 15, 2009, from Texas Parks and Wildlife: <http://www.tpwd.state.tx.us/fishboat/boat/paddlingtrails/>; WWF World Wildlife Federation. (2006, July 11). *What is an ecoregion?*. Retrieved January 24, 2009, from World Wildlife Federation: http://www.panda.org/about_our_earth/ecoregions/about/what_is_an_ecoregion/

The *Coastal and Blackland Prairies* are tallgrass prairies similar to the Great Plains. Pre-settlement, the Coastal Prairie spanned over 6 million acres of the Texas and Louisiana coasts. Bison, antelope, and red wolves habituated the Coastal Prairie. Today, less than one percent of the original Coastal Prairie remains. Most of the land has also been converted to pasture and croplands. However, this region is still abundant with numerous flora and fauna such as hawks, deer, and ibis. The Coastal Prairie is home to the endangered Attwater's Prairie Chicken and the Whooping Crane. There are no endangered species habitats in Cuero, but, historically the Whooping Crane and the Attwater's Prairie Chicken were likely to be found in or near Cuero. In addition, an extensive number of flora and fauna can be found in Cuero and Dewitt County (TPWD, 2008a).

State Parks and NWRs within 100 miles from Cuero, Texas (Google Maps)



Two major forces formed both the Post Oak Savannah and the Coastal Prairie ecoregions: bison and fire. Fire suppression has led to the overgrowth of woody shrubs in lieu of prairie grasses. Much of the remaining acreage serves agricultural or urbanized purposes. The future of the Post Oak Savannah and the Coastal Prairie ecoregions are in the hands of landowners, as most of the land in Texas remains privately owned (TPWD, 2008a).

Cuero is located on the Great Texas Coastal Birding Trail, part of a series of wildlife driving trails throughout the state of Texas (TPWD, 2007a). Numerous bird species fly over Cuero during fall and spring migrations, making Cuero an ideal location for bird-watching ecotourism. Avid bird watchers may even observe the endangered Whooping Crane flying over Cuero (TPWD, 2007b). Other wildlife viewing, hunting, and fishing opportunities can be found in the nearby Matagorda Bay and Lake Texana state parks, private ranches and farms, private beach residences, and at the Aransas Pass National Wildlife Refuge. Many tourists drive through Cuero en route to these destinations. The new development at our site has the potential to capture this market.

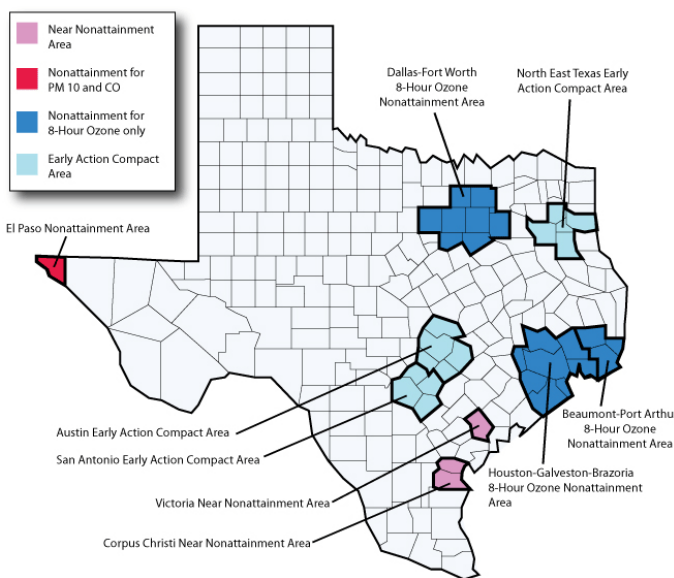


Cuero contains a city park with amenities such as a golf course, sports fields, an outdoor amphitheater, a club house, a swimming pool, picnic areas, fishing areas, walking trails, and a rodeo arena. Dewitt County is called the “Wildflower Capital of Texas”, where over 1,000 species of wildflowers bloom throughout the year, with spring the pinnacle viewing opportunity. The Texas Legislature designated April as the Texas Wildflower Month (Cuero Chamber of Commerce, 2008).

Cuero is located east of the Guadalupe River, and, recently, the City of Cuero has received permission to apply for a TPWD Inland Paddling Trails site along the Guadalupe River (S. Pennell, Cuero Development Corporation, April 15, 2009; personal communication). The TPWD Inland Paddling Trails program initiative develops inland

and coastal kayaking and canoe trails throughout the state. Trail development includes trail site promotion through TPWD, the development of trail maps, signage, and other information in exchange for a local commitment to fund and maintain the trails. Other criteria such as water flow, water quality, and the availability of natural attractions are considered by TPWD (TPWD, 2008b). If this future paddling trail is to be developed, this provides Cuero with a great opportunity to offer a comprehensive ecotourism “package” to visitors, including canoeing/kayaking, hunting, fishing, wildflower viewing, and bird watching. Additionally, Victoria’s Riverside Park contains an established inland TPWD paddling trail; Cuero could expand on this nearby effort.

According to the US EPA, Cuero is part of four watersheds that eventually drain into Copano, San Antonio, and Matagorda Bays, which then drain into the Gulf of Mexico. These watersheds are managed and maintained through governmental and non-profit volunteer organizations, such as the Lavaca-Navidad River Authority and the Coastal Bend Bays & Estuaries Program (LNRA, 1996; CBBEP, n.d.). The municipal water supply of Cuero originates from groundwater aquifers (City of Cuero, 2009). The western portion of Cuero is prone to flooding, as it is located along the banks of the Guadalupe River. However, the topography of the site of concern, 947 East Broadway, is situated at high elevation and is not within the 100 or 500 year floodplain.



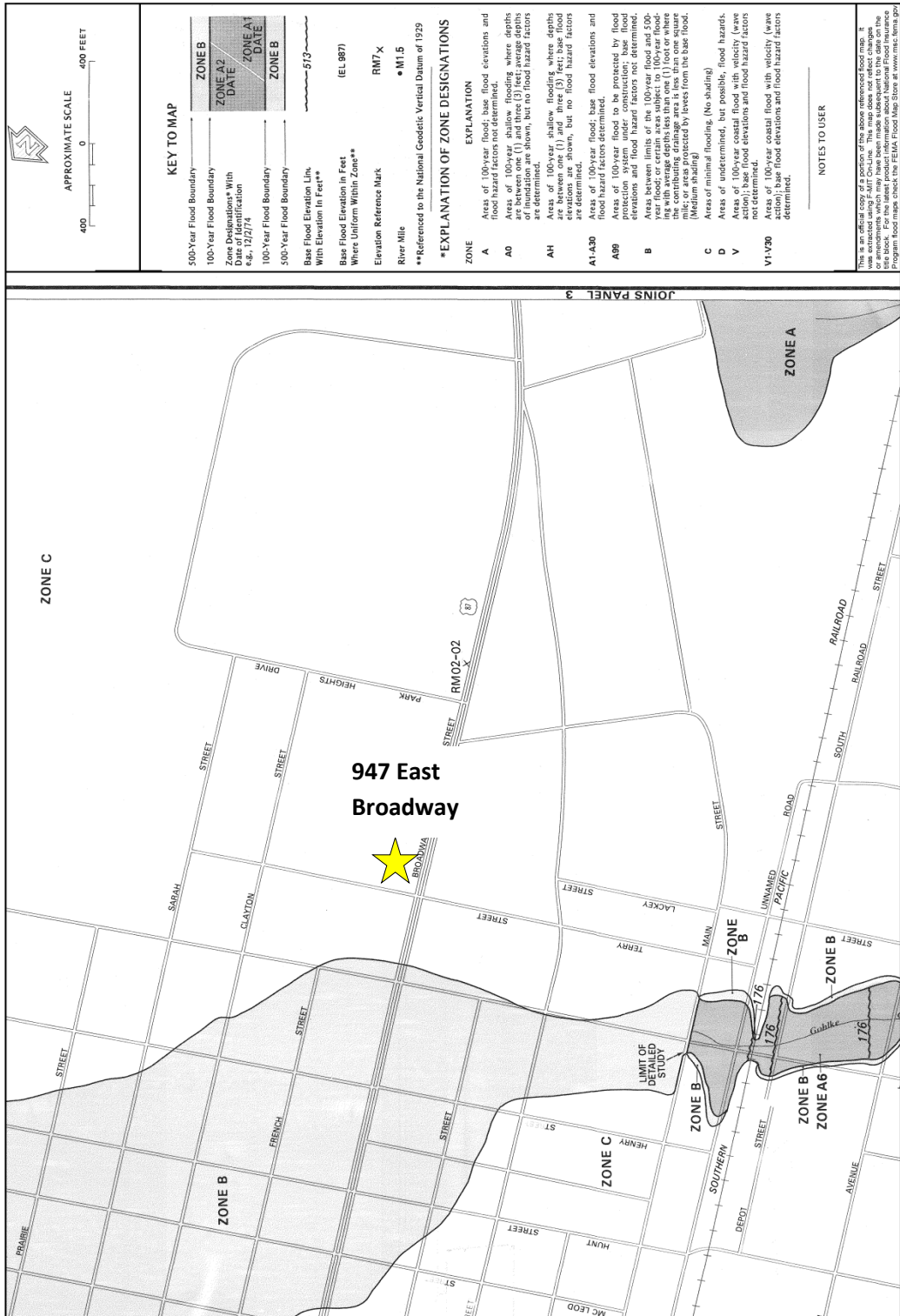
TCEQ Regional Air-Quality Attainment Levels (TCEQ, 2008)

Finally, air quality with the Cuero region is within the federal attainment standards. However, the nearby Victoria region is nearing non-attainment. Air quality standards may become an issue within the next few years.

No major problems with water or soil contamination could be found in Cuero. Some nearby watersheds contain elevated levels of bacteria and depleted oxygen levels (TCEQ, 2008). The site at 947 East Broadway was once a Texas Department of Transportation (TxDOT) fleet vehicle maintenance site. Cuero Development Cooperation initiated an Environmental Site Assessment in order to appraise any

hazardous conditions at the site (as per the Environmental Protection Agency's Innocent Landowners Standards). Two underground storage tanks were removed from the site, four tanks were filled, and two tanks remain in the ground. No further action needs to be taken pertaining the removed and filled tanks. No soil contamination was found in the Environmental Site Assessment. However, it is likely the dilapidated structures on the site contain asbestos and lead-based paints and care will need to be taken when conducting future work on the site (AEHS, 2007).

Figure 1. Site Flood Plain Map



Cuero Government Characteristics

The City of Cuero uses a Council-Manager form of government. This form of government is characterized by a City Council in which all powers are vested, including the appointment of a City Manager responsible for the execution of laws and government administration. The City Council consists of six members, plus the mayor. The City Council also appoints members to the Planning and Zoning Commission. With a population of over 5,000 residents, Cuero has attained Home Rule City status which, among other powers, grants the City the right of annexation and eminent domain. City documents include the City Council Home Rule Charter, City of Cuero Code of Ordinances, and the 2001-2020 Cuero Planning/Capacity/Building Project Report. Within the Report is the Cuero Strategic Plan which outlines first, second, third, fourth, and fifth year objectives. Objectives include increasing Chamber of Commerce membership, committee meeting scheduling, development incentives, recreation, spec building, and community marketing, to name a few .

Planning, Zoning, Platting, and Economic Development

Plat Review

Sections 154.15 through 154.20 describe in detail the requirements of the platting procedure from pre-application to final plat approval. These requirements should be referenced and strictly adhered to by the developer throughout the process. Appropriate sheet size, scale, and the necessity of a topographic map are explained in §154.16, Preliminary Plats, as well as the requisite data to be exhibited on the preliminary plat. Upon submittal of the preliminary plat, the City Manager will review the plat and complete a written report to present to the Planning Commission. The Commission will then either give the plat conditional approval or disapproval. Section 154.18 provides comprehensive guidelines similar to the preliminary plat guidelines for the preparation of the final plat, while §154.19 covers final plat approval.

Planning and Design Standards

This section ensures that the specific standards for the previously listed elements are adhered to. Streets, alleys, blocks, and lots do not thus far appear to be a factor on this specific piece of property because the property does not require roads and will not be broken into lots. Utility easement standards, as presented to the developer during the platting process, will be a factor in site planning. Building frontages are recommended to face Highway 87, while the siting and design should be compatible with other buildings in the area. Setbacks along Highway 87 are set at a minimum of 20 feet. It is also expected that utility wires be buried underground when feasible, natural and complementary paint colors are used, and unattractive, but essential, uses such as dumpsters and utility boxes are screened from public view.

Parking

Parking regulations are covered in §158.007 of the Zoning section in Title XV. The standards for commercial establishments are as follows:

Offices and Banks	3.3 per 1,000 sq. ft GFA
Clinics and Doctors' Offices	8.0 per 1,000 sq. ft GFA
General Retail	4.0 per 1,000 sq. ft GFA
Shopping Centers	5.5 per 1,000 sq. ft GFA
Car Wash	0.3 per employee, plus 1.0 for owner or manager, plus resevoir parking
Restaurants	0.3 per seat
Hotels, Motels	1.25 per rentable room, plus 0.5 per employee on any one shift
Halls for meeting, dancing, social events	5.0 per 1,000 sq. ft GFA
Bowling Alleys	5.0 per 1,000 sq. ft GFA
Pool Halls	5.0 per 1,000 sq. ft GFA

*Reservoir parking requirements stated in §158.007.A. 1.b.

Parking standards vary based on the situation, such as number of uses or delivery occurrences. A minimum parking stall area of 175 square feet is required, and access driveways have a minimum width requirement of 11 feet and maximum of 30 feet. These spaces must also be in compliance with construction, maintenance, and drainage according to City specifications. With Board of Adjustment approval, shared parking, unused capacity of an adjacent property, proof that the majority of patrons do not use a personal automobile to and from the site, and undue hardship can all lead to a case where parking requirements are reduced.

Zoning Districts

Within the City of Cuero, there are eight zoning districts, plus a Planned Development District (PD). The districts include Agricultural District (AG), Single-Family Residential (R-1), Two Family Residential (R-2), Multiple Family Residential (R-3), General Commercial (C-1), Industrial (I-1), Manufactured Home (MH), and Manufactured Home Park (MHP). The site is currently zoned General Commercial. C-1 has a number of permitted uses which are listed in §158.034 of the Code. Refer to Appendix B for a list of permitted uses provided in that section.

Requirements for area, yard, height, and lot coverage are stated in §158.040 and §158.041. Section 158.041 covers supplementary district regulations involving screening elements for residential and non-residential districts; accessory buildings; projections of buildings, structures, and appurtenances; and,

parking, storage or use of major recreational equipment and vehicles. District regulations from §158.040 are listed in the table below.

	<u>AG</u>	<u>R-1</u>	<u>R-2</u>	<u>R-3</u>	<u>C-1</u>	<u>I-1</u>	<u>MH</u>
Minimum Side yard (ft.)	5	5	5	5	A	A	5
Minimum Side Yard Corner Lot (ft.)	5	5	5	5	5	5	
Minimum Rear Yard (ft.)	15	15	15	15	A	15	15
Minimum Front Yard (ft.)	20	20	20	20	A	A	20
Minimum Lot Area (sq. ft.)	2 acres	5,000	5,000	5,000	A	A	5,000
Minimum Building Size (sq. ft.)	1,000	F	B	B	0	0	1,000
Masonry and Roofing	A	C	C	C	A	A	A
Fencing	G	G	G	G	G	G	G

Excerpt from City Ordinance:

Schedule of District Regulations.

- A. None required except where a non-residential use abuts a residential lot the requirement shall be the same as the adjoining residential zone and shall comply with visibility and parking requirements as provided within this chapter.
- B. Minimum building size shall be for one bedroom unit- 650 square feet; two bedroom-780 square feet; three bedroom- 930 square feet.
- C. Masonry requirements shall mean the entire front facade (wall) for non-corner lots and the two street-facing facades for corner lots. The material can be brick, stone, glass, wood, or similar materials, but shall not be metal. Roofing materials shall be composition shingles, wood shingles, tile, or similar materials, but shall not be metal.
- D. Lot area shall be not less than 5,000 sq. feet for dwelling unit construction. For each dwelling or dwelling units over 3 in number, an additional 1,000 sq. foot is required. A maximum of 16 units may be constructed per acre.

- E. Refer to § 152.31 for additional Manufactured Home District regulations.
- F. Minimum building size shall be for one bedroom - 800 square feet; two bedroom - 1,000 square feet; three bedroom - 1,200 square feet.

The Schedule of District Regulations notwithstanding, the exterior of additions and/or modifications to existing non-masonry single family residential structures and accessory buildings to such structures may consist of materials consistent with the exterior of the existing structure.

If C-1 is not an appropriate designation for the site based on the uses suggested in this document, a PD is another option for the developer. A PD within Cuero is intended to provide developers with flexibility in the application of planning concepts for site plans approved for development. The Code suggests the following development types for PDs: large shopping centers; housing development on tracts of five acres or more; Industrial parks or districts on tracts of ten acres or more; medical center or hospital; civic center and/or community center; Office, motel or hotel center on tracts of two acres or more; recreation center; research park or scientific research center; or a combination of uses which are not customarily allowed in the established districts. An application for a PD District is considered an amendment to the zoning ordinance. The application is required to include the following information: proposed uses, development requirements, and a concept plan. The authorization of the application can act as the preliminary plat approval, and must be developed before the issuance of building permits.

State of the Site

This section describes the former Texas Department of Transportation site for which the student urban planning team is developing possible site plans for redevelopment.

Description

The site at 947 Broadway, Cuero, DeWitt County, Texas used to be a TxDOT property. Now it belongs to the Cuero Development Corporation. The area is 4.519 acres. Most of the surface is paved by asphalt. The existing structures include an office building (800 square feet), a warehouse (2025 square feet), and an equipment sheds; none are in use.

Geology and soils

The Soil Reports is supplied for the site exclusively by the National Cooperative Soil Survey⁷ (Appendix A). The Silvern series (50 percent of the site) consists of deep, well-drained, moderately permeable gravelly soils that formed in sandy and gravelly ancient alluvium associated with Citronelle geology. These gently sloping and sloping soils are on uplands. Slope gradients are mainly from 1 to 5 percent, but range to 8 percent. The Ellen series (40 percent of the site) consists of deep, moderately well drained, moderately slowly permeable soils formed in ancient alluvial sediments. These soils are on nearly level to gently sloping stream terraces or deltaic deposits. Slope gradients range from 0 to 5 percent, up to about 5 percent.

Dwellings and Small Commercial Buildings– DeWitt County, Texas							
Map symbol and soil name	Pct. of map unit	Dwellings without basements		Dwellings with basements		Small commercial buildings	
		Rating class and limiting features	Value	Rating class and limiting features	Value	Rating class and limiting features	Value
SkD—Silvern-Ellen complex, 1 to 8 percent slopes							
Silvern	50	Not limited		Not limited		Somewhat limited	
						Slope	0.13
Ellen	40	Not limited		Somewhat limited		Not limited	
				Depth to saturated zone	0.99		

⁷ A joint effort of the United States Department of Agriculture and other Federal agencies, State agencies including the Agricultural Experiment Stations, and local participants.

Soil Reports— DeWitt County, Texas												
Map unit symbol and soil name	Depth	USDA texture	Classification		Fragments		Percentage passing sieve number—				Liquid limit	Plasticity index
			Unified	AASHTO	>10 inches	3-10 inches	4	10	40	200		
	<i>In</i>				<i>Pct</i>	<i>Pct</i>					<i>Pct</i>	
SkD—Silvern-Ellen complex, 1 to 8 percent slopes												
Silvern	0-54	Very gravelly loamy sand	GP, GP-GM	A-1	0	5-30	20-45	15-40	7-25	2-11	15-20	NP-5
	54-76	Very gravelly sandy clay loam, gravelly sandy clay loam, very gravelly sandy loam	GC, GP-GC, SC, SP-SC	A-2-6, A-2-7	0	5-25	25-60	20-55	15-35	8-30	28-50	11-33
	76-80	Very gravelly sandy clay loam, gravelly sandy clay loam, gravelly sandy loam	GC, GP-GC, SC, SP-SC	A-2-6, A-2-7	0	0-5	40-80	35-75	20-65	9-35	28-50	11-33
Ellen	0-10	Gravelly loamy sand	GM, GP-GM, SM, SP-SM	A-1	0	0-10	20-70	10-60	5-38	2-15	0-23	NP-3
	10-28	Very gravelly loamy sand, gravelly loamy sand, very gravelly sand	GM, GP-GM, SM, SP-SM	A-1	0	0-10	20-70	10-60	5-38	2-15	0-22	NP-3
	28-80	Very gravelly sandy clay loam, gravelly sandy clay loam	GC, GP-GC, SC, SP-SC	A-2-6, A-2-7	0	0-15	40-85	12-70	10-45	5-25	30-44	10-22

Data source information:

USDA Natural Resources Conservation Service - Web Soil Survey 2.1 National Cooperative Soil Survey
 Survey area data: Version 5, Jan 3, 2007 - (<http://ortho.ftw.nrcs.usda.gov/cgi-bin/osd/osdname.cgi?-P>)

As shown above, small commercial buildings or dwellings have no or little limitation in terms of soil conditions.

Water Hydrology

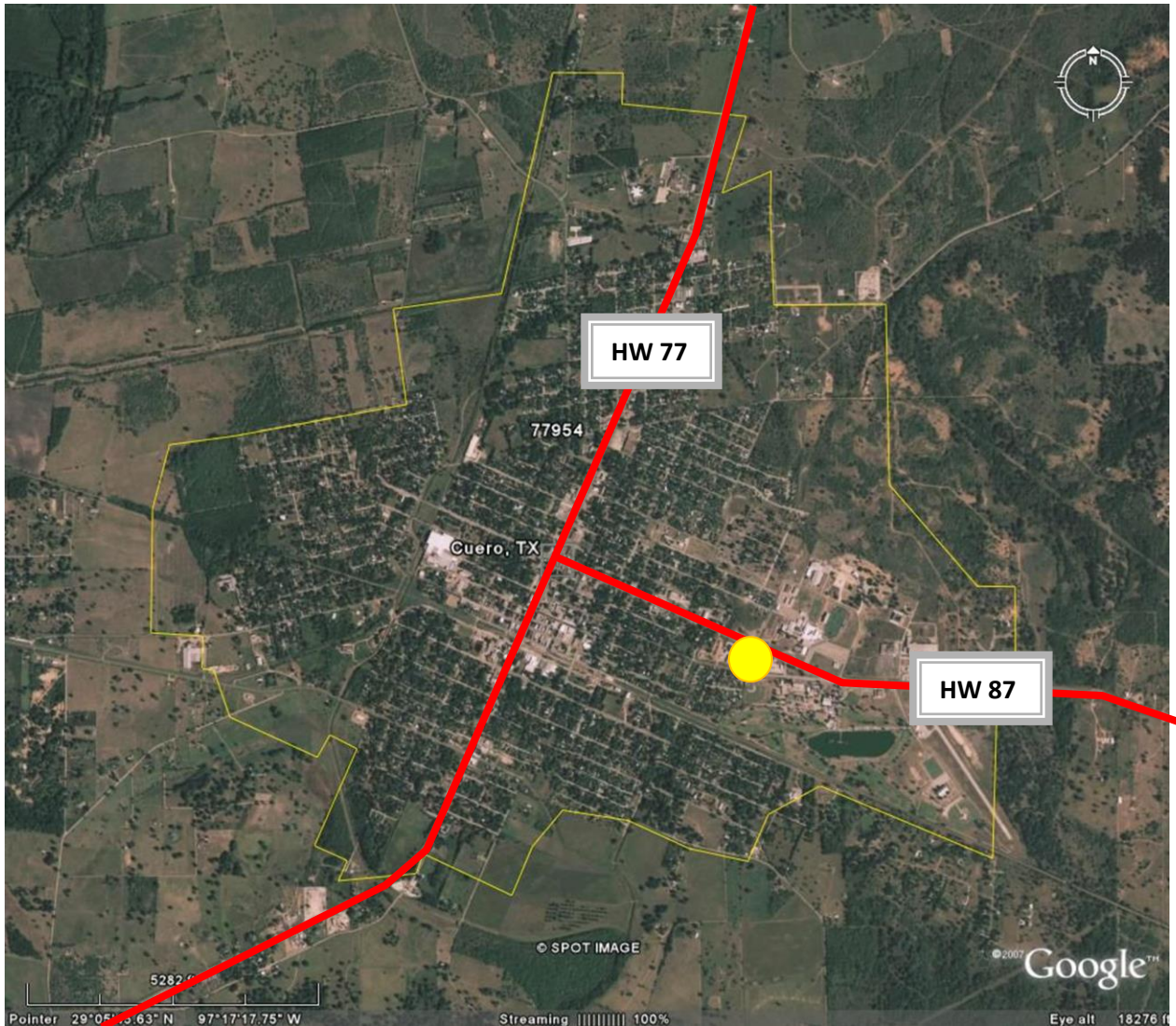
The average annual precipitation in this area is 32 to 43 inches. The *Silvern series* can be characterized by well-drained, very slow runoff; rapid permeability in the surface horizons and moderate permeability in the subsoil. The *Ellen series* can be characterized by moderately well-drained; slow runoff; moderately slow permeability; water drains rapidly from surface layers and is perched in thin layers from brief periods after rains in and above the Bt1 horizon (28 to 58 inches). There appear to be no hydrologic issues on the site at present.

Vegetation

Native vegetation of DeWitt County is mostly post oak, blackjack oak, mesquite trees and elm trees with an understory of little bluestem, paspalum, panicum, lovegrass and forbs. Part of the asphalt pavement that currently covers the site must be removed if any vegetation is to be used for landscaping.

Location and Traffic

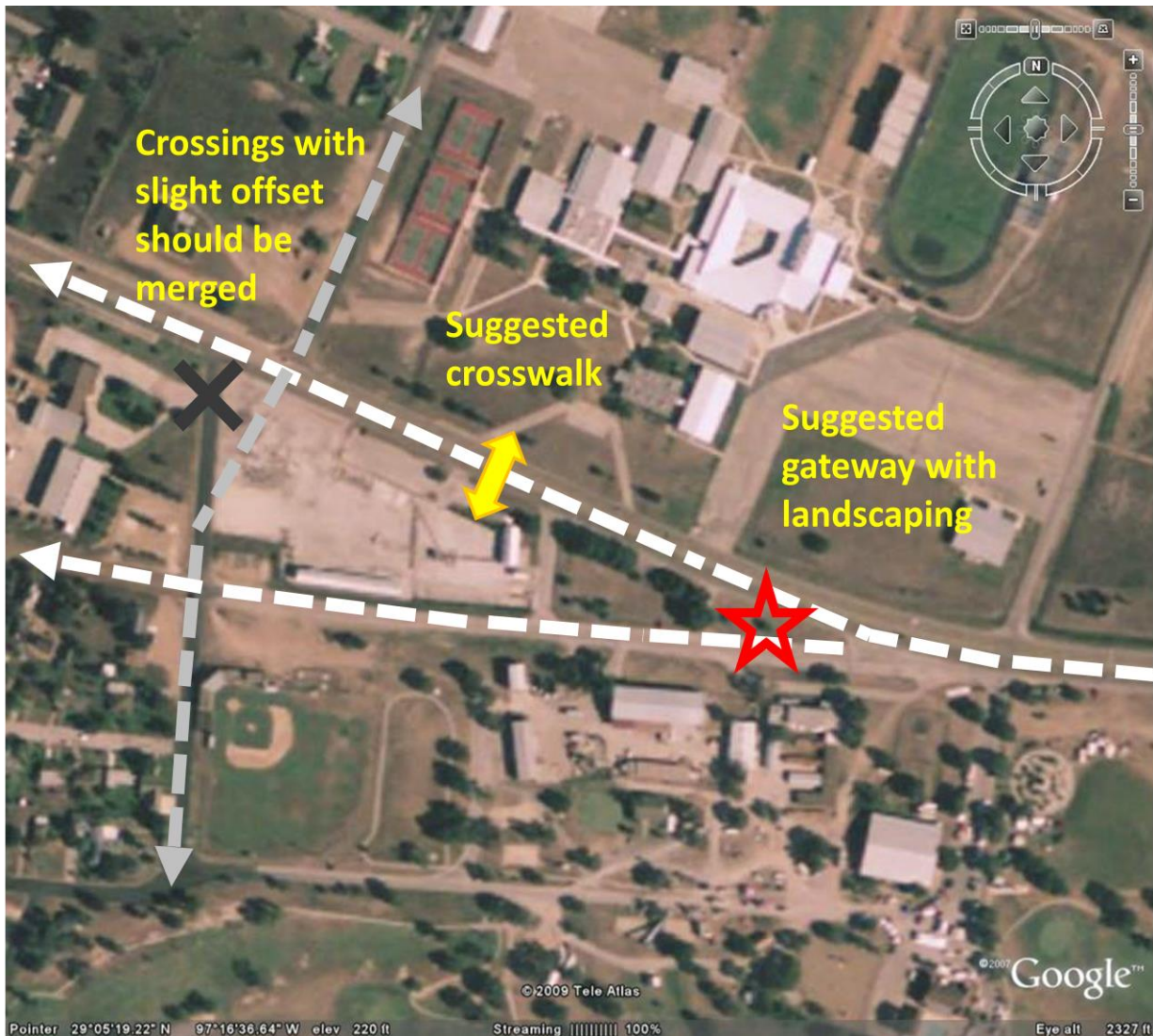
The site is located by U.S. Highway 87, Courthouse Street and Park Heights Drive (about half a mile from the intersection of Highway 87 and 77 in Downtown Cuero).



The Cuero High School campus is right at the other side of Highway 87. A new hotel opposite to the school across Park Heights Drive is under construction. The Guadalupe Valley Electric Cooperative on Park Heights Drive overlooks the west side. Cuero Gobbler Baseball Stadium is facing the southwest corner, while the Cuero Park Municipal Golf Course is beyond Courthouse Street to the south. The unnamed road bordering the east edge is also the base of a small triangular park sided by HW 87 and Courthouse Street.

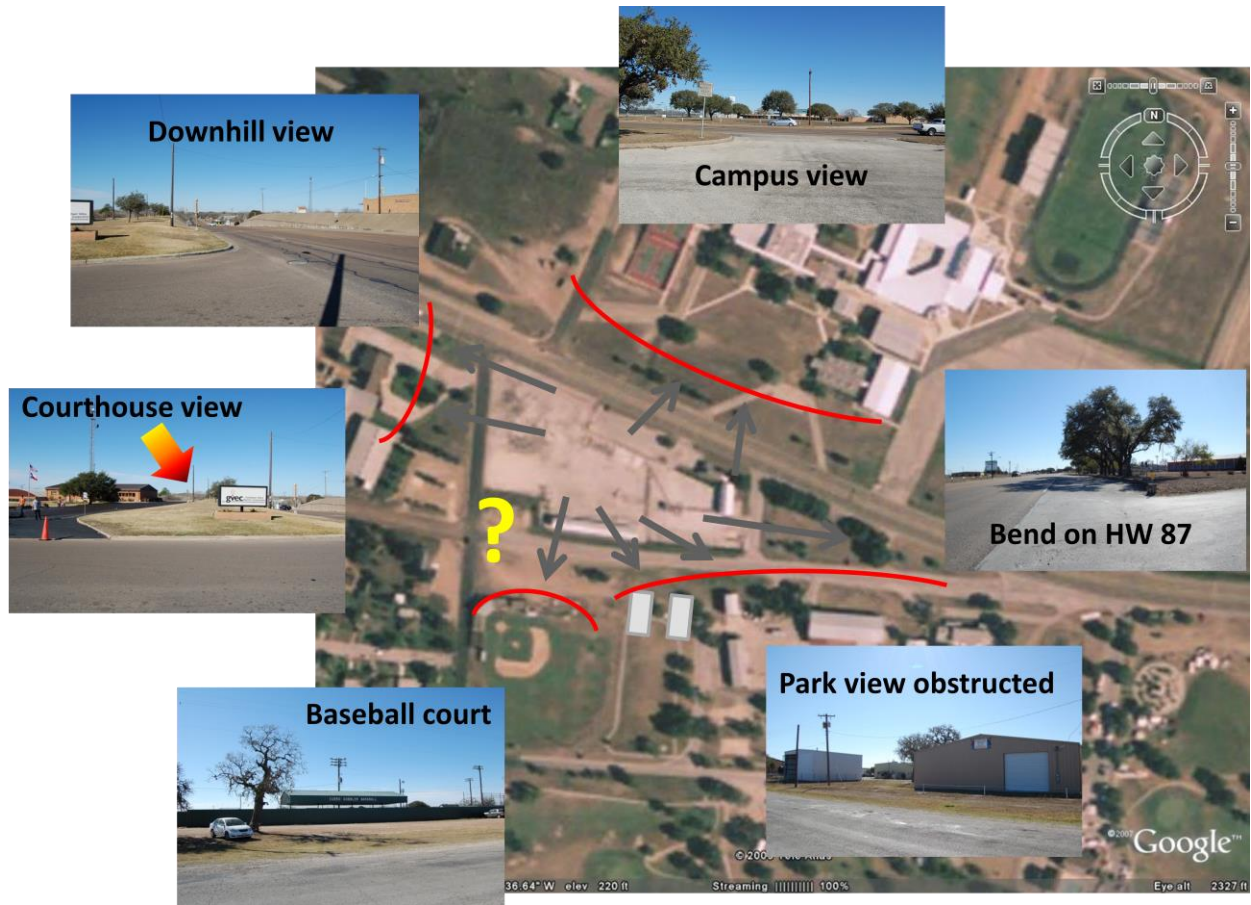
The site has good spatial proximity to the nearby school, park and sport facilities. However, connectivity is currently poor. We recommend a crosswalk or a pedestrian bridge on HW 87 at the school entrance to encourage pedestrians from the campuses and the new hotel to walk to the businesses at the site.

The existing traffic system will serve well for any big event attracting large number of participants. However, the offset between two intersections of Park Heights Drive and HW 87 is less than 150 feet.. Their merging will facilitate the Park Heights Drive traffic flow, and will increase safety and connectivity at this intersection.



Visual quality

Atop a slope, the site provides a favorable view towards the Courthouse tower and a nice downhill vista to the west. The north side overlooks the local school campus and the in-construction hotel across Highway 87. The proximity may imply the development of facilities that meet the demands of students and hotel guests. This side should be considered as the main façade of the development.



There is a park and golf course to the south of the site. However, several warehouses obstruct the favorable view. In addition, the baseball stadium exposes an ugly long fence blocking the ground view. Hence, we recommend placing the service side of the buildings and parking lots on this side of the site.

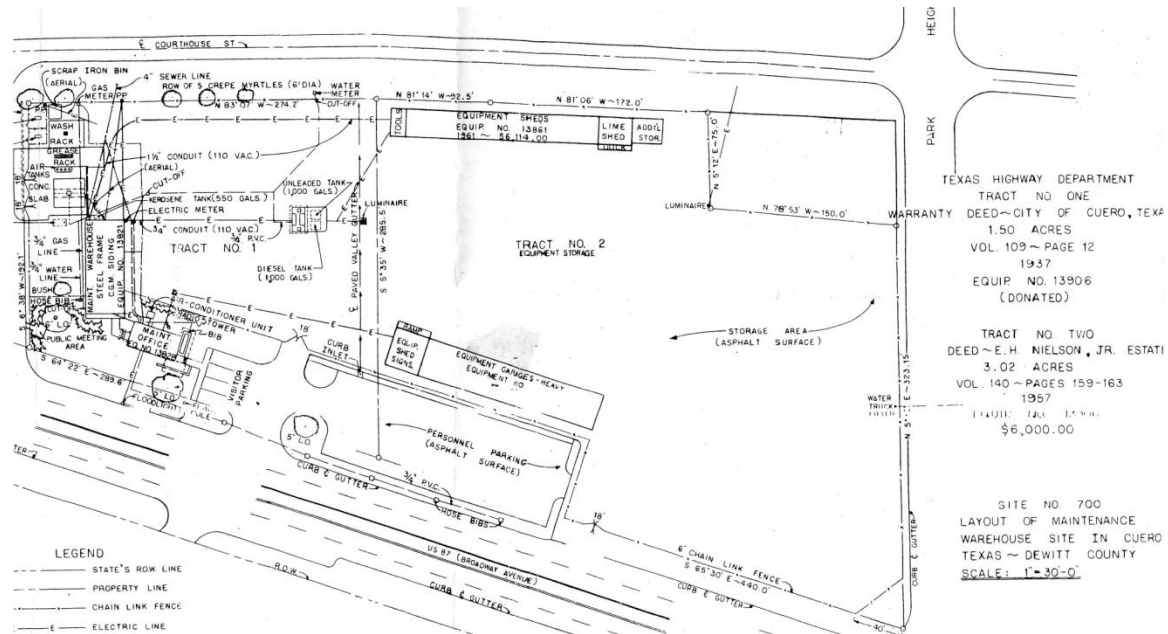
On the east side, the small triangular park is a nice place for a city gateway featuring landscaping that welcomes travelers on Highway 87 when they approach the bend from the east. There is already a flagpole and a statue in this park. However, the overall aesthetic impression is poor.

Water Supply

A water meter is located in the Courthouse Street right-of-way. The existing 6-inch water pipe⁸ must be verified by civil engineering professionals if it is sufficient for new development. Besides, fire hydrants must be installed at least 50 feet from any buildings, and about 500 feet apart. Water consumption runs about 110 gallons per customer per day (70 gallons for customers' use, 10 gallons for fire hydrants and 30 gallons for losses).

⁸ Data of Cuero Development Corporation

Figure 2. Water Supply to Site.



Storm sewer system

Almost all the site's surface is asphalt-paved, and the runoff coefficient may be up to 95%. The two existing watersheds drain storm water into a shallow, paved gutter, from which runoff flows either to a curb inlet near US 87 or to the street unpaved gutter in Courthouse Street right-of-way. Thus, we can assume that those inlets are sufficient for future development, which probably will have landscaped, unpaved areas that will absorb a portion of precipitation. Additional inlets and branch underground sewer pipes should be installed. The drainpipe diameter is 10 inches minimum.



Wastewater system

Four-inch sewer lines drain wastewater into the Courthouse Street mainline. The site is atop a slope, thus, the flow of wastewater towards the treatment facility is assured. In order to make a precise estimate, further information of the city's sewerage system is needed.

Electric power

Electric power lines are above grade at this site. There are 3-phase 120/240 wires carried on poles, connecting to the pole-top transformers at the opposite side of Courthouse Street. The possibility of increasing power consumption for future development may require a proper transformer for the site. An underground electric power distribution system, starting from the electric meter, for safety and aesthetic reasons is recommended. Such a system is feasible, regarding the existing underground electric wires, as well as 80-inch water table and soils features of the site.



Natural gas

Gas service is provided through inlet with meter at the southeast corner of the property and a ¾-inch gas line. However, steps addressing safety issues regarding natural gas must be taken prior to reusing the gas pipes. Anderson (2000) writes, “If care is not taken, this [electrolytic] action can eat away a pipe after a number of years, making the pipe no longer safe to carry high-pressure gas”.

Telephone and internet services

Telephone lines are carried on electric poles from the opposite side of Courthouse Street. The existing outlet is located at the maintenance warehouse. High speed internet is available⁹.

⁹ Data of Cuero Development Corporation

Findings

This section describes the analysis the research team completed to determine suitable uses for this site.

Central Place Theory¹⁰

The Central Place Theory was developed by a German geographer known as Walter Christaller who studied the settlement patterns in southern Germany. He described the Central Place Theory as a spatial theory in urban geography that makes an attempt to explain the reasons behind the distribution patterns, size, and number of cities and towns around the world. The settlements function as central places, providing one or more services to the surrounding areas/population. Geometric shapes are drawn on a map to model the pattern of settlement locations. The Central Place Analysis was done on Cuero, Texas to identify the retail market area that Cuero facilitates in order to determine the proper services that have the ability to be supported by the population.

Methods

The central place analysis was conducted on mainly the southern part of Texas containing the San Antonio retail marketing region. The regional capital (San Antonio, TX), cities, towns, villages, and hamlets were identified by the population associated with each of these communities. These communities were each given a different color to visually show a difference in the population size of each area. This allowed for the central place analysis to be easily conducted.

The “marketing principle” was first conducted utilizing the San Antonio, TX region as the regional capital. The “marketing principle” states that market areas at a certain level of the central place hierarchy are three times bigger than the next lowest one. Since the marketing principle follows a progression of threes, there were then three cities, nine towns, twenty-seven villages, and eighty-one hamlets. The “transportation principle” states that market areas at a certain level of the central place hierarchy are four times bigger than the next lowest one with as many centers as possible lie along the main transport lines. Unlike the previous principle, the “transportation principle” follows a progression of fours. This meant that there was one regional capital (San Antonio, TX), four cities, sixteen towns, forty-eight villages, and one hundred forty-four hamlets. The “high-order goods” are specialized services such as automobiles, furniture, fine jewelry, and household appliances that are bought less frequently. These goods would be able to be purchased from the regional capital, cities, and towns. The “low-order goods” are simple basic services that are replenished frequently such as newspaper stalls, groceries, bakeries and post offices. These goods would most likely be purchased from villages and hamlets. Low-order goods are also available at the regional capital, cities and towns because these areas have a large enough population to support all types of businesses.

Cuero, Texas is identified as a village because the population, last reported from the U.S. Census in 2007, is 6,465. A map was then created identifying the regional capitals, cities, towns, villages, and hamlets surrounding the Cuero area. A hexagon-type shape was then drawn for each place. A point was drawn half-way between the two places and the hexagon-like shape was created as shown in Figure 3. Note that the trade areas in Figure 3 are for low-order, village-level goods. The higher level regional capitals, cities and towns will serve larger trade areas.

¹⁰ Works Cited: Christaller, Walter. Central Places in Southern Germany. Englewood Cliffs: Prentice-Hall, 1966; Dacey, Michael. One-Dimensional Central Place Theory. Evanston: Northwestern University, 1974; King, Leslie. Central Place Theory. Beverly Hills: SAGE Publications, 1985.

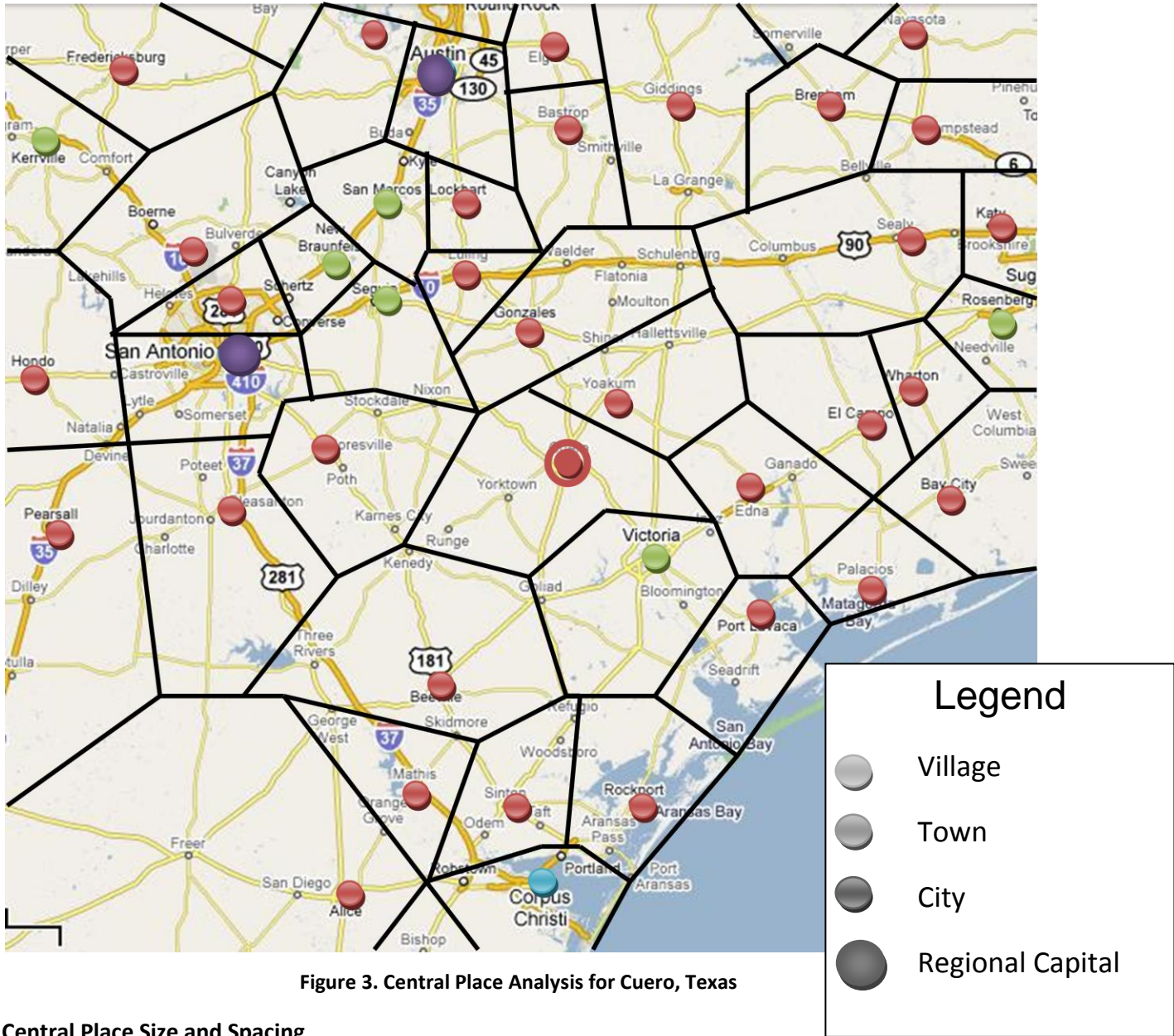


Figure 3. Central Place Analysis for Cuero, Texas

Central Place Size and Spacing

Five Sizes of Communities

1. Hamlet (2,000-5,000)
2. Village (5,000-20,000)
3. Town (20,000-100,000)
4. City (100,000-1,000,000)
5. Regional Capital (1,000,000 +)

Marketing Principle

1. Regional Capital: San Antonio, TX
2. Cities: Corpus Christi, Austin and Pasadena, TX
1. Towns: Kingsville, Rosenberg, College Station, Round Rock, San Marcos, New Braunfels, Seguin, Kerrville and Victoria, TX

2. Villages: Pearsall, Hondo, Alice, Sinton, Rockport, Pleasanton, Marble Falls, Fredericksburg, Lago Vista, Taylor, Elgin, Bastrop, Navasota, Brenham, Floresville, Alice, Sinton, Port Lavaca, Edna, Cuero, Yoakum, Luling, Lockhart, Boerne, Fair Oaks Ranch, Giddings, and Gonzales, TX
3. Hamlets: refer to Figure 3

Transportation Principle

1. Regional Capital: San Antonio, TX
2. Cities: Corpus Christi, Pasadena, Austin, and Killeen, TX
1. Towns: Kingsville, Rosenberg, Sugar Land, Missouri City, Huntsville, College Station, Bryan, Round Rock, San Marcos, New Braunfels, Seguin, Kerrville, Lake Jackson, Georgetown, Pflugerville, and Victoria, TX
3. Villages: refer to Figure 3
4. Hamlets: refer to Figure 3

Typical Village Businesses

It was determined that both villages and hamlets only contain low-order goods. The people residing in these areas must travel to a regional capital, cities or towns to purchase the high-order goods. This is acceptable because high-order goods are specialized services that are purchased less frequently and are supported by a large population. The villages and hamlets must possess low-order goods because these are simple basic services that are replenished frequently. There are many times when a hamlet does not contain all of the low-order goods that a village may possess and the population is forced to go to a nearby village to purchase these goods. Cuero, TX population is close to being classified as a hamlet and because of this small population, Cuero may not contain all of the businesses that typically appear in a village. Leslie King identifies businesses that are typically found in a village:

- | | |
|-------------------------------|----------------------------|
| • Newspaper stalls | • Banks |
| • Small Grocery stores/Market | • Fast-food restaurants |
| • Bakeries | • Video/Movie Rental store |
| • Post Offices | • Photo store |
| • Convenience stores | • Pharmacy |
| • Gas stations | • Small restaurant |
| • Hairdresser | • Pub/Bar |
| • Nail Salon | • Florist/Gift Shop |
| • Sandwich Shops | • Liquor store |
| • Coffee Shop/Café | • Bait shop |
| • Auto Mechanic shops | |

After reviewing the businesses typically found in a village, the class identified what businesses Cuero is currently lacking from the list above. The class was able to determine that Cuero is lacking a pub/bar (for example, Obannon's Tap House in College Station); bait shop (for example, Waco Tackle Depot); bakery (Boone's Bakery in Yoakum, for example); small restaurant/sports bar (Boston's, for example); and a photo store (Walgreens, for example) from the list. Cuero could also utilize another coffee shop/café due to the great success of Mainstreet Kaffe Haus & Deli. This café is small and a more

spacious seating area could facilitate the needs of both residents and visitors just as Hallettsville has two meat markets.

Recommendations

After drawing out the map, the hexagon shape surrounding Cuero described the threshold the population that would be willing to travel to Cuero to purchase low-order goods. The range that the Cuero population would travel for high-order goods would be to Victoria, San Antonio, Corpus Christi, or Houston. There must be a low-order good appropriate for a typical village offered in Cuero that allows the citizens to remain in the town instead of traveling to Victoria to purchase this item. A large majority of the population travels to Victoria when they would like to go out to eat. The only place that the residents of Cuero can purchase steak at a restaurant is at the country club and one must be a member in order to dine there. A steakhouse that would be open Wednesday through Sunday would be acceptable in this community. Cuero is the largest place in Dewitt County and a steakhouse could attract residents from surrounding towns like Yoakum, Hallettsville, Gonzales, among many others. A few residents of Cuero mentioned that a nail salon is greatly needed in this community as found by the class mentioned above. A meat market appears to be a commodity that is greatly needed in this village. The HEB Pantry is the only grocery store that exists in Cuero and the meat selection is very small. The residents near Cuero could also utilize this meat market greatly. For example Hallettsville (located about 34 miles away from Cuero) only has a population of 2,507 but a class analysis found that this hamlet contains two meat markets. The central place analysis found that businesses such as those mentioned above would serve the residents in Cuero as well as residents living in surrounding areas in the hexagon shape as drawn on Figure 3.

The “marketing principle” for the regional capitals such as San Antonio and Houston, have the largest retail market area due to the fact that these are the largest of the five communities and contain high-order goods. The population in smaller communities will travel a longer distance to purchase these items. The cities are the next largest of the five communities and contain a slightly smaller retail market area than the regional capitals. The cities’ market area is also slightly larger than a town’s market area. Cities and towns often contain higher-order goods, yet some of those goods offered in a regional capital are not offered in a city and some of the goods offered in a city are not offered in a town. The villages and hamlets often contain only low-order goods. The population will often travel to towns, cities and regional capitals to purchase high-order goods. The villages will also have a larger retail market area than the hamlets but a smaller area than a town. This means that Cuero, a village, may have residents from surrounding hamlets like Hallettsville, Kenedy, Yorktown, Nixon, and Goliad come to the area to purchase the low-order goods not offered in their area.

Meeting with Cuero Realtor

A meeting was held with Sue Stiles, a realtor with Texas Country Realty in Cuero. She expressed the need for affordable housing such as apartments. She states that there are apartments but they are all inadequate for the residents and classified as Section 8 housing. A builder has planned to build eight townhomes and before they were even built he had sold six of them. The homes are not doing so well in the real-estate market thereby identifying the fact that there is a strong need in Cuero for these types of dwellings. This could be a vertical mixed-use retail location with apartments located above the retail businesses below. Sue Stiles also mentioned that residents from Nordheim, Yoakum, and Goliad utilize services in Cuero because there are no hospitals, doctors, or grocery stores located in these areas.

Finally, since sporting events are a main interest of several residents in Cuero, a steakhouse or Gatti Town may do incredibly well.

Cuero may have the ability to serve not only the residents in the community but also the residents in surrounding communities. This may increase both the local economic activity in Cuero and the amount of visitors to the area.

Conclusion

The central place analysis was successful in determining appropriate village businesses that will suit the needs of Cuero. As these recommendations are put in place there may be an increase in the amount of people from surrounding villages and hamlets who come to Cuero to purchase these items because of their lack of access to these services locally. This may increase revenue for Cuero, because this may also increase the number of people who utilize other services provided in other places around the village. Finally, since sporting events are a main interest of several residents in Cuero, a steakhouse or Gatti Town may do incredibly well. This would give the opposing team a place to eat after the games as well as the fans. The creation of these types of services may also increase the population because this will make Cuero an even more desirable place to live.

Local Economic Analysis¹¹

Understanding the economic conditions of a city is vital when considering new development. Economic conditions of an area are dynamic and change over time, and no one place ever has the same set of economic characteristics. But there is one principle that we can be sure of: “no community is exempt from the forces of economic change” (McLean and Voytek, 1992, xi).

The City of Cuero is not an exception to this principle. As we will find out in this chapter, the economic conditions in the city have changed in just the past 20 years. For this reason, we must perform a local economic analysis to assess the strong and weak industries of the economy of Cuero to better understand how we can grow such economy. To do this, we have used location quotients and a shift-share analysis. The rest of this section will describe these two tools, and their importance, and apply them to the local economy of Cuero.

Location Quotients

“Location quotient analysis indicates which industries have a comparatively larger (or smaller) presence in the local economy” (McLean and Voytek, 1992, 62). A location quotient for a particular industry is simply a ratio that compares the percentage of employment the same industry constitutes in a reference economy (McLean and Voytek, 1992, 62). Employment data is used to derive location quotients. The formula for computing location quotients is shown below.

¹¹ Works Cited: McLean, Mary L., and Kenneth P. Voytek. Understanding Your Economy. Chicago: Planners P, 1992.

$$LQ_i = (e_i/e)/(E_i/E)$$

Where:

- e_i = local employment in industry i
- e = total local employment
- E_i = state employment in industry i
- E = total state employment

Local employment, in this instance, was Cuero City data, and state employment was Texas State data.

Location quotient ratios are based on a measure of 1.0. If the location quotient equals 1, the share of employment in a particular industry is exactly the same as the share of employment in the same industry statewide. If the location quotient is greater than 1, the local share of employment in a particular industry exceeds the state share of employment in the same industry. And finally, if the location quotient is less than 1, the local share of employment in an industry is less than the state share (McLean and Voytek, 1992, 62). This is important, because location quotients greater than 1 indicate *exporting* industries. These are basic industries, which are given credit for supporting the economy as a whole. Location quotients less than 1 are assumed to be local-serving, or *non-basic*, industries and are simply circulating money through the local economy, as opposed to drawing in money from outside the area to grow the economy (McLean and Voytek, 1992, 62).

For economic development purposes, it is often useful to focus on the industries with location quotients greater than 1.25, which are particularly strong industries, or perhaps those with less than 0.75, which could be potential growth areas in which the market is lacking. This is because the assumption is that industries falling between 0.75 and 1.25 are probably producing amounts sufficient to meet local demand (McLean and Voytek, 1992, 62).

There are two limitations that are present when using location quotients. Location quotient analysis only reflects the state of industries in an economy at one point in time. Location quotients are a static measure, and can only be done for one point in time, at a time. Therefore, location quotients will not say anything about whether an industry is growing or declining in importance relative to the local economy. The second limitation is that location quotients are only as accurate as the data available with which to perform the analysis. One must recognize that census data is only released every ten years; most other numbers from the years in between are estimates or sample data. Also, since this is the year 2009, most of the data available will be obsolete. However, analysis is still useful for decision-making, and can be easily performed again when more recent data is released.

Location Quotient Analysis, City of Cuero, 1990

Below are the statistics for employment, employment share, and location quotients per industry for the city in 1990. Based on this analysis, there were several basic industries in Cuero during this time period. These included Agriculture, Forestry, and Fisheries; Mining; Construction; Manufacturing (non-durable goods); Health Services; Educational Services; and Other Professional Services (these include automotive

repair, electronics repair, beauty salons, funeral services, laundry services, pet care, advocacy groups and religious organizations, etc.). These industries are highlighted in yellow.

Texas		Cuero				
1990		Jobs by Industry Type	1990		Location	
Count	Share		Count	Share	Quotient	
212,402	3%	Agriculture, forestry, and fisheries	105	4%	1.61	Basic
164,571	2%	Mining	75	3%	1.48	Basic
514,102	7%	Construction	158	7%	1.00	Basic
458,733	6%	Manufacturing, nondurable goods	292	12%	2.07	Basic
643,205	8%	Manufacturing, durable goods	83	4%	0.42	Non-Basic
350,773	5%	Transportation	60	3%	0.56	Non-Basic
		Communications and other public				
229,542	3%	utilities	48	2%	0.68	Non-Basic
375,869	5%	Wholesale trade	88	4%	0.76	Non-Basic
1,331,344	17%	Retail trade	389	17%	0.95	Non-Basic
521,461	7%	Finance, insurance, and real estate	57	2%	0.36	Non-Basic
423,022	6%	Business and repair services	128	5%	0.98	Non-Basic
259,118	3%	Personal services	72	3%	0.90	Non-Basic
		Entertainment and recreation				
90,071	1%	services	5	0%	0.18	Non-Basic
559,051	7%	Health services	285	12%	1.66	Basic
678,689	9%	Educational services	247	11%	1.18	Basic
		Other professional and related				
477,467	6%	services	164	7%	1.12	Basic
344,859	5%	Public administration	90	4%	0.85	Non-Basic

Table 1: LQ Analysis for 1990

Five of the industries listed above appear to be particularly strong in 1990, with location quotients well over 1.25. However, as we will see in the next table, the economy of Cuero shifted in the ten year period between 1990 and 2000.

The table below illustrates the location quotients for Cuero for the year 2000.

Texas 2000		Jobs by Industry Type	Cuero 2000		Location	
Count	Share		Count	Share	Quotient	
		Agriculture, forestry, fishing and hunting, and mining				
247,697	3%		128	5%	1.85	Basic
743,606	8%	Construction	141	5%	0.68	Non-Basic
1,093,752	12%	Manufacturing	420	16%	1.37	Basic
362,928	4%	Wholesale trade	83	3%	0.82	Non-Basic
1,108,004	12%	Retail trade	318	12%	1.03	Basic
		Transportation and warehousing, and utilities				
535,568	6%		88	3%	0.59	Non-Basic
283,256	3%	Information	33	1%	0.42	Non-Basic
		Finance, insurance, real estate, and rental and leasing				
630,133	7%		65	3%	0.37	Non-Basic
		Professional, scientific, management, administrative, and waste management services				
878,726	10%		84	3%	0.34	Non-Basic
1,779,801	19%	Educational, health and social services	730	28%	1.47	Basic
		Arts, entertainment, recreation, accommodation and food services				
673,016	7%		204	8%	1.08	Basic
		Other services (except public administration)				
480,785	5%		130	5%	0.97	Non-Basic
417,100	5%	Public administration	158	6%	1.35	Basic

Table 2: LQ Analysis for 2000

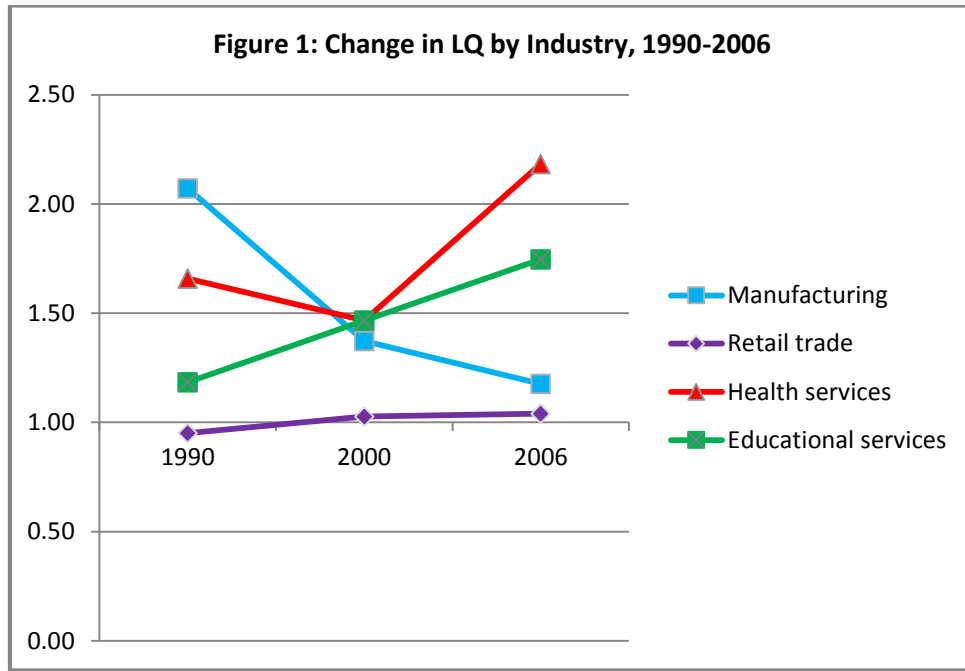
As we can see, Retail Trade has appeared as a basic industry (though just barely above the point of meeting local demand), as has Arts, Entertainment, Recreation, and Accommodation and Food Services (again, just barely higher than meeting local demand). Public Administration is typically a basic industry, so not much consideration will be given to this industry, as every city needs a government, police force, and fire department. Falling below local demand are Construction and Wholesale Trade. Also noted is the fact that the Census Bureau did not separate Manufacturing for durable and non-durable goods, as was done in 1990. This factor might contribute to the Manufacturing industry remaining above 1.25.

The year 2006 saw again the shift in industries meeting local demand for Cuero.

Texas		Cuero		Location	
2006		Jobs by Industry Type	2006		Quotient
Count	Share		Count	Share	
		Agriculture, Forestry, Fishing and			
59,981	0.6%	Hunting	18	0.5%	0.82 Non-Basic
		Mining, Quarrying, and Oil and Gas			
180,426	1.9%	Extraction	24	0.7%	0.36 Non-Basic
72,589	0.8%	Utilities	35	1.0%	1.32 Basic
602,209	6.3%	Construction	42	1.2%	0.19 Non-Basic
930,190	9.7%	Manufacturing	400	11.4%	1.18 Basic
491,497	5.1%	Wholesale Trade	88	2.5%	0.49 Non-Basic
1,125,879	11.8%	Retail Trade	428	12.2%	1.04 Basic
373,238	3.9%	Transportation and Warehousing	18	0.5%	0.13 Non-Basic
224,390	2.3%	Information	37	1.1%	0.45 Non-Basic
440,962	4.6%	Finance and Insurance	118	3.4%	0.73 Non-Basic
175,359	1.8%	Real Estate and Rental and Leasing	95	2.7%	1.48 Basic
		Professional, Scientific, and Technical			
521,293	5.4%	Services	39	1.1%	0.20 Non-Basic
		Management of Companies and			
57,190	0.6%	Enterprises	12	0.3%	0.57 Non-Basic
		Administration & Support, Waste			
626,772	6.5%	Management and Remediation	14	0.4%	0.06 Non-Basic
1,068,949	11.2%	Educational Services	682	19.5%	1.75 Basic
1,126,804	11.8%	Health Care and Social Assistance	899	25.7%	2.18 Basic
119,253	1.2%	Arts, Entertainment, and Recreation	18	0.5%	0.41 Non-Basic
811,485	8.5%	Accommodation and Food Services	191	5.5%	0.64 Non-Basic
		Other Services (excluding Public			
266,264	2.8%	Administration)	70	2.0%	0.72 Non-Basic
298,882	3.1%	Public Administration	270	7.7%	2.47 Basic

Table 3: LQ Analysis for 2006

As we can see, the Agricultural and Mining industries have fallen off, as had the Arts and Entertainment industries (however, this might be because the Entertainment and Food Services sectors were separated for this year). Educational and Health Services have become strong sectors, and Retail Trade remains just above meeting local demand. The graph below illustrates the change in these stronger sectors over the years.



*Please note that Health Services and Educational Services were combined in 2000. Source: U.S. Census

The graph illustrates better how these industries have changed over time. While manufacturing has historically been important in Cuero with textile manufacturing, it has declined over this 16 year period. City officials must determine whether this industry is important enough to maintain and focus their efforts in prospering. Also, this graph shows that Cuero is doing very well in the educational and health service industries, no doubt due to the medical center and number of pharmacies in the city and the community's involvement in its schools. These are areas to focus energy and effort to strengthen even more to build an economic base for the community.

The graph also clearly shows that the retail sector is an opportunity for growth in the community. While (more than) meeting local demand, the city can focus on improving its retail industry, drawing money from the surrounding areas into the community.

In the next section, we will examine the local economic structure and how it has changed over time using Shift-Share Analysis.

Shift-Share Analysis

Shift-share analysis is a method of analyzing differences between growth in a local economy and growth in the reference (Texas, in this case) economy. It is a way to isolate the effect of local influences on growth from effects that operate industry-wide or at the state level, and it is especially useful for noting variations in the local effect across industries that may signal strengths and weaknesses of the local economy (McLean and Voytek, 1992, 67). It is also used to identify the contribution of an area's underlying industrial structure or "industrial mix" to local economy growth overall.

This analysis partitions local employment or earnings growth into three components: a *national share* reflecting trends in the larger economy of which the subject area is part (Texas); a share reflecting industry-specific factors or an economy's overall *industrial mix*; and a share reflecting local influences on industry performance or *local factors* (McLean and Voytek, 1992, 67). These three factors are added up to equal the observed change in local employment.

Again, it must be noted that while we performed the analysis using data from 2000 and 2006, this data will be considered outdated by 2010. However, it is still useful to gain knowledge about the economic structure of the community.

Below is a table listing the calculated values for the national share, industry mix, and local factors for Cuero, using the State of Texas as the reference economy.

Industry	National Share	Industry Mix	Local Factors	Total Employment Shift
Agriculture, forestry, fishing and hunting, and mining	4.70	-8.47	-82.23	-86.00
Construction	5.18	-31.99	-72.19	-99.00
Manufacturing	15.43	-78.24	42.81	-20.00
Wholesale trade	3.05	26.35	-24.40	5.00
Retail trade	11.68	-6.55	104.87	110.00
Transportation and warehousing	3.23	-17.98	-20.25	-35.00
Information	1.21	-8.07	10.86	4.00
Finance, insurance, real estate, and rental and leasing	2.39	-3.81	149.42	148.00
Professional, scientific, management, administrative, and waste management services	3.09	28.13	-50.21	-19.00
Educational, health and social services	26.82	143.79	680.39	851.00
Arts, entertainment, recreation, accommodation and food services	7.49	70.62	-73.12	5.00
Other services (except public administration)	4.78	-62.78	-2.00	-60.00
Public administration	5.80	-50.59	156.78	112.00

Table 4: Shift-Share Analysis for Cuero, 2000-2006

From what we can see from the table, there are several changes of interest in the Cuero economy. First, we can see that the national share does not account for much of the change in employment that occurred in Cuero during this time period. Adding together the numbers of the Total Employment Shift column, we find that Cuero employment grew by 916 jobs from 2000 to 2006. While the state economy grew in every sector, the low positive numbers indicate that the growth in Cuero did not occur because of growth in the national economy.

As for the industry mix and local factors, several points emerge from the data. First, while the Manufacturing industry shrank statewide, the industry continued to grow in Cuero. This is a positive indicator of the Manufacturing sector in Cuero. While the location quotients told us that the Manufacturing sector was declining, shift-share analysis has revealed that it is doing well compared with the industry as a whole.

Second, while Wholesale Trade grew nationally and industrially, the sector declined in Cuero. Third, the Retail sector is doing very well with much higher positive growth than in Texas. Finally, shift-share analysis reinforces the fact that Educational, Health, and Social Services are very strong in Cuero.

Recommendations

Several solid conclusions about the local economy of Cuero emerge from the analyses performed above. First, Cuero is very strong in Educational and Health Services. City officials can rely on the fact that this sector will continue to bring in money for the local economy, and can even focus on continuing to expand those industries for future growth.

Second, it is apparent that Retail Trade needs to be the focus of economic expansion. While it has grown over the sixteen year period from 1990 to 2006, it is still only meeting local demand. Perhaps different economic incentives could be established to draw further retail business to the area.

Third, while the Manufacturing industry is surviving in Cuero, it is declining throughout Texas. City officials might focus their attention elsewhere, as this may not be a sustainable industry in the future.

Finally, the Finance, Insurance, Real Estate, Rental and Leasing sector could become a focus of attention for economic growth. The 2006 location quotient for this sector was 1.48, and local factors contributed to almost 150 new jobs added to the economy from 2000 to 2006. Perhaps this is an indicator of growing need for this sector in the city.

Conclusion

While these analyses are not a complete picture of the local economy, they do provide an adequate indicator of what is happening in the economy. Using these tools, city officials can come to a confident conclusion about where to focus efforts for economic growth.

Economic Base

Determining the Economic Base - Basic and Non-Basic Industries

In order to determine potential land uses for the former TxDOT site that could be economically successful, it is first necessary to understand the economic base of Cuero, TX. Economic base analyses begin by defining the study area (in our case Cuero) and by defining the local economy into two segments: businesses (or employment) serving markets outside the community (*exports*) and businesses serving markets within the community (*local*). Of these two, export markets are considered to be the primary driver of economic growth and to be the *basic sector* of the economy because they bring in money from outside the area. Businesses that only serve the local community compose the *non-basic sector* and are assumed to be heavily dependent upon basic sector businesses.

The City of Cuero desires economic growth, but how do we know what effect the growth of basic sector businesses will have on the overall economy? There is no single unit of measurement for economic base analysis, so it is possible to use income, employment, value added, or sales. However, most economic base analyses rely exclusively upon employment data because this data is readily available and most potential units of measurement move together anyway.

Location Quotients and Basic Employment

For starters, we need to determine the number of jobs devoted to exports. A survey is the most accurate method but can be expensive and time consuming. Data from the 2000 U.S. Census is available and has been used to calculate location quotients for Cuero. Location quotients are ratios that compare the local economy's percentage of employment in a particular industry with the same percentage in a larger reference economy. The formula for calculating a location quotient (LQ) is:

$$\text{LQ} = \frac{\text{Local employment in Industry Z}}{\text{Total local employment}} \div \frac{\text{National (or state) employment in Industry Z}}{\text{Total national (or state) employment}}$$

LQs larger than 1.0 indicated basic, exporting industries, and some of the employment in that industry is producing goods and services for residents outside of the study area. If the LQ is less than 1.0, the industry is considered non-basic. It is commonly assumed that industries with LQs between 0.75 and 1.25 are probably producing goods and services that adequately meet the needs of the local population. Therefore, it is useful to focus on industries with LQs that are less than 0.75 or larger than 1.25. This allows the city to attract or improve industries that could provide substitutions for currently imported goods or to build upon industries that are already strong.

Charles Tiebout also mentions a slightly different calculation that determines the number of employees needed to fill local needs (non-basic employees):

$$\text{LQ} = \frac{X}{\text{Total local employment}} \div \frac{\text{National (or state) employment in Industry Z}}{\text{Total national (or state) employment}}$$

In this case, solving for X gives the number of non-basic employees, and any employee over X owes their job to export employment. Location quotients, the expected number of non-basic employees, and the number of basic employees as calculated for 2000 are summarized in the table below. Similar tables comparing data for broader industry categories from 1990, 2000 and 2006 can also be found in the Local Economic Analysis section of this report. The information presented here defines the industries as narrowly as possible utilizing Census information.

Table 1: Economic Base Indicators

Industry	Texas Jobs (2000)	Cuero Jobs (2000)	Location Quotient	Expected Non-basic Employees (if LQ = 1)	Current Basic Employees
Agriculture, forestry, fishing and hunting	126,173	112	3.17	35	77
Mining	121,524	16	0.47	34	-
Construction	743,606	141	0.68	208	-
Manufacturing	1,093,752	420	1.37	306	114
Wholesale trade	362,928	83	0.82	101	-
Retail trade	1,108,004	318	1.03	310	8
Transportation and warehousing	438,903	56	0.46	123	-
Utilities	96,665	32	1.18	27	5
Information	283,256	33	0.42	79	-
Finance and insurance	437,467	44	0.36	122	-
Real estate and rental and leasing	192,666	21	0.39	54	-
Professional, scientific, and technical services	534,974	47	0.31	150	-
Management of companies and enterprises	5,883	0	0.00	2	-
Administrative and support and waste management services	337,869	37	0.39	94	-
Educational services	871,375	309	1.27	244	65
Health care and social assistance	908,426	421	1.66	254	167
Arts, entertainment, and recreation	111,571	47	1.51	31	16
Accommodation and food services	561,445	157	1.00	157	0
Other services (except public administration)	480,785	130	0.97	134	-
Public administration	417,100	158	1.35	117	41
Total:	9,234,372	2,582			494

Source: 2000 U.S. Census

As of 2000, there were six industries (highlighted in yellow) that were definitively (LQ > 1.25) exporting their goods and services beyond Cuero. Of these, the three strongest industries in Cuero were:

4. Agriculture, forestry, fishing and hunting
5. Health care and social assistance
6. Arts, entertainment, and recreation

There were also nine industries (highlighted in grey) that were not fully serving the local population. The three weakest industries were:

4. Management of companies and enterprises
5. Professional, scientific, and technical services
6. Finance and insurance

Meanwhile, industries that were adequately addressing local demand included: wholesale trade, retail trade, utilities, accommodation and food services, and other services. Calculations utilizing Tiebout's formula also demonstrate that there are 494 employees (or approximately one-fifth of all jobs within Cuero) that are probably allocated to producing goods and services that are exported from Cuero.

Multiplier

It is also possible to calculate a local multiplier that can be used to make projections about future employment based on an estimated number of basic employees that could be brought to the study site. The formula is:

$$\text{Employment multiplier} = \text{Total employment} / \text{Total base employment}$$

The resulting ratio multiplied by the number of new basic jobs provides the total new jobs created as a result of basic sector expansion. As of 2000, Cuero's employment multiplier was 5.23. For example, if we could add 4 new basic jobs on the former TxDOT site, this would generate 21 jobs – 4 basic, 17 non-basic. However, this multiplier seems especially large, so it is likely that the number of basic jobs within the city is being underestimated.

Results

These results show that there are many opportunities within Cuero to capitalize on strong, existing industries or to improve industries that could capture sales dollars that are currently exiting the city. Of particular interest to the study site, the manufacturing, health care and social assistance, and arts, entertainment and recreation industries are already capturing external dollars, so any new development in these industries on the site could tap into an existing trend among consumers to utilize Cuero for these goods and services. Cuero could also better serve the local community by adding jobs on the study site in the industries of: information; finance and insurance; real estate and rental and leasing; professional, scientific and technical services; management of companies and enterprises; and administrative and support and waste management services. These industries are also among the higher paying options available to the city.

Existing Cuero businesses among the strongest industries should be compared to a list of all businesses within that industrial category. Any businesses which are not present in the community could be recruited as potential employers. Likewise, the city's major employers within these categories, such as Cuero Community Hospital and Mount Vernon Mills, should be interviewed to see if any of their main suppliers or customers could be enticed to relocate or expand to Cuero. Industries that are not meeting the current needs of the city could also be examined to determine what businesses might be interested in locating within Cuero.

Survey

This section discusses the methodology and results of the community survey.

Survey

An important part of site planning is to determine the values of the people who will be impacted by the future development. After visiting the Cuero and hearing from some of the local residents it was determined that a survey would be an effective tool to determine public opinion. The purpose of the survey was to help focus Cuero Development Corporation efforts and communicate to future businesses the city's interests for the former Texas Department of Transportation site. With this purpose in mind a survey was designed to find out what people would like to see on the site.

Methodology

Several steps were taken before the survey was made public. Texas A&M requires training for all research that includes human subjects. The first step to receive approval from the University was to complete the 'Initial Training for Human Subjects' Research'. After completion of the training a draft of the survey was created and reviewed by the students in PLAN 663, Dr. Elise Bright, Dr. Shannon Van Zandt, and the Cuero Development Corporation. It was further decided that the online survey tool *Constant Contact* would be used to distribute the survey and collect data. The draft survey along with the distribution plan was submitted to the Texas A&M Office of Research Compliance for review by the Institutional Review Board. The Board decided that the survey met the requirements and approved the proposed research.

Using the Cuero Development Corporation, the Cuero Independent School District and the Cuero Chamber of Commerce email contact lists the survey was sent out to approximately 750 people on April 3, 2009. Within a few days over 60 people had responded to the survey and by Friday April 10, 77 responses had been recorded.

The survey consisted of 12 questions divided into four categories. With a basic desire for the site to increase Cuero's tax base the primary questions were biased towards retail and entertainment. Three questions focused on retail land uses and two questions focused on entertainment/dining land uses. Two questions had a transportation focus asking about driving to the site and walking. A final group of five questions asked about the demographics of the participant and their household. Three of the questions used a scale of "very likely", "somewhat likely", "not so likely", and "not at all likely". This scale was chosen because of it allows for future land uses to be considered and because it reflects the interests of the participant.

Attached to this report are copies of the survey, the invitation email, and the Institutional Review Board approval letter.

Survey Overview

- Question 1: What services/shopping do you use in the Cuero area?
 - This question helps set the stage for the whole survey, focusing the participant on shopping and service activities in Cuero. Participants could check multiple items.
 - This question also helps confirm that the participants are active in the community.
- Question 2: Are there any types of businesses that you would like to see come to the Cuero area?
 - This question allowed participants to enter suggestions and comments.

- The purpose of this question was to give participants an open ended way to communicate their interests.
 - It was important to have this question early in the survey so that participants would not be biased by business types listed in other questions.
- Question 3: From this list of different types of retail businesses, how likely would you or someone else in your household be to shop there if it were located at the former Texas Department of Transportation property?
 - The 10 retail business types were chosen for this question based on market analysis as well as generic options suitable for the site.
 - The question also had the option for an open ended comment.
- Question 4: What do you think Cuero needs most to improve your dining/entertainment experience?
 - This generic question was designed to determine if participants felt that Cuero’s existing businesses met their dining/entertainment expectations and if not how could they be improved.
 - Participants could check multiple items.
- Question 5: From this list of different types of entertainment businesses, how likely would you or someone else in your household be to visit there if it were located at the former Texas Department of Transportation property?
 - With the hope of making the survey smoother and less time consuming this question follows the structure of question 3.
 - The four entertainment businesses listed were selected based on market analysis and suggestions received during the initial site visit to Cuero.
- Question 6: Imagine that the future property included a business that you wanted to patronize (or just "visit"), how likely would you or someone in your household be to walk there in the following situations?
 - Of all the questions, question 6 is the most unique but reflects trends in planning to encourage the walk-ability of cities.
 - Due to the site’s prime location between the park, baseball stadium, football stadium, and high school, opportunities for people to walk to the site abound. Knowing how people might take advantage of this will help design the site in a way that encourages walking.
 - Parking on the site could also be reduced if the people are more likely to walk instead of drive to the site.
 - Also improvements to the nearby roads, such as sidewalks, crosswalks, medians, and street trees, could be suggested to increase the likelihood people will walk to the site.

- Question 7: How long does it take you to drive from your home to the former Texas Department of Transportation property?
 - This question is part demographic and part transportation focused.
 - To increase the validity of the survey it is important to know that the people responding have reasonable access to the site.
- Question 8-10: What is your age?; What is your gender?; What is your race/ethnicity?
 - These are basic demographic questions which help to ensure that the survey reaches a representative sample of the population.
- Q11. How many children 18 and under live in your household?
 - During the initial site visit it was expressed that Cuero lacks opportunities for family entertainment such as a place for birthday parties. This question was added to confirm that a sample of the survey population have children.
- Q12. Which of the following categories best describes your household annual income?
 - This is a basic demographic question which helps to ensure that the survey reaches a representative sample of the population.

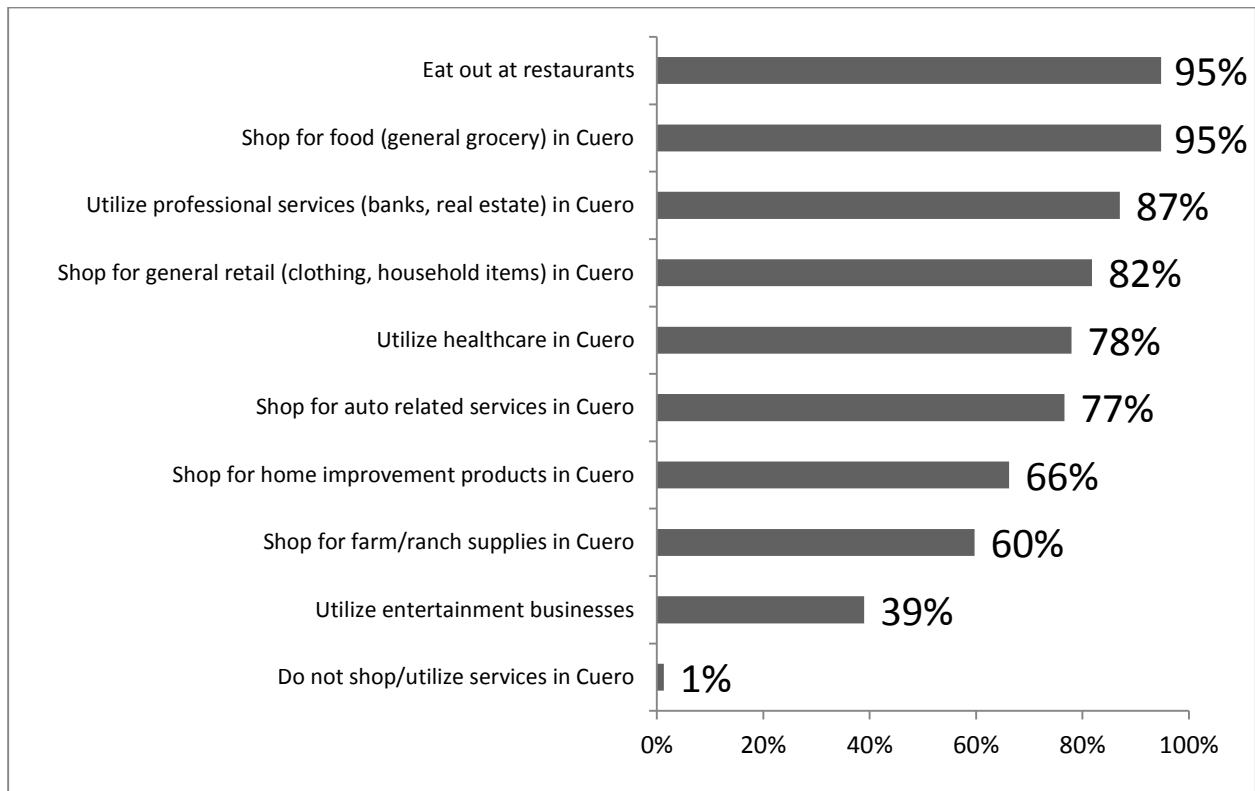
Survey Results

With 77 responses to the survey the results can be viewed with roughly a 90% confidence level (plus or minus 10%). This means that the percentages provided in the results represent 90% of population. For example in question 3, 19% of respondents said they were very likely to shop at a bookstore, therefore this means that for 90% of Cuero's population between 9% - 29% would be very likely to shop at a bookstore on the redeveloped site.

The key findings from the survey are that most responders would like to see a new restaurant in Cuero that serves steaks. Preferably the restaurant would be a casual, family friendly place that could include a bar. Indications are that Cuero could strengthen its entertainment business sector with a movie theater, bowling alley, miniature golf course, ice cream or game room. Finally the survey showed a desire to have a better/larger/additional grocery store.

Question 1:

Figure 4. Results from Question 1. What services/shopping do you use in the Cuero area?



The results of question 1 indicate that people in Cuero actively participate in most business types (see Figure 1). However with only 39% of the population indicating that they use entertainment businesses in Cuero a gap exists in the current market. This response brings about an opportunity to encourage a new business on the site that could meet this need.

Question 2:

Are there any types of businesses that you would like to see come to the Cuero area?

Of the 77 participants 56 typed a response to question 2. A review of these comments revealed 138 individual business types suggested. The top 10 business types mentioned were restaurant, grocery store, clothing, movie theater, dry cleaner, bowling alley, jewelry store, appliance store, furniture store, and shoe store.

Table 1. Question 2 Top 10 Suggestions.

Rank	Business Type	Number of times mentioned
1	Restaurant	30
2	Grocery store	22
3	Clothing	8
4	Movie theater	8
5	Dry cleaner	7
6	Bowling alley	5
7	Jewelry store	5
8	Appliance store	5
9	Furniture store	4
10	Shoe store	4

Among the replies that mentioned restaurants, 7 comments requested a steak house, 4 comments requested an Italian restaurant, and 2 comments mentioned seafood. 12 comments were made that indicated Cuero does not need another Mexican food restaurant. Other comments indicated the desire for a nice, family restaurant, with a bar that is open at night.

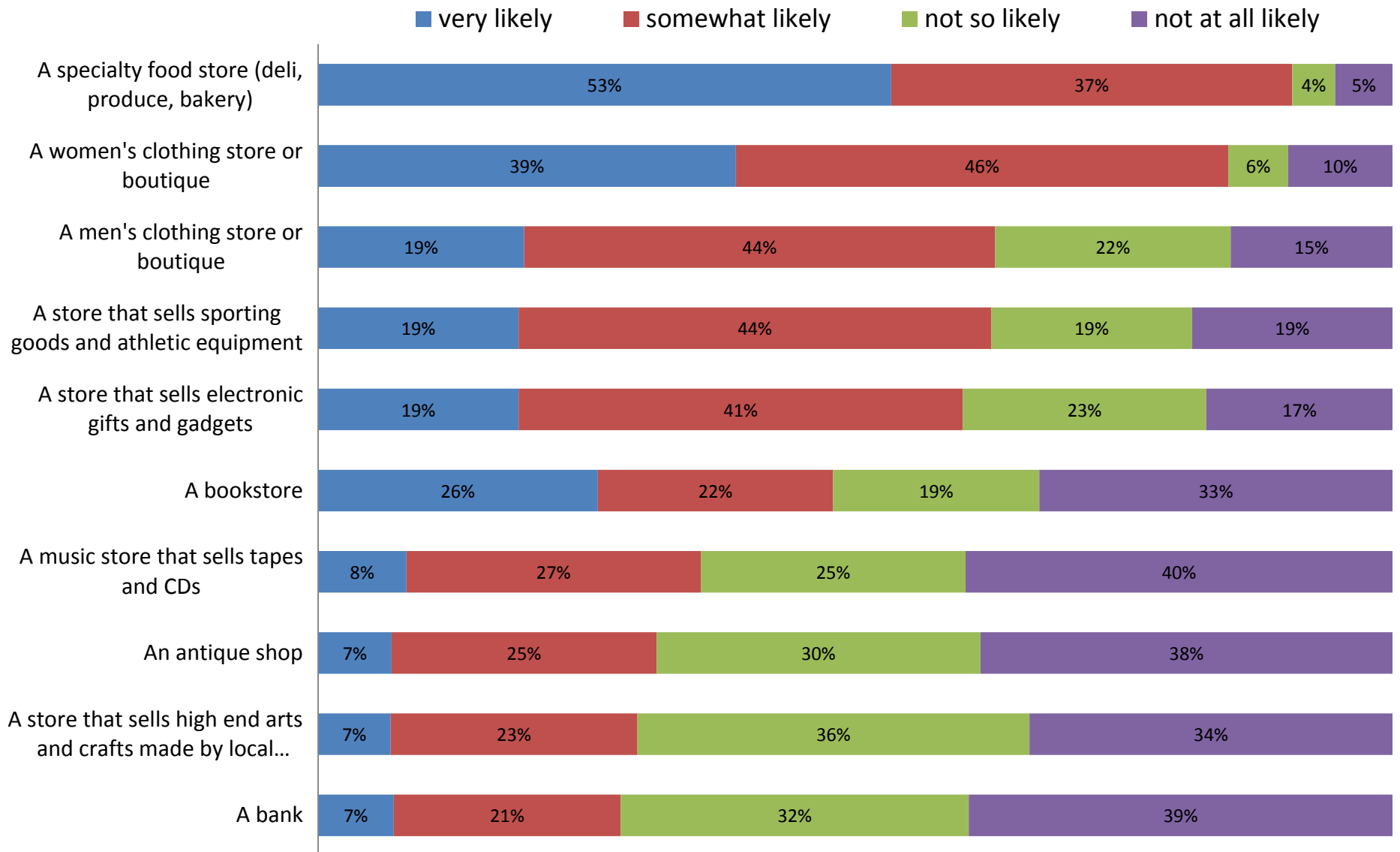
Among replies that mentioned a grocery store, 8 wanted a larger grocery store, 6 mentioned a need for a better grocery store, and 5 mentioned the need for an additional grocery store.

Question 3:

From this list of different types of retail businesses, how likely would you or someone else in your household be to shop there if it were located at the former Texas Department of Transportation property?

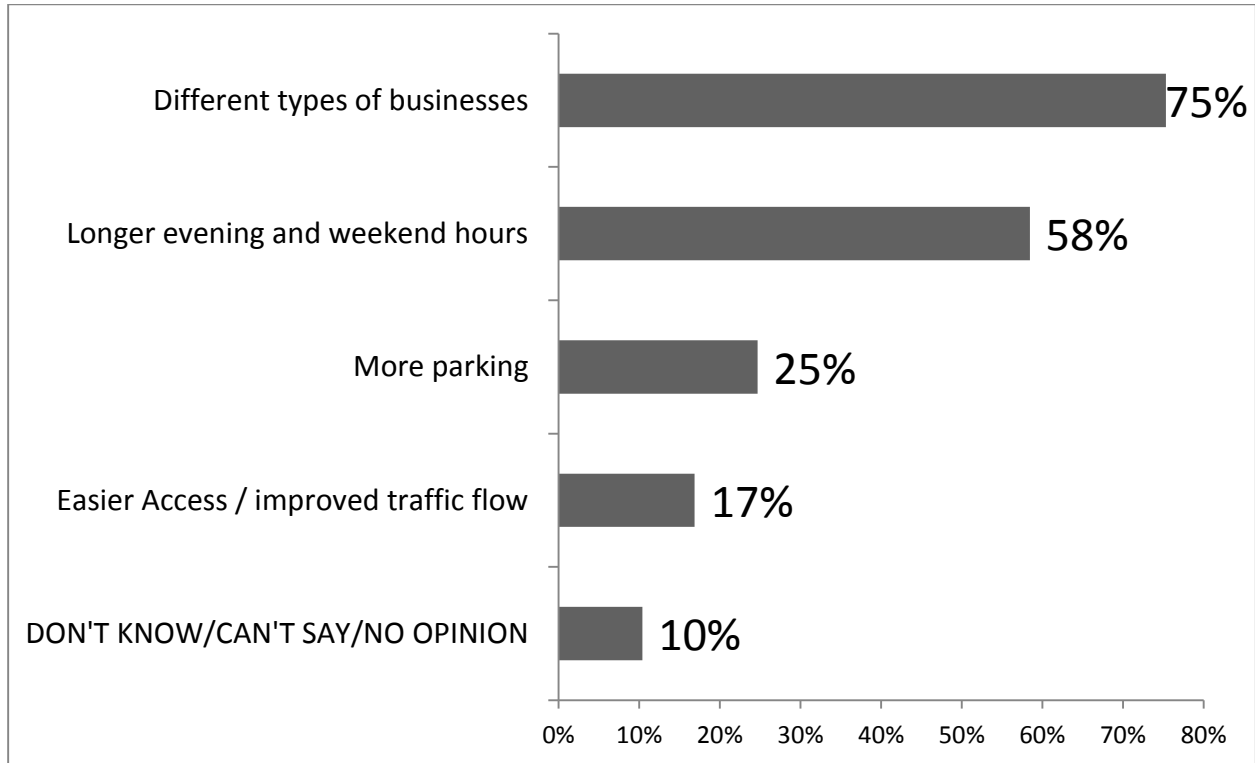
The majority of respondents indicated that they would be “very likely” to shop at a specialty food store if it were located on the site. (See Figure 2). This was the only business type that received such a high indication. In fact only 5% of respondents indicated that they would be “not at all likely” shop at a specialty food store. This is by far the strongest indication of Cuero’s need for this type of business. A women’s clothing store ranked second among the choices followed by a men’s clothing store. At the bottom of the scale were an arts store, antique store and a bank. When reviewed with the comments from this section it would appear that downtown Cuero meets the demand for these types of businesses. Among the 19 comments added to this question most echoed the same responses as question 2. Two comments indicated that the site did not need any new retail shops. One comment indicated the need for a land use that would produce jobs. Another comment recommended that the site would be used as a school for college credit.

Figure 5. Results from Question 3. From this list of different types of retail businesses, how likely would you or someone else in your household be to shop there if it were located at the former Texas Department of Transportation property?



Question 4:

Figure 6. Results from Question 4. What do you think Cuero needs most to improve your dining/entertainment experience?



The two strongest recommendations to improve the dining/entertainment businesses from this question would be to diversify the existing types of businesses and to extend the hours of existing businesses. (See Figure 3). When compared to other questions in the survey this question might be limited by combining dining with entertainment. Other comments indicate a strong desire to increase the diversity of restaurants. It would appear that parking and traffic concerns do not need to be improved for Cuero's businesses.

Question 4 also included a comment option which received 26 responses. 23 comments focused on dining; various variety of restaurant types were requested but 11 comments mentioned that Cuero does not need another Mexican restaurant. Four comments mentioned entertainment; two recommending music venues and one recommending "something for kids."

Question 5:

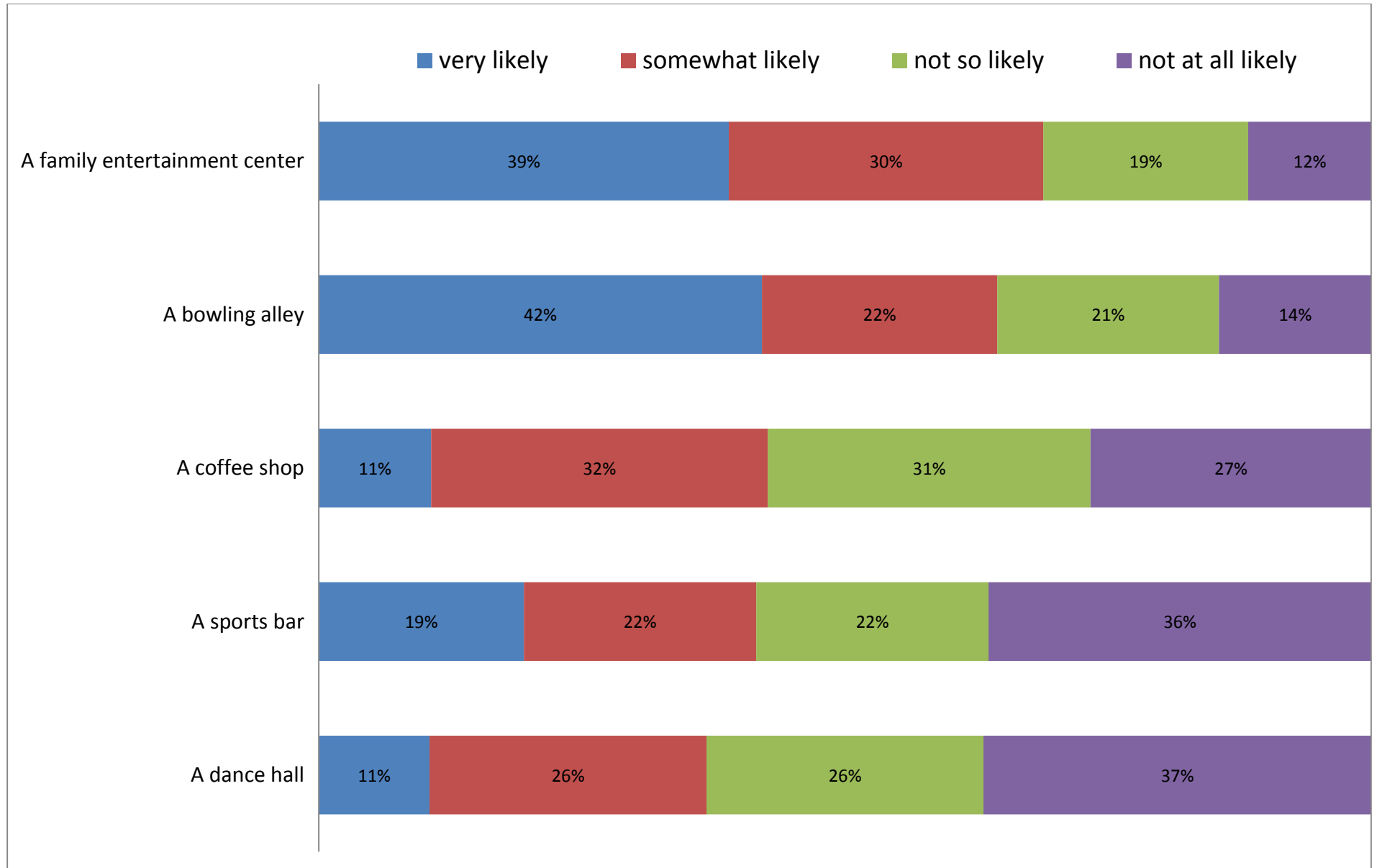
From this list of different types of entertainment businesses, how likely would you or someone else in your household be to visit there if it were located at the former Texas Department of Transportation property?

Of the options listed for question 5 (See Figure 4) none of the responses received an overwhelming "very likely" majority. A bowling alley and a family entertainment center ranked highest when combining the positive options "very likely" and "somewhat likely".

When compared to the low number of people who use entertainment options in Cuero (See Figure 1) it would seem that this question was not worded correctly. Or it would indicate that there is a low demand in Cuero for entertainment businesses. A better list of entertainment businesses could be created or a focus group on what people would like to see in Cuero. It might be possible to include entertainment venues such as a stage within the site, which would encourage music groups or acting companies to utilize the space.

Among the 19 comments added to this question most echoed the same responses as question 2. Two comments indicated that the site did not need any new retail shops. One comment indicated the need for a land use that would produce jobs. Another comment recommended that the site be used as a school for college credit.

Figure 7. Results from Question 5. From this list of different types of entertainment businesses, how likely would you or someone else in your household be to visit there if it were located at the former Texas Department of Transportation property?



Question 6:

Imagine that the future property included a business that you wanted to patronize (or just "visit"), how likely would you or someone in your household be to walk there in the following situations?

Overall question 6 reveals that most people will only walk to the site from events that take place on the south side of Highway 87. This is due to the unsafe environment created by the highway. The baseball stadium and park provide two locations that people might walk to or from the site. 71% of respondents said that they would either be "very likely" or "somewhat likely" to walk to the site during Turkey Fest. (See Figure 6). This provides a real opportunity to tie the site into the fest either through business partnerships or creating a fest venue on the site.

The key indicator from this question is that the property should allow for pedestrian traffic from the park and baseball stadiums. A standard strip commercial design with highway facing entrances and rear-side fences would cut the property off from the park and destroy opportunities to build positive community features. A site plan that creates a synergy between the park area and the businesses located on the property will be beneficial to all.

This question also indicates that street improvements to Courthouse St would be a higher priority than creating a safer pedestrian crossing on the highway.

This question received 7 comments. One comment mentioned that the Highway 87 was unsafe, and another comment emphasized the possibility for the site to support Turkey Fest.

Question 7

Question 7 confirms that the majority of people taking the survey live within a short driving distance of the site. 74% of respondents live within 10 minutes and 52% live within 1 to 4 minutes of the site. (See Figure 5).

Figure 8. Results from Question 7. How long does it take you to drive from your home to the former Texas Department of Transportation property?

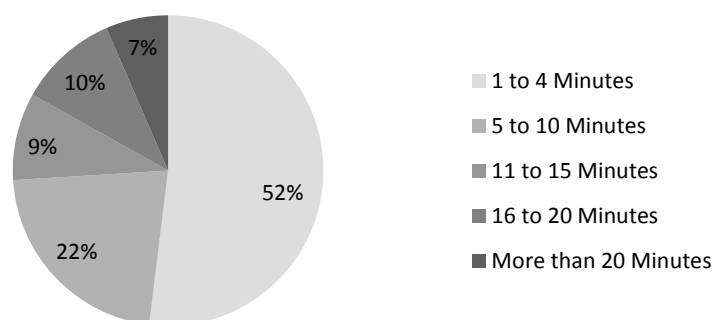
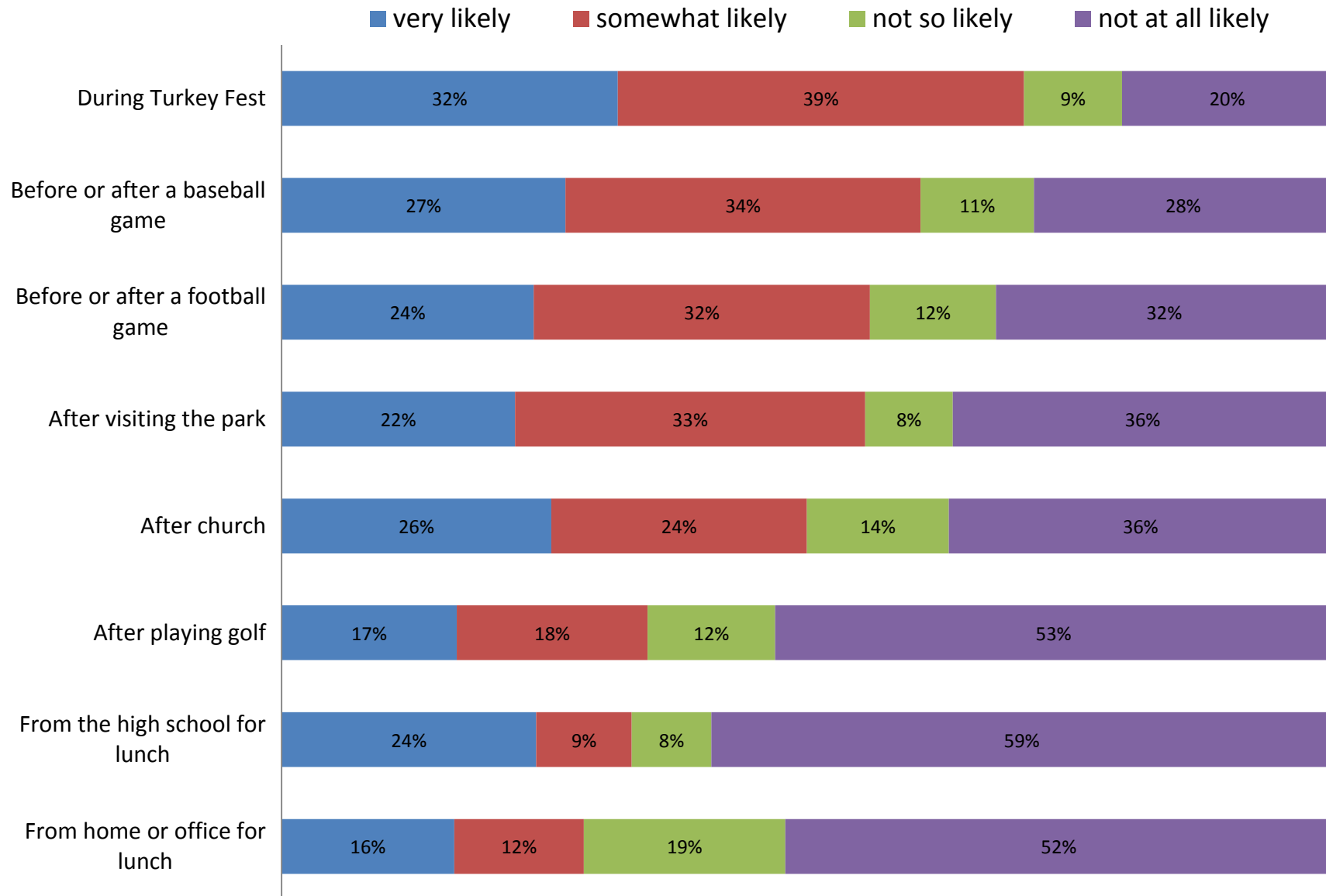


Figure 9. Results from Question 6. Imagine that the future property included a business that you wanted to patronize (or just "visit"), how likely would you or someone in your household be to walk there in the following situations?



Question 8-12: Demographic Questions

Figure 10. Results of Question 8. What is your age?

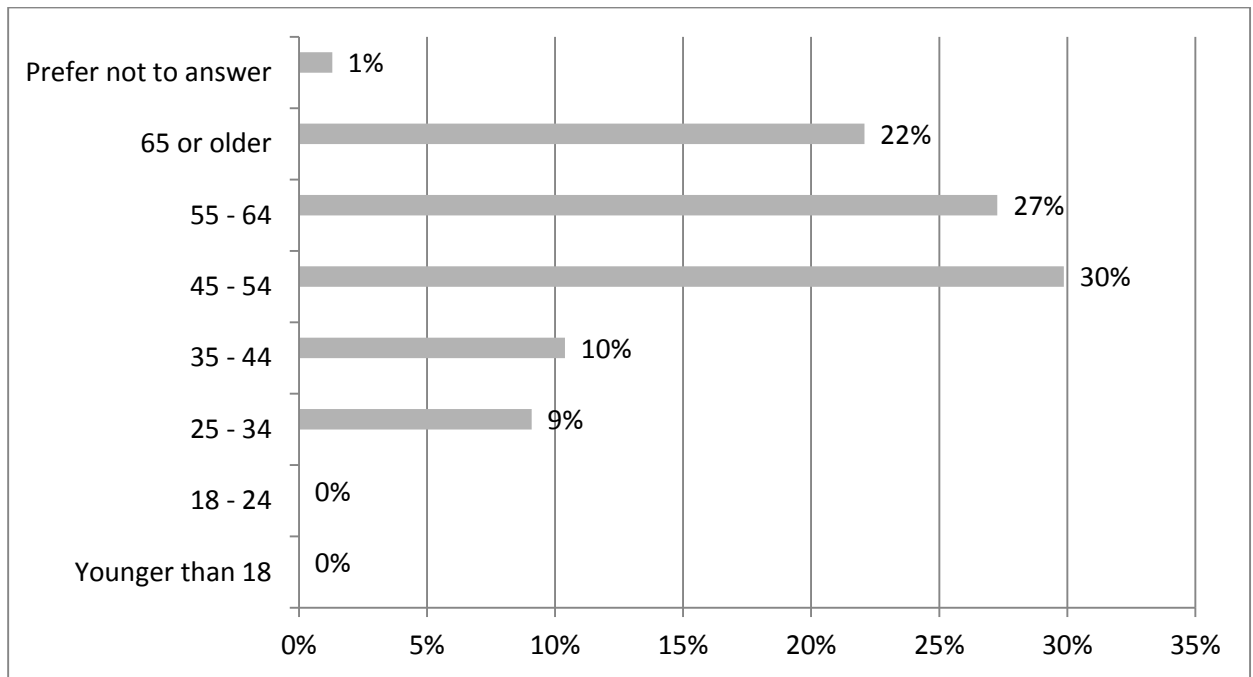


Figure 11. Results of Question 9. What is your gender?

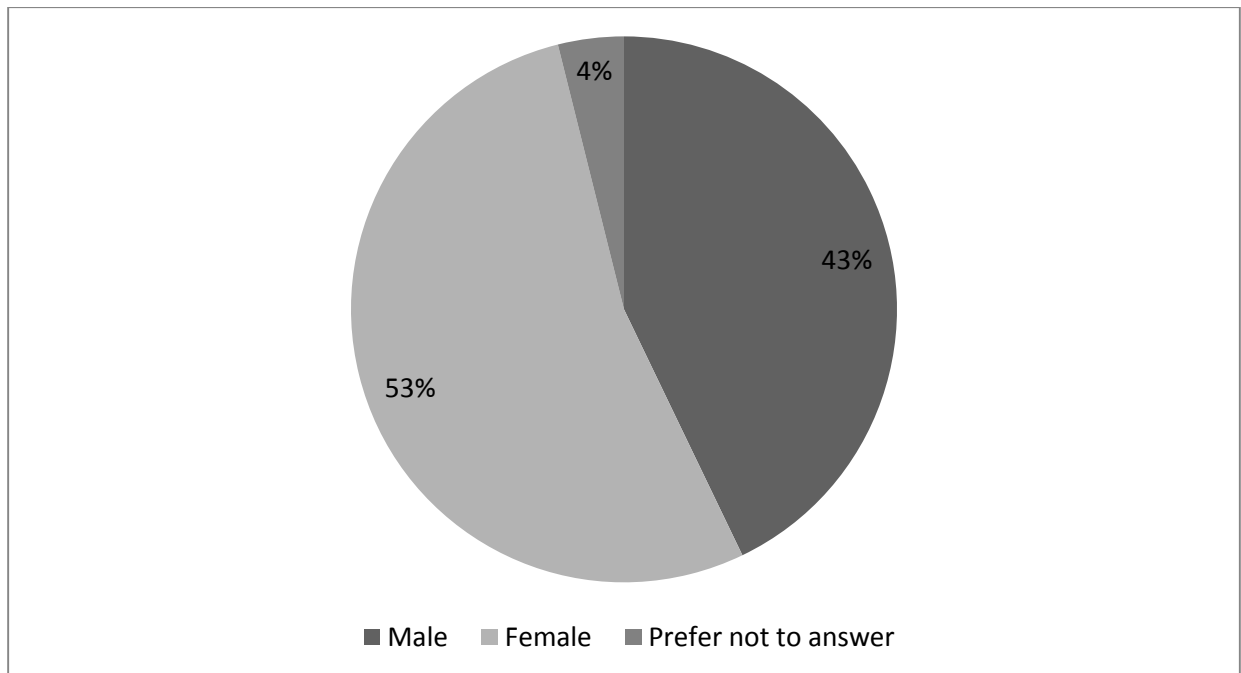


Table 2. Results from Question 10. What is your race/ethnicity?

Race/Ethnicity	Percentage of Participants
Caucasian (not of Hispanic origin)	90%
Hispanic	0%
African American (not of Hispanic origin)	1%
Asian or Pacific Islander	0%
Native American or Alaskan Native	1%
Prefer not to answer	8%
Total	100%

Figure 12. Results for Question 11. How many children 18 and under live in your household?

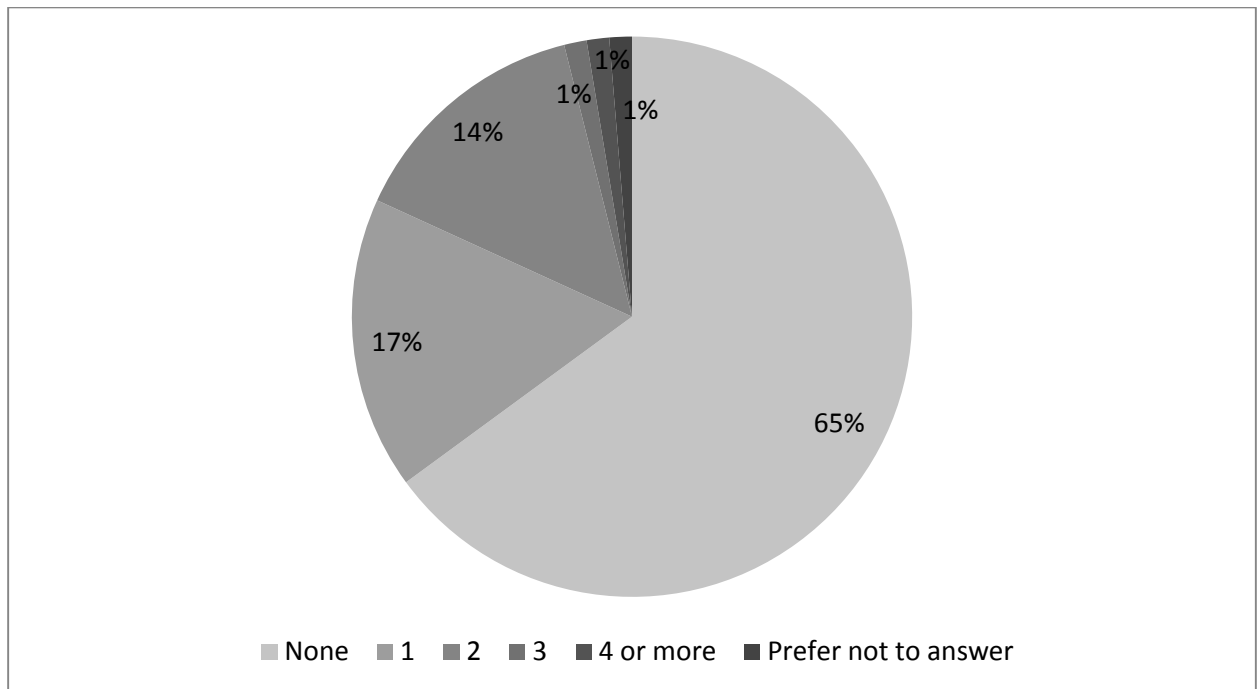


Figure 13. Results of Question 12. Which of the following categories best describes your household annual income?

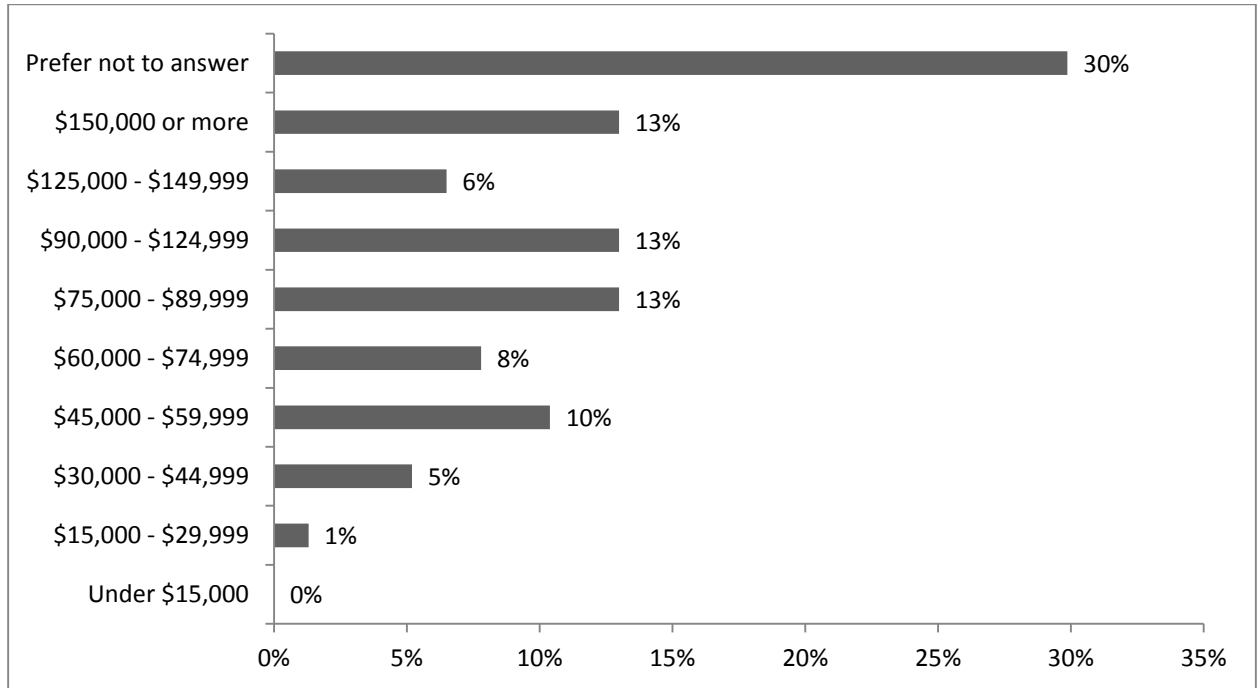


Table 3. Summary of Survey Demographics compared with Cuero.

	Survey Participants	Cuero Residents¹
Population	77	6,571
Average age	53	37.5
Gender (Male/Female) %	43% / 53%	46% / 53%
Household Income	\$54,000	\$28,950 ²
Average household size	2.5	2.5
White Non-Hispanic	90%	48%
Hispanic	0%	35%
Black	1%	17%
Native American or Alaskan Native	1%	1%

1. Source: U.S. Census Bureau, Census 2000 Summary File 1

2. 2007 Median Household Income

Questions 8 through 12 cover basic demographics and show that the survey population does not adequately represent the population of Cuero. (See Table 3) This does not mean that the survey is invalid but it does reveal that further research needs to be done to fully know the interests of Cuero.

Overall those that participated are active in the community as represented in Question 1, they live close to the site as shown in Question 7 and have a high household income (average \$53,000). Also the survey population represents the gender ratio of Cuero and the household size. These positives show that the survey does represent this section of the population well.

Gaps in the survey are largest in terms of ethnicity, household income and age. When compared to Cuero’s 2000 Census further outreach is needed in order for the results to adequately reflect the city’s demographic makeup. Several actions can be taken to fulfill this goal. Focus groups targeting Hispanic, African-American, and younger populations could be organized. The Cuero Development Corporation could find local leaders with connections to Hispanic and African-American populations that would be able to provide email lists or already established meeting times available for participation activities. Translating the survey into Spanish might provide residents with limited English skills an opportunity to express their ideas.

To strengthen outreach to younger Cuero residents the Cuero Development Corporation could seek out high school social studies teachers interested in teaching a lesson on public participation in local government, or involve a parent organization. Involving minors requires special attention to ethical questions and should only be undertaken with parental consent.

Table 4. Recommended Focus Groups.

Focus Group	Goal Number of Participants
Hispanic Participants	25-50
African American Participants	15-25
High School Students	15-30
Young adults (18-24)	15-30
Total	70-135

In order to achieve a survey demographic that echoes the city, the survey will need to reach twice as many people. If the survey were taken by a group that includes 50 Hispanic participants, 25 African American participants, and roughly 60 people under 24 the demographic gaps could be filled. At this level of participation the survey would also reach a confidence level of 95% with a margin of error of roughly 8%. A focus group that includes 25 Hispanic participants, 15 African American participants, and roughly 30 people under 24 would help to equalize the demographics but would leave the existing survey population oversampled. Having actual focus groups could provide for a more direct feedback of values that the survey might miss, thus balancing the survey’s bias. Table 4 reflects these recommendations.

Conclusions

The survey was successful and the Cuero Development Corporation can take the results to help focus their efforts on both developing the site and improving existing businesses. The results of the survey can also be used to communicate to potential businesses the desires of some of Cuero’s residents. Therefore

the purpose of the survey has been achieved. In order to strengthen public participation the Cuero Development Corporation could diversify their email contact list and seek opportunities to involve younger residents.

Ultimately the high response rate and the fast response time (one week) show that Cuero's residents are eager to be involved. The desire to communicate their opinions, values, and desires shows that Cuero could dream big. With a strong consensus the city could use a strong public outreach campaign to support bond initiatives that would put the people in control of the site design.

Market Analysis

This section discusses the individual industry market analyses conducted by the research team to determine which uses would be most suitable for this site upon redevelopment.

S.W.O.T. Analysis

In addition to the survey and prior to conducting the preliminary market analysis, the research team also conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis to better understand the advantages and disadvantages to the market in Cuero.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Location: Cuero is between Austin/San Antonio and the Texas Coast which produces many passer-by travelers; Site has SH-87 frontage, is close to the high school, park, baseball complex, Turkeyfest site, Christmas Light display • Historical Resources: Chisholm Trail, Cattle/Ranching Industry, Historical homes, Turkeyfest • Designations: Preserve America Community, Migratory Bird Watching Site, Wildflower Capitol of Texas (DeWitt County) • Strong social capitol: many, involved volunteer organizations, very involved community 	<ul style="list-style-type: none"> • Location: not located on a major highway (I-10), very close to Victoria which could deter businesses from locating in Cuero • Lack of population growth • Small market area • Small labor force; shortage of labor for \$6-8.00 jobs • Nothing truly unique to the community • Local, Regional, State, National Economy • No vocational training in the area to keep skilled jobs in Cuero, could deter services/industries from locating in Cuero
Opportunities	Threats
<ul style="list-style-type: none"> • Location: nice place to get away for the weekend; Victoria is expanding towards Cuero; the site is close to the baseball complex which could capture the after-game/tournament market; the site is close to the high school which could capture the after-football game market and the high school lunch market; the site is close to the new Best Western hotel • To bring specialized industries into Cuero that serge a large market (similar to Todd Sloane saddles) • To bring unique businesses into the community to draw clientele from the county/Victoria area • Promote Preserve America status • Promote bird watching in area • The “high” AADT on SH-87 which could capture the through-traveler market • To attract tourists all year 	<ul style="list-style-type: none"> • Location: proximity to Victoria could deter businesses from Cuero; Cuero residents are used to going to Victoria to fulfill unmet needs • Retail does not create demand, people and job create demand. Is there enough demand in Cuero for retail? • Population growth • Labor force • Drought conditions • Local, regional, state, national economy may not be suitable for retail

As a result of the SWOT Analysis, the initial concerns of the research team were:

- Although Cuero could benefit from a larger grocery store on this site because of the lack of quality products and parking issues at the existing grocery, the site and the town may be too small to support a large grocery store. Also, there have been multiple failed attempts at bringing a different grocery retailer into Cuero prior to Texas A & M’s involvement with this project.
- How will small retailers (namely a men’s clothing store) compete with Cuero’s Wal-Mart, and/or nearby retailers in Victoria?

- How can the proximity to the high school be used as an advantage to the businesses on this site? The high school campus offers an open-campus lunch hour, and students crowd local restaurants during the lunch hour on a daily basis.
- What types of unique businesses could Cuero attract to this site to draw from a larger market and not risk losing patrons to Wal-Mart or Victoria?

Market Analysis

It is important to understand the general degree to which the local and area retail markets will support a new set of businesses in Cuero. In addition, some insight can be gained into the mix of business establishments most likely to be successful.

This section provides a preliminary characterization of Cuero’s market, and a more detailed look at the local demand for several different types of businesses. The research team determined the trade area for each of the business types on an individual basis.

The results of the preliminary market analysis were that dance halls, warehouses, and larger grocery stores do not have a market in Cuero while restaurants, vocational schools, and townhomes do have a market. After performing the preliminary market analysis, the research team concluded that the following types of businesses were most appropriate on this site, as well as in Cuero:

- Small offices (with good access and adequate parking),
- Family-Entertainment/Restaurant (such as a café, music venue, or sports bar, microbrewery, Victoria Incredible Pizza Company, etc.),
- Specialty stores (like a candy shop, ice cream parlor, microbrewery, bakery, etc.),
- Vocational school (specializing in construction trade [electrical, HVAC, oil/gas], dental hygiene, skin/hair training, pilot licensing, etc.), and
- Apartments (perhaps live-work units), or townhomes.

Using these businesses, the research team came up with several alternative scenarios of business combinations, provided in section 6. The research team evaluated the suitable types of businesses and determined how these businesses could be combined appropriately to make the best use of the site’s location and size. The combinations of businesses used for the alternative scenarios are as follows:

- Bank, entertainment/food (such as Victoria Incredible Pizza Company or something similar), small offices, fitness center, and live-work apartments;
- Specialty grocery/candy store, bank, vocational school, microbrewery, and live-work apartments;
- Vocational school (could be placed on the second floor depending on type of school), family entertainment/restaurant, office, and live-work apartments..

Live-work units are in each alternative scenario because the market demand for multi-family is very large and live-work units are growing in popularity. These units are also considered a “green” development option. Also, offices were found to be an appropriate use for this site and a bank is included in each alternative because of the recent proposal from TDECU bank for the property.

Multi-family Dwellings

The market analysis for multi-family dwellings in Cuero indicates a need for these kinds of living units. The trade area was determined to be DeWitt County, and due to the proximity of nearby towns and from the results of the central place analysis, the City of Cuero may capture residents from both inside and outside the city. Cuero may also serve as a bedroom community for those working in Victoria and other areas outside the city because of the historic small town appeal of the Cuero community.

Interviews with realtors, existing apartment operators, and residents all expressed a need for more apartment units in Cuero. Based on an internet search from rent.com, apartments.com, and a general Google search, the only apartments available for rent are in Victoria. From a yellow page search, three Section 8 apartment units are available: Colonial Apartments, Golden Plaza, and the Oaks Apartments. From the Cuero Chamber of Commerce web site, one non-Section 8 complexes, Kate’s Place, was found. A one bedroom, one bath costs \$455 per month or \$490 per month with a washer and dryer. A two bedroom, one bath coast \$567 per month, or \$595 with a washer and dryer. Each complex has 30-40 units, with approximately one-third of the units’ two bedroom accommodations. In addition, an interview with Texas Country Realtors revealed that a builder of eight townhomes sold them all before construction began, and that there was a strong need for apartments in Cuero. Other city officials from the Cuero Development Corporation also expressed a need for apartment units.

A 19% multi-family to single family mix was used to calculate market demand because DeWitt County contains this amount of renter-occupied housing units (from the U.S. Census Bureau). In addition, percentage of income spent on housing was obtained from the U.S. Department of Labor’s Bureau of Labor Statistics, while population, mean household income, mean household size, and the total number of households were obtained from the U.S. Census:

Dewitt County Demographics	
Population	20,013
Average Household	
Income (2007)	35,736
Average Household Size	2.53
Total # of Households	7,207

Based on the results of the multi-family market analysis, there is a need for multi-family dwellings in Cuero, with an approximate market of \$15 million to be spent on renting multi-family dwellings. The market analysis was conducted with the following steps:

- 1) *Demand* was calculated by multiplying DeWitt County’s average household income, total DeWitt County households, DeWitt County percentage of multi-family housing (19%), and percentage of household income spent on housing (33%) altogether:

Total Demand for Housing in Dewitt County	
Average Household Income (2007)	35,736
Dewitt County, Total # of Households	7,207
% of multi-family housing in DeWitt County	19%
% of income spent on housing	33%
Demand for Housing: (Income) (Total # of households)(19%)(33%)	\$16,148,344.37

2) *Supply* was calculated as follows:

- Total spent on rent in Cuero incorporated Section 8 housing units in order to calculate a reasonable number for available multi-family supply in Cuero. Omitting Section 8 housing from multi-family market analysis skews results with a very low calculation of multi-family supply in Cuero.
- From the multi-family research, it is estimated that approximately 40 two-bedroom units and 119 one-bedroom units are available in Cuero. Based on the estimates of current apartment managers in Cuero, approximately one-third of the total units are assumed to be two-bedroom units:

Cuero, Texas Multi-family Supply			
	Total Units	Approximate # of Two- Bedroom Units	Approximate # of One- bedroom Units
Colonial Apartments (Section 8)	48	12	36
Golden Plaza Apartments (Section 8)	41	10	31
Oaks Apartments (Section 8)	40	10	30
Kate' s Place Apartments	30	8	22
Total		40	119

- Next, based on the rental rates for Kate’s Place Apartments, \$585 was multiplied by 40 (total two-bedroom supply in Cuero), \$490 was multiplied by 119 (total one-bedroom supply in Cuero), and then the two were added. Finally this amount was multiplied by 12 for a computation of the total dollars now being spent on multi-family housing in Cuero:

$$\{(\$585) (40) + (\$490) (\$119)\} = \$89,215(12) = \$1,070,580$$

- 3) Subtracting this from the multi-family demand returns the following dollars available for multi-family housing in Cuero; this figure represents unmet demand:

$$\$16,148,344.37 \text{ (Demand)} - \$1,070,580 \text{ (Supply)} = \$15,064,114.37$$

- 4) Finally, dividing the potential market for multi-family housing in Cuero by \$12,000 (a representation of a new apartment unit renting at \$1,000 per month for one year) gives the potential number of units the market will allow in Cuero for multi-family apartments. Lower rents would yield even more potential apartment units for Cauero:

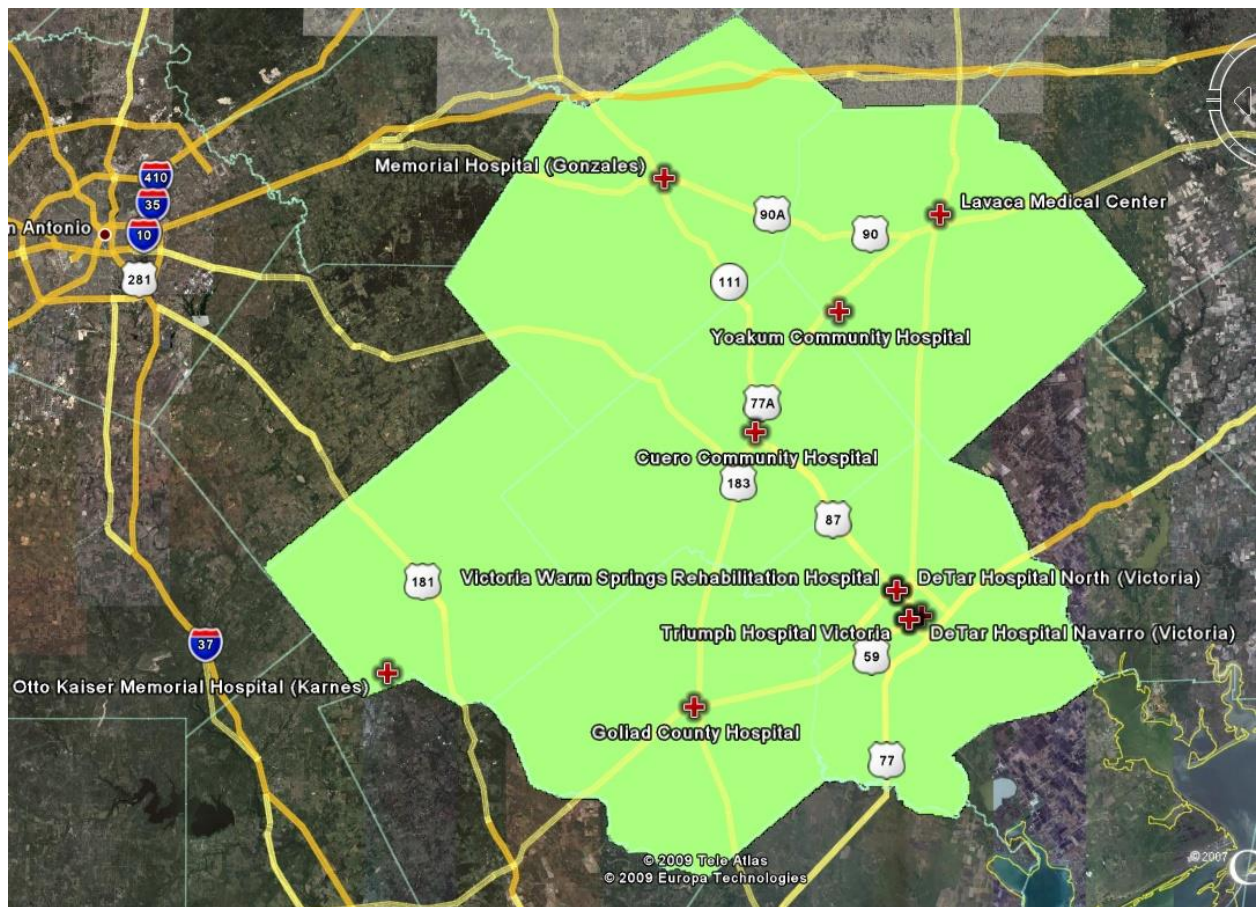
$$\$15,064,114.37 / \$12,000 = \text{approximately } 1255 \text{ potential units for Cuero}$$

It is quite clear that the potential market for multi-family housing in Cuero may provide a very development option at this site.

Health Services

The Health Services Industry is currently a firm contributor to the economy of the City of Cuero and DeWitt County. According to 2006 Census data, Health Care and Social Assistance made up one fourth of Cuero's employment. This industry is most significantly represented in the community by the Cuero Community Hospital.

The map below displays the regional inventory of major medical facilities within the contiguous county region that surrounds DeWitt County. As a result, the Cuero Community Hospital is at the heart of the region. However, this is not to suggest that the Cuero Community Hospital services the majority of the region. Rather, it illustrates the overall layout and orientation of services geographically.



From the map, it is clear that there is a relatively even spatial distribution of hospitals in the six-county region. Victoria is home to the largest number of health related services in the area, including four hospitals as shown on the map.

An inventory of the hospitals in the region reveals that the Cuero Community hospital has the largest bed capacity, next to Victoria's three largest facilities. The Cuero Community Hospital is a 60-bed facility located centrally within DeWitt County. The hospital is funded by a combination of general revenues and a hospital taxing district—the taxing district does not encompass all of DeWitt County.

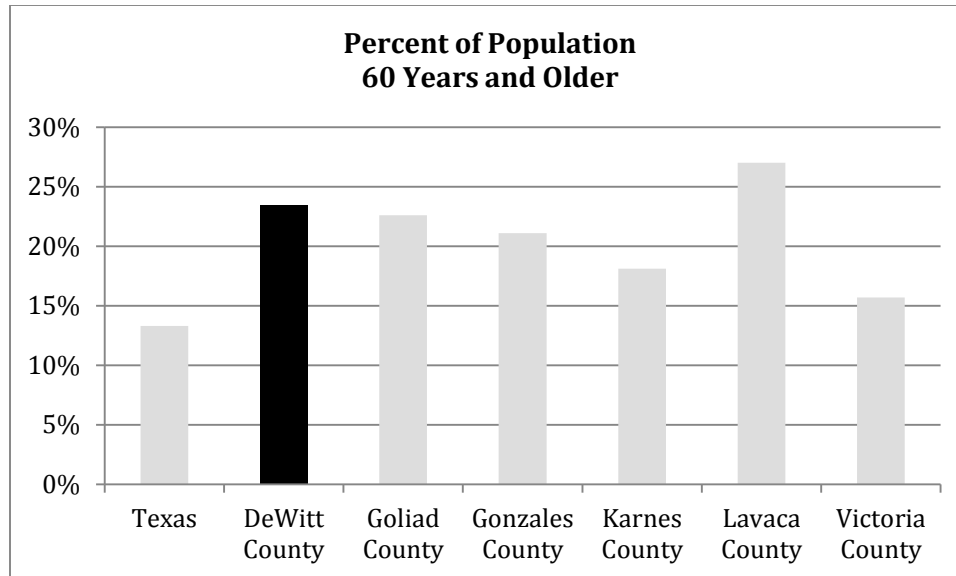
Inventory of Hospitals' Capacity

Hospital	County	Number of Beds
Cuero Community Hospital	DeWitt	60
Goliad	Goliad	24
Memorial Hospital	Gonzales	49
Otto Kaiser Memorial Hospital	Karnes	43
Lavaca Medical Center	Lavaca	43
Yoakum Community Hospital	Lavaca	25
Citizens Medical Center	Victoria	344
DeTar Hospital Navarro	Victoria	211
DeTar Hospital North	Victoria	156
Triumph Hospital Victoria	Victoria	23

Hospital Websites

www.hospital-data.com

To sustain additional health-related services in Cuero, there needs to be some unmet need within the DeWitt County region. Below is a graph that offers a snap shot of Cuero's elderly population in relation to the surrounding counties. Cuero does in fact have one of the older populations compared to its neighboring counties. However, this is expected, as Cuero is a Texas Certified Retirement Community. In accordance with this trend, Cuero has more than three dozen health related businesses. A telephone interview with a Cuero Community Hospital Administrator revealed that recent improvements to the hospital aim to meet the services required by the residents of the community. These include an expansion of the physical therapy department, better outpatient services and new MRI equipment (Interview with Cuero Community Hospital Administrator, March 2009).



Percent Population 60 Years and Older

County	Number	Percentage
Texas	2,774,201	13.3
DeWitt County	4,676	23.4
Goliad County	1,564	22.6
Gonzales County	3,936	21.1
Karnes County	2,794	18.1
Lavaca County	5,187	27.0
Victoria County	13,183	15.7

Census 2000

As a needs-based industry, the addition of health services to an area is warranted by an obvious omission of a necessary health service or facility. With the exception of Victoria, which is a far larger

community, Cuero has a greater hospital bed capacity than all of its other neighbors. Cuero also has numerous health related services and business outside its community hospital. Thus, there is no indication that any additional facility or related business is optimum for the City of Cuero.

Retail/Shopper's Goods/Restaurants

Restaurants and shoppers goods stores often draw clientele from a large area and large population base; therefore the research team determined the primary trade area for both sectors should be at the county level rather than the city level.

Restaurant – Initial Findings

The Cuero community has shown tremendous interest in bringing in a full-service 'sit-down' restaurant to the former TxDOT site. The Cuero Development Corporation's business list notes 17 restaurants in and around town; however, our own windshield survey noted two more for a total of 19. There does not appear to be an official listing of all of the restaurants in DeWitt County, so by utilizing an online (superpages.com) directory and mapping feature, the research team determines there were a total of 24 restaurants in Cuero, 1 in Nordheim, 13 in Yorktown and 13 in Yoakum (within DeWitt County) for a grand total of 51 restaurants in DeWitt County. From the initial market analysis, the research team determined that the estimated demand for restaurants in DeWitt County is between \$35,759,228 and \$38,619,966 (2007 dollars). With 51 other restaurants around, a new restaurant in Cuero could only hope to capture 2-5% of the county-wide market which would provide expected sales of between \$715,184 and \$1,930,998. Utilizing sales per square foot data from the ULI's Dollars and Cents of Shopping Centers 2008, the research team determined that a restaurant serving liquor could expect to fill approximately 2,321 to 6,266 square feet if part of a neighborhood center or 1,998 to 5,394 square feet if part of a community or super community center. Therefore, the average sized restaurant that could be supported on the former TxDOT site would be 3,636 to 4,224 square feet.

Shoppers Goods – Initial Findings

According to Analyzing Neighborhood Retail Opportunities, "Shoppers Goods are items such as clothing and furniture for which people tend to comparison shop." The Bureau of Labor Statistics' Consumer Expenditure Survey does not list Shoppers Goods, but does list information for "Household furnishings and equipment," and "Apparel and Services."

Furniture: The primary competition for a new furniture store would be the Ashley's Furniture in Yoakum, the Wal-Mart in Cuero, and the Colortyme and Advantage Rent-to-Owns in Cuero. There is currently a total demand between \$20,025,167 and \$28,607,382 for household furnishings in DeWitt County, and a new store would likely capture 25-50% of this market. Therefore, the expected sales of a new furniture store on the former TxDOT site would range from \$5,006,291 to \$14,303,691. The average size of a furniture store that could support this amount of sales would be about 58,303 square feet.

Apparel: There is more competition for apparel in DeWitt County with three stores noted on Superpages.com's mapping feature, plus the Wal-Mart retail department and Bealls retail store in Cuero. The research team estimates that a new clothing store could capture 20-33% of the county-wide

market that ranges somewhere between \$25,031,459 and \$29,322,567. The expected sales volume would range between \$5,006,291 and \$9,676,447. A Women's Ready-to-Wear store averaging 42,116 square feet as part of a neighborhood shopping center or 32,616 at a community or super community center would meet this demand. A similar mixed apparel store could be about 26,802 square feet, or a men's clothing store could be 26,202 square feet.

Conclusions

Of these three options (restaurant, furniture store or apparel store), the research team believes that a restaurant is the most likely to be successful. Although there would be a tremendous amount of competition, the majority of that would be smaller fast food stores, and there is already a desire for a better eating establishment by many citizens in Cuero. A furniture store would have to overcome competition from Wal-Mart and Ashley's, which are both very strong companies, and the Rent-to-Owns likely attracts many of the lower-income residents. A clothing store would also have to overcome competition from Wal-Mart and Bealls which are two large stores with a large selection. Any clothing store would have to be a boutique-type store, and the roughly 20,000 residents of DeWitt County seem likely to head to Victoria or San Antonio/Austin if they desire specialty clothing. However, the current data shows that there may be an adequate market for a furniture or apparel store, so if such a business is desired or interested, a more detailed market analysis should be undertaken.

Office

An office is defined as place of business where professional or clerical duties are performed. Types of uses for a single office or a building capable of containing multiple offices are anything from law, to healthcare, insurance, finance and many others. Almost every industry or profession has the need for office space to perform specific or general business activities. Some industries prefer to have an office co-located with other development like a warehouse or factory and are less likely to occupy an office not on the site of existing activities. Other industries (particularly service industries) can conduct all of their business either within or at least based from a single office. To summarize, office development can include and/or be associated with a wide variety of industries.

Data Collection Process

Trips to the Cuero Area

In the process of evaluating the current Cuero office market, two trips to the city were made in the spring of 2009. Both visits involved driving tours of the area and walking around most of Cuero's historic downtown. These two visits offered an overview of buildings and current or potential office space available. Many of the buildings, while historic and full of character, seemed ill suited to modern office use without major renovations. Most buildings in the downtown area are two or three stories, with many possessing vacant upper floors. While the close proximity of these buildings to the county courthouse, justice center, and intersection of major roads makes for a good location, the physical deterioration of such spaces would require an expensive rehabilitation. In addition, modern ADA, electrical, plumbing, and telecommunications needs would be difficult, in some buildings impossible, to satisfy. Couple this issue with the limitations imposed on developers renovating historic structures and downtown becomes a character-filled location that poses numerous obstacles.

One building that would be a direct competitor to any new office space is the vacant, two-story building that formerly housed Prosperity Bank. Observations indicate that it could more easily be converted to office suites or one large office. Since it was only vacated recently the building's interior and structure appeared to be in good order. Minor renovations could transform the space into a small office building.

The second trip also included a venture beyond Cuero into the much larger city of Victoria. Victoria serves as the region's major city and does contain numerous office buildings. Fortunately there is minimal development in the direction of Cuero. This and the observation that office development in Victoria appeared to be of a much larger square footage than that in Cuero supports the belief that it would not directly compete with that built in Cuero.

Online Research

Several online sources were examined to better understand and collect current data about the Cuero office market. These sources included: Individual realtors, real estate associations, property listings, and the Texas A&M Real Estate Center. Use of various listings for office space formed the basis of the statistical data. From the information provided with these listings, the most modern building on the market was constructed over 20 years ago.

The Texas A&M Real Estate Center provided data on office permits issued in DeWitt County from 1980 to 1995. A quick glance at the table shows that in the 15 year period, only 17 office permits were issued. The data did not specify if these permits were for new buildings or the renovation of existing ones. Either way, the addition of approximately one office per year indicates that the city has supported slow growth over this period.

Table 1: DeWitt County, Texas Office Building Permits (1980-1995)

Year	Number of Permits		Dollar Value of Permits (\$000)	
	Units	Percent Change	Value	Percent Change
1980	1		12	
1981	4	300	1,268	10,470
1982	2	-50	108	-91
1983	3	50	619	474
1984	1	-67	175	-72
1985	0	-100	0	-100
1986	0	-	0	-
1987	0	-	0	-
1988	2	-	127	-
1989	0	-100	0	-100
1990	0	-	0	-
1991	0	-	0	-
1992	1	-	84	-
1993	2	100	156	84
1994	1	-50	1,004	544
1995	0	-100	0	-100

Source: Real Estate Center at Texas A&M University and U.S. Bureau of Census

Local Real Estate Agents

Unfortunately for this analysis, attempts to contact local real estate agents for data, market conditions, or personal insights were unsuccessful. Agents were either too busy or unwilling to respond to requests for data. Personal interviews were also difficult due to distance and the dates of visits.

Office statistics for Cuero and surrounding area

Examining commercial real estate listings (March 2009), specifically properties designated for office use, produced several statistics by which the current supply of office space can be evaluated. Of the office properties examined, only four of twelve total (1/3) were located within the City of Cuero. The remaining eight properties were located across the region in Yoakum, Victoria, and Gonzales.

Average square footage of available office space:	3,453 ft. ²
Range of office square footage:	656 – 8,314 ft. ²
Average price per square foot:	\$58.69
Range of prices per square foot:	\$22.00 – \$95.00
Range of property values:	\$38,000 – \$1.9 million
Average age of construction:	1955
Range of age:	1946 - 1986

Potential market for office development

If office space were built it would likely have an effective area of 15 to 20 miles around the site with 15 miles being the maximum in the direction of Victoria. Most of DeWitt County would be likely to travel to an office built on the site in Cuero. The effective area might be even larger for more specialized services, particularly towards the smaller towns and more rural areas to the southwest, west, and north. Since Cuero is the county seat and largest community in DeWitt County the market could support additional office space. Office space currently available tends to be older with most properties not originally designed to be offices. Recent reports that DeWitt County could contain a very large natural gas field would only serve to promote additional growth for Cuero and the county. Business and workers related to this find could potentially occupy an expanded office market. The previous years displayed a need for office space when land men were forced to set up tables in the city's library to conduct business.

An analysis of location quotients for the area from 1990, 2000, and 2006 reveal several sectors that are not meeting local needs. Some of them (such as finance, insurance, construction, management, and professional) will need office space if they expand to fill local market demand. Once again the potential expansion of the oil and gas industry will also be very influential on demand.

Pros and Cons of new office development at site:

Pros:

- Modern electricity and telecommunications infrastructure
- Modern design and "newness" that attracts attention
- More easily reconfigured to different types of office uses
- More space for parking than offices downtown or older sites
- Easy access from highway or side streets
- Located along US 87 and could capture commuters to and from Victoria
- Could serve as additional office space for surrounding uses (school, GVEC, city)

Cons:

- Higher cost than existing office space to recapture investment and turn profit
- Lack of history that many older buildings offer
- Located outside downtown and older arteries of development
- Could be negatively impacted by school and US 87 traffic
- Lack of pedestrian traffic
- Even large office for area does not utilize all of site

Factors to consider for office development at site:

There are several factors that must be considered if any office space were to be designed and constructed.

1. Building height is limited to two stories (firefighting limitations)
2. Building design should complement and/or incorporate local architecture
3. Landscaping to add beauty, green space and nature to site is a must
4. Development will likely serve as gateway to city
5. If possible, office could be combined with residential space to create live-work units
6. Current economic downturn could limit potential occupants
7. Confirmation of large gas field could spur growth and market demand

Conclusion

There are two primary reasons why the Cuero office market would support new office space. First, the existing office space is dated and does not have the necessary features modern amenities to accommodate a modern business. This alone makes a new, moderately priced office space attractive to potential business. Second, the fact that Cuero is the county's largest town and seat only reinforces why professionals and businesses would locate an office in the city. The recent oil and gas boom along with the potential large gas field find make Cuero the logical place to locate for easy access and to serve the market.

Entertainment

This market analysis will focus on the entertainment sector, specifically dance hall/event venues and family fun centers. It will specify the demand for entertainment in the Cuero area by examining current demand for existing entertainment venues.

Venues in DeWitt County

DeWitt County was once home to two dance hall venues, but now only has one. An early-morning fire in January of 2007 destroyed the historic Gruenau Hall, a long-time popular dance hall in rural DeWitt County (Long, 18 Jan. 2007). The hall was about seven miles north of Yorktown off Farm-to-Market Road 108, and was famous for its hardwood maple floors and hand-carved rafters. Insurance on the building would reportedly only cover one tenth of the cost to restore it (Corcoran, 9 Dec. 2007). Efforts have been made to raise funds to rebuild the hall, but no plans have been made.

The other venue located in DeWitt County is the Lindenau Dance Hall. This dance hall is located five miles northwest of Cuero on Farm-to-Market Road 953. It serves as an event space for wedding receptions, parties, and other such events as well as a dance hall ("Lindenau Hall").

Figure 14. Lindenau Hall. Source: Google



Locations of Other Venues In the Area

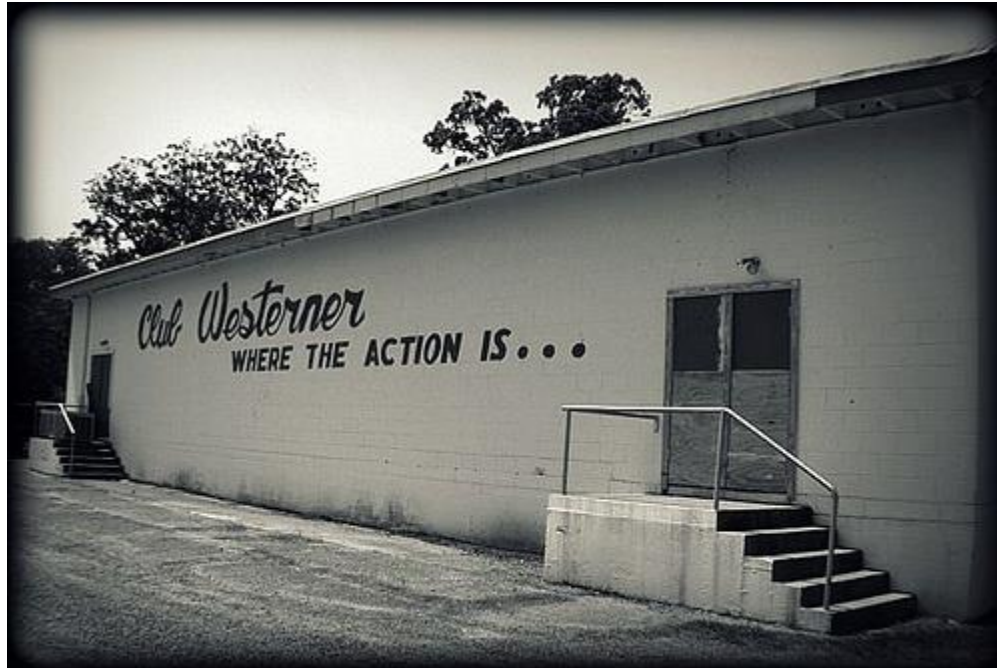
The following list of the dance halls in the South Texas area is not an exhaustive one. However, this list will provide an adequate illustration of the market for dance halls in the area.

Schroeder Dance Hall, which boasts the title of the "Second Oldest Dance Hall in Texas", is the major dance hall venue in the area. Located on the northwest side of Victoria on Farm-to-Market 622, the hall was built in 1890 and is 13,000 square feet with a 5,000 square foot dance floor ("Schroeder Hall").

Also, in Victoria on U.S. Highway 183 is the Veterans of Foreign Wars Hall. This hall is frequently used for parties and events. Costs to rent the hall include a \$225 fee for rental, plus an \$80 cleanup fee and an additional \$20 per hour fee for air conditioning or heating of the facility. The VFW Hall typically has three to four events per month (personal interview, 26 Mar. 2009).

Club Westerner is a hall located in Victoria on Constitution Street. It is a private dance hall that is available for rental on most Saturdays and some Fridays of every month. It was building 1929, but is not listed on the Texas Register of Historic Places. It has been newly remodeled with hardwood floors, and is slightly bigger than the Lindenau Dance Hall in DeWitt County. Cost of rental is \$1000 per event, and the hall is typically used for weddings and graduation and birthday celebrations. There are around four events per month at the hall (personal interview, 30 Mar. 2009).

Figure 15. Club Westerner. Source: Google



Nordheim is a small community on the southwest side of Yorktown, which is just southwest of Cuero. The Nordheim community includes a Broadway Bar, which is located on 208 Broadway Street, and the Nordheim Shooting Club Dance Hall, which is located on Broadway Street. The Shooting Club Dance Hall, marked with a Texas State Historical Marker, was built in 1927 and serves as an event space for this community and the surrounding areas ("Nordheim Shooting Club").

Finally, the Weesatche Dance Hall is located in the town of Weesatche on Farm-to-Market 884. However, while this historic dance hall still serves as an event space for planned events and parties, it has been converted to a café that plays host to small concerts on occasion (personal interview, 26 Mar. 2009).

Recommendations for Dance Hall Use

Texas dance halls have become icons and pieces of history for Texas. They are more and more becoming viewed as historic resources and there is a growing movement to preserve and maintain Texas' historic dance halls. The non-profit organization Texas Dance Hall Preservation, Inc. was formed as a result of the destruction of the Gruenau Dance Hall in Cuero (Corcoran, 9 Dec. 2007). Due to the fact that there are so many historical dance halls in the South Texas region, the construction of a new one might be seen as a threat to the other local historic halls in the area and will possibly be resisted. As a result, a large dance hall is not recommended for the subject site. However, it is my recommendation that if perhaps a restaurant or other similar venue were to be developed on the site, that a small dance floor and stage be considered and included in the plans. I believe that this would more than adequately serve the population of Cuero with that type of use without competing with the historic dance halls in the area.

Family Fun Centers

Family fun centers are places where adults and children can eat and play. Examples of such venues include Gattitown, Dave & Buster's, and other types of restaurant and arcade facilities.

Victoria has at least two of these types of facilities, including the Victoria Incredible Pizza Company. This place of business includes an all-you-can-eat buffet and several themed rooms in which to dine. It has a "fairgrounds" room that has activities such as arcade games, go-karts, miniature golf, bumper cars, and toddler activities ("Victoria's Incredible Pizza Company").

Victoria also has a Chuck E. Cheese establishment, which is another pizza and kid's entertainment facility much like the Incredible Pizza Company described above. Interestingly enough, both of these facilities are located on the same street and are approximately three miles apart.

Due to the fact that there is not a family fun center in Cuero, or anywhere else nearby except Victoria, and an unfulfilled need for youth activities, there is an empty niche market for this type of use in the area. DeWitt County has 1,962 children ages 14 and under residing in the area, and another 747 teens between the ages of 15 and 19. These types of venues include inherent risks but are usually successful at sites in close proximity to schools, playgrounds, and in areas generally conducive to a family atmosphere. The subject site in Cuero fits all of these criteria and therefore this type of use is recommended for the site.

Vocational School

The purpose of this market analysis is to determine if the city of Cuero, Texas has a need for any vocational school programs that can be offered to the citizens of the area. To determine if there is a need for programs, the first step in this analysis was to find all of the community colleges and vocational schools in the central and southern portion of Texas. After the institutions are found, the distance from each school to Cuero must then be calculated to determine if the schools located in various places around Texas facilitate people living in the Cuero area.

Community Colleges and Vocational Schools

Appendix F is a list of all of the community colleges, online schools, and vocational schools in both central and southern Texas. The parenthesis after each city the college is located in refers to the distance between the given institution and Cuero. The most important programs for the market analysis are discussed below.

ITT Technical Institute, Texas State Technical College and DeVry University were chosen because these schools specialize in vocational studies. DeVry is important because this is the only institution analyzed that offers bachelors and masters degrees. Texas Vocational Schools and Victoria College were chosen based on their close proximity to Cuero. San Antonio College was chosen because it is the largest campus community college and the oldest public two-year college in Texas; this institution also has an extensive amount of programs available for students. Some of the programs offered at San Antonio College are not offered at the other schools listed in Table 1. For each institution, information was found on student enrollment, average tuition, cost per credit hour and total campus size as shown in

Table 1. This is extremely important for the market analysis because it provides information that will be useful when determining what type of vocational school Cuero can support. It will provide Cuero with examples of campus sizes, tuition, and the number of students that on average attend the schools listed in Table 1.

Table 1. Information on Selected Community Colleges and Vocational Schools in Texas

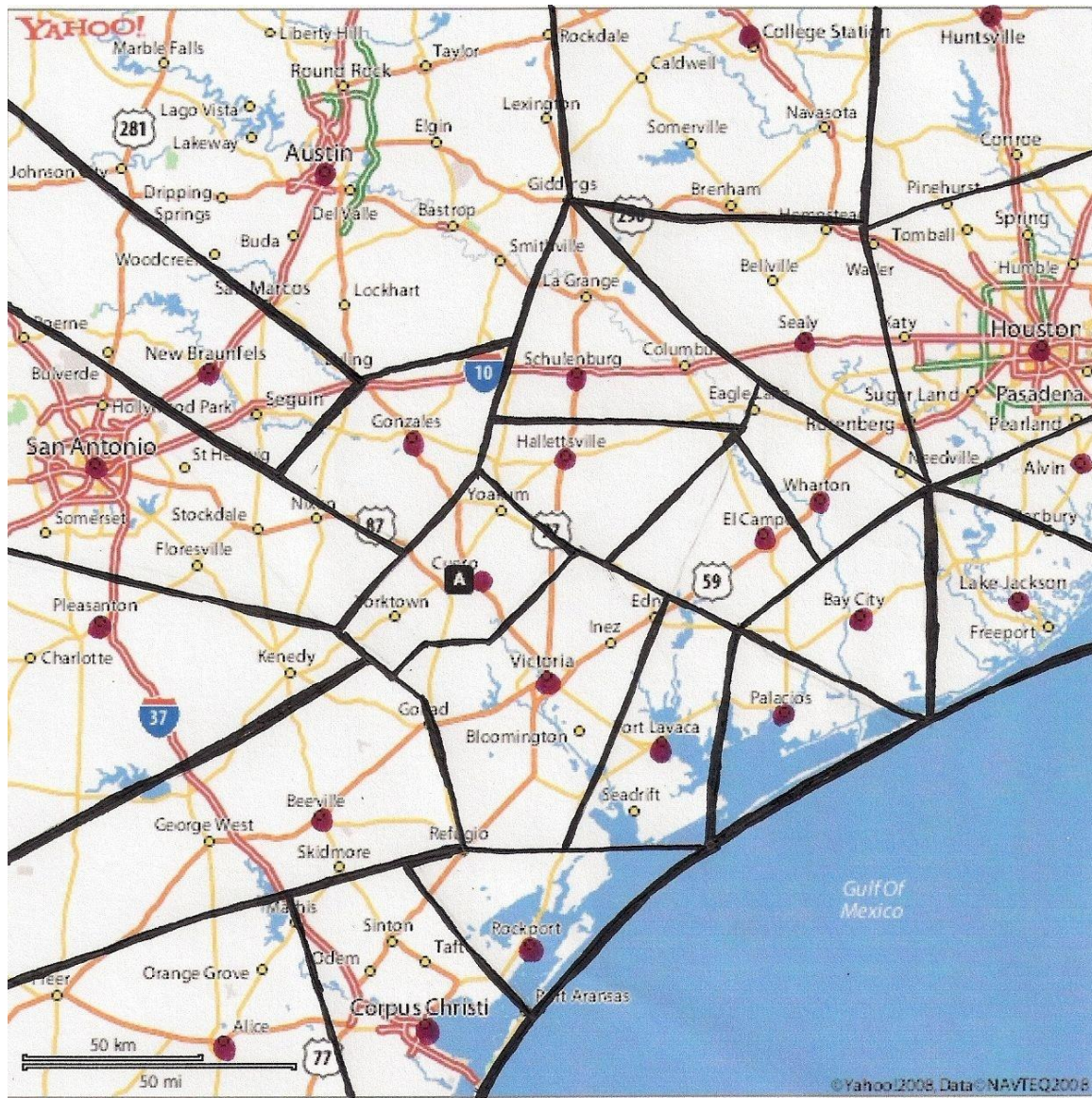
School	ITT Technical Institute- San Antonio	DeVry University- Austin	San Antonio College	Texas State Technical College- Waco	Victoria College	Texas Vocational Schools- Victoria
Number of Students	622	Unknown	19,933	4,210	4,006	119
Average Tuition	\$15,300	\$12,100	\$4,224	\$6,552	\$2,130	\$7,362
Cost Per Credit Hour	\$425	\$330	\$264	\$65	\$71	N/A
Total Campus Size	Unknown	25,000 square feet	37 acres	2,500 acres	75 acres	18,490 square feet

The total building size of DeVry University is 25,000 square feet of classroom space as provided by Melissa Jones-Wommack, the Center Services Coordinator for DeVry University. The main campus at Texas Vocational Schools in Victoria is 10,090 square feet and the welding school is 8,400 square feet making the total campus size 18,490 square feet. The total building size of ITT Technical Institute in San Antonio is 31,800 square feet with theory classrooms, laboratories, administrative offices, library, and bookstore. When contacting each school, the total building size of Texas State Technical College and Victoria College was unknown, however the total campus size was able to be found.

Trade Area

The trade area was then identified through mapping out distances between the various community colleges and vocational schools located in different regional capitals, cities, towns, and villages in Texas (as shown in Figure 16).

Figure 16. Market Place Analysis of Vocational Schools in Texas



Through mapping out this market analysis, the trade area was able to be determined. It appears on the map that the trade area for vocational schools in Cuero would be the entire Dewitt County, about a 30-mile radius due to schools being located in surrounding towns and villages such as Victoria (Victoria College; Texas Vocational Schools), Gonzales (Victoria College Vocational Nursing Program), Hallettsville (Victoria College Vocational Nursing program), Schulenburg (Blinn College satellite campus), El Campo (Wharton County Junior College satellite campus), Beeville (Coastal Bend College satellite campus), and several others in southern Texas offering similar programs in nursing and skilled trades. The regional capitals (San Antonio, Houston), cities (Austin, Corpus Christi), and towns (Victoria, College Station) will have a larger trade area because these areas are larger than villages (Cuero, Gonzales, El Campo, Wharton) and more people will tend to travel a longer distance to go to school in these places. The total area of Cuero is only 4.9 square miles but through the market analysis it was determined that a vocational school here would incorporate the other towns and villages located in Dewitt County. Cuero

is the largest place in Dewitt County and is located in the center of the county making it an ideal location for a vocational school.

Capture Rate

The capture rate must then be identified to determine if there is a demand for a vocational school in Cuero and if the population can support this type of school. There must be a need for a certain type of vocational school and enough student enrollments to support the school. A contact was made with Larry Garrett who is a resident of Cuero and the Executive Director of Special Projects for Planning and Programs at Victoria College located in Victoria, Texas about 37 miles from Cuero. He is also conducting a market analysis on vocational schools for the city of Cuero. At this point, he is currently attempting to determine a vocational need in Cuero. He said that he needs to determine if the capture rate would provide enough student enrollments to support a vocational school. He stated that there must be a minimum of 200 students per semester to cover the costs to maintain the school and have a full-time staff. However if the city and community partners there will be less costs so a lower enrollment is acceptable. A standard class must have about 30 students with a minimum of 15 for an instructor to be present. If the course is offered interactively, the enrollment can be as little as 1-5 students. The schools listed in Table 1 did not have record of an average classroom size. Larry Garrett indicated that a classroom with one teacher and twenty students will need to be at least 1,350 square feet. Victoria College recently opened up a satellite campus with a vocational nursing program in Gonzales that has five classrooms, a full-time manager and secretary. The satellite campus located in Gonzales has the ability to have a lower student enrollment because Victoria College started a partnership with the city of Gonzales who is providing the building for this school at no cost. A Victoria College satellite school was also started in Port Lavaca and partnered with the school district. This college can have a much lower student enrollment because the school is providing the building, utilities, desks, and more at no cost. Victoria College is only responsible for the teaching costs for the courses offered at the school. Victoria College has also opened up a satellite campus with a vocational nursing program in Cuero and Hallettsville. The program has been extremely successful in Cuero.

When determining the capture rate, research was conducted on the demographics of Dewitt County as shown in Table 2. The school attendance age of most students is between 18-24 years. Since this age group is very low in Cuero there is a strong need to provide a vocational school here so this age group remains in the area instead of moving away to go to school. According to the U.S. Census Bureau and the 2002 American Community Survey, only 52.7 percent of Americans have some college education, however only 27.2 percent have actually obtained a degree. This means that the total population for each age group will first be multiplied by 52.7 percent before the capture rate is calculated. The capture rate will then be determined by multiplying a certain percentage determined for each age group by the calculated amount of the population with some college education for each age group. The capture rate must be higher for the 18-24 years age group so the total population was multiplied by 50 percent. There are less people attending school between 25-34 years, yet higher than the amount of 35-44 year olds attending school. The capture rate was determined by multiplying the total population 25-34 years old by 30 percent. Since the population 35-44 years old has the lowest enrollment at community colleges and trade schools, the total population for this age group was multiplied by only 20 percent. This is essential to the market analysis because it identifies the amount of potential people who could possibly enroll at a vocational school in Cuero.

Table 2. Demographics and Capture Rate of Dewitt County

Demographics	Age 18-24	Age 25-34	Age 35-44	Total Population
Dewitt County	1,397	2,188	3,229	20,013
Total Population with Some College Education	736	1,153	1,702	10,547
Capture Rate	368	346	340	1,054

Suitable Vocational Programs for Cuero

This is the most necessary part of the market analysis because it determines what type of vocational program will be most suitable for the market area surrounding Cuero. The same institutions that were provided in Table 1 were included in this analysis. The first step was to find all of the programs that each institution offers as shown in Appendix E. It was important to identify the programs and certificates offered from Texas State Technical College, DeVry University and ITT Technical Institute because these institutions offer a large variety of vocational studies. DeVry is important because, as stated earlier, it is the only institution analyzed that offers bachelors and masters degrees. San Antonio College was a great example of a community college to utilize when conducting the market analysis because it offers different degrees and certificates than the other colleges listed.

Victoria College and Texas Vocational Schools are the most important schools provided on this list due to the close proximity of these institutions to Cuero. The market analysis will utilize Victoria College and Texas Vocational Schools extensively because the programs offered in Victoria will not have the ability to succeed in Cuero. The distance, as stated earlier, between Victoria to Cuero is only about 27 miles so the residents in the Cuero market area will most likely travel to Victoria to go to school. It would be irresponsible to create programs in Cuero that Victoria College and Texas Vocational Schools already offers because this may just spread out the students instead of increasing the amount of students who will enroll in school. After conducting more research on these community colleges and vocational schools a demand for a certain vocational program can be found that would probably be successful in Cuero. The different associates level and certificate programs that are offered at these other schools but not at Victoria College or Texas Vocational Schools were found as shown in Appendix F. The bachelor’s and master’s degrees offered by DeVry University were not considered because there is not a large enough population in Cuero to support such a higher level program. Some of the more promising programs not offered at Victoria College or Texas Vocational Schools are discussed below.

Since Cuero is a rural community an associate’s degree in Agriculture and Natural Resources would be ideal for many of the people living in this area. Communication and Media majors will have a large array of options due to the advances that technology has experienced throughout the years. This also applies to Technology majors. Computers are revolutionizing our daily lives and are becoming increasing popular.

As found in the central place analysis, there are no bakeries located in Cuero. A Culinary Arts and Food Service major may create a bakery in the town as people graduate with this degree. The area residents have mentioned the need for a bakery to purchase fresh baked goods. A Health & Medical Services major would also do well because of how well the vocational nursing program is doing in Cuero right now. The medical field has continued (and will continue) to increase throughout the years due to the large amount of health services Cuero offers to both the residents and the surrounding population as well. Sue Stiles from Texas Country Realty stated that people travel to Cuero from Nordheim, Yoakum, and Goliad because there are no hospitals or doctors. This shows the large amount of health services that are needed in this area. Victoria College does not offer an associate's degree in Dentistry and a program for a dental assistant may be very popular in this market area. Neither Victoria College nor Texas Vocational Schools offer a dental assistant associate degree, which has been identified by the Cuero community as another strong interest relating to the medical field. Obtaining a major in Security and Protective Service Careers would be very useful because of the minimum security prison located in Cuero. A Skilled Trades major would be useful. This may create more businesses and jobs in areas like auto-body repair, electrical, welding among many others. Victoria College and Texas Vocational Schools only offer certificates in welding but area residents have stated a lack of many other skilled tradespersons such as an electrician or auto-body repair.

One of the most important programs lacking at Victoria College and Texas Vocational Schools is a certificate in a Transportation Careers major to become a professional pilot. A degree in air transportation would be very useful in Cuero. The school classroom could be located in the retail space across from the high school and the airport could be utilized when learning first-hand. This would be an excellent program for the population aged 18-24 and it could create a rise in this age group as well because more young adults will choose to stay in Cuero to attend pilot school. The closest flight program appears to be in Waco at Texas State Technical College. According to the Cuero Development Corporation, during World War II (1941) Cuero Field was created at Cuero Municipal Airport. Cuero Field was utilized as the Fighter Pilot School for United States Army Air Force training. The instructors and mechanics at the school were civilian yet were still supervised by the Army. The Fighter Pilot School is a part of the rich Cuero heritage and remains in use to this day because of the thousands of pilots who graduated from the Fighter Pilot School and went on to serve in World War II. The runway located at the Cuero Municipal Airport could be utilized when completing the necessary training because it doesn't have many flights occurring at the airport due to plane size restrictions. The runway only has the ability to support small aircraft, which is adequate for a pilot licensing program.

Conclusion

It appears that a vocational program offered in Cuero would do well considering information found in Table 2, identifying a capture rate of 1,054 people from the total population in Dewitt County. Compared to the other schools shown in Table 1, this capture rate would support a vocational program or possibly a vocational school. DeVry University in Austin only has a total enrollment of 300 students offering various associates, bachelors and masters degrees. ITT Technical Institute in San Antonio also only has an enrollment of 622 students and Texas Vocational Schools is even less with an enrollment of 119, proving that colleges can be supported by a small enrollment. Victoria College and Texas State Technical College in Waco also only have an enrollment of about 4,000 students. This refers to the information provided above from what Larry Garrett provided about the enrollment amount depending on partnerships, online classes, among other factors. This market analysis has shown potential demand for vocational programs in Cuero in order to meet the needs of the population in Dewitt County; more

detailed market studies will be needed once the field of possible course offerings has been narrowed down.

The list of adequate programs appropriate for this site can be narrowed down by conducting a survey with the high school students to see what training they would like next. A survey could also be conducted of local businesses to determine what they need. It is recommended that the Cuero Development Corporation speak with Larry Garrett at Victoria College, who is now beginning a more detailed market study for Cuero, to discuss building a classroom or center on the site.

Grocery Store

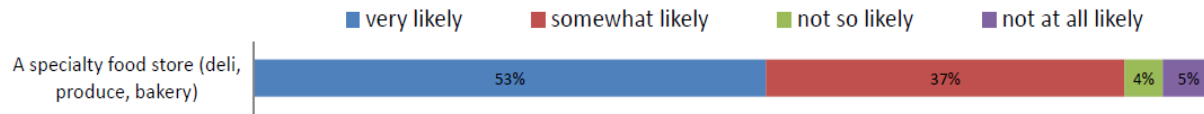
Resident interest in increasing and/or improving the grocery store situation in Cuero prompted the team to include a grocery store as an option in the market analysis study. The community survey, as well as discussions with a number of Cuero residents, indicated that an improved grocery store is desired.

The primary complaints voiced about the existing HEB grocery were the limited selection and lack of convenient parking. The survey results in particular suggested that the existing grocery store is inadequate and could be improved or supplemented by specialty food stores or an additional full-size grocery store. As the Survey section of this report suggests, there are limitations of the survey results. The response rate indicates a 90 percent confidence level, but the demographic characteristics of the survey participants are not representative of the overall demographic makeup of Cuero residents. It is important to recognize these limitations when reviewing the survey results.

Question 2 of the survey asked what type of businesses respondents would like to see in Cuero. A grocery store was mentioned by 22 of the 56 individuals that answered that question, with eight individuals wanting a larger grocery store, six wanting a better grocery store, and others wanting an additional grocery store.

Rank	Business Type	Number of times mentioned
1	Restaurant	30
2	Grocery store	22
3	Clothing	8
4	Movie theater	8
5	Dry cleaner	7
6	Bowling alley	5
7	Jewelry store	5
8	Appliance store	5
9	Furniture store	4
10	Shoe store	4

Question 3 listed a variety of businesses and asked the likelihood of the respondent shopping at each if located at the property. The specialty food store option ranked very highly compared with the other business. Over half of the respondents said they would be “very likely” to shop at a specialty food store at this location, compared to only five percent who were “not at all likely” to. (See Figure __ for the full graphic.)



The site is zoned commercial which allows retail uses such as a grocery store, but the market analysis results, combined with statements by the CDC and the size of the property, all indicate that a grocery store is not the best or most realistic use for this property. According to a CDC representative, HEB has been contacted and is not interested in the site. Other grocery store chains have been contacted as well, and are not interested in competing against the existing Cuero HEB. The lack of interest from grocery retailers is the first indication that this use is unlikely for the property. Also, the property may be too small for a full size grocery store (as a comparison, a parcel of land with a full size HEB in College Station, TX is approximately twice the size of the Cuero property). Further, the market analysis calculations explained below indicate that the supply of grocery stores in the area outweighs the demand.

Determining the Primary Market Area

The first step in the market analysis process is the determination of the Primary Market Area (PMA). Determining the PMA boundaries involves a calculation that considers the proximity and size of similar uses in the area. There are a number of grocery stores (including five HEBs and a number of smaller stores) within a 30 mile radius of Cuero. Following is a list of grocery stores and specialty food stores within 30 miles of Cuero:

- HEB (Cuero)
- Super S Foods (Yorktown)
- HEB (Yoakum)
- HEB (Victoria)
- HEB (Victoria)
- HEB (Gonzalez)
- Dicks Crestwood Food Store (Victoria)
- B & L Grocery (Victoria)
- Save A Lot (Victoria)
- Sams Club (Victoria)
- Wal-Mart Supercenter (Victoria)
- *Specialty food stores:*
- Striedels Fine Meats (Cuero)
- Smoliks Meat & BBQ (Cuero)
- Pullins Meat Market (Victoria)

Grocery stores are located in the following surrounding towns: Yoakum, Yorktown, Gonzales, and Victoria. Their proximity to Cuero is represented in the map below.



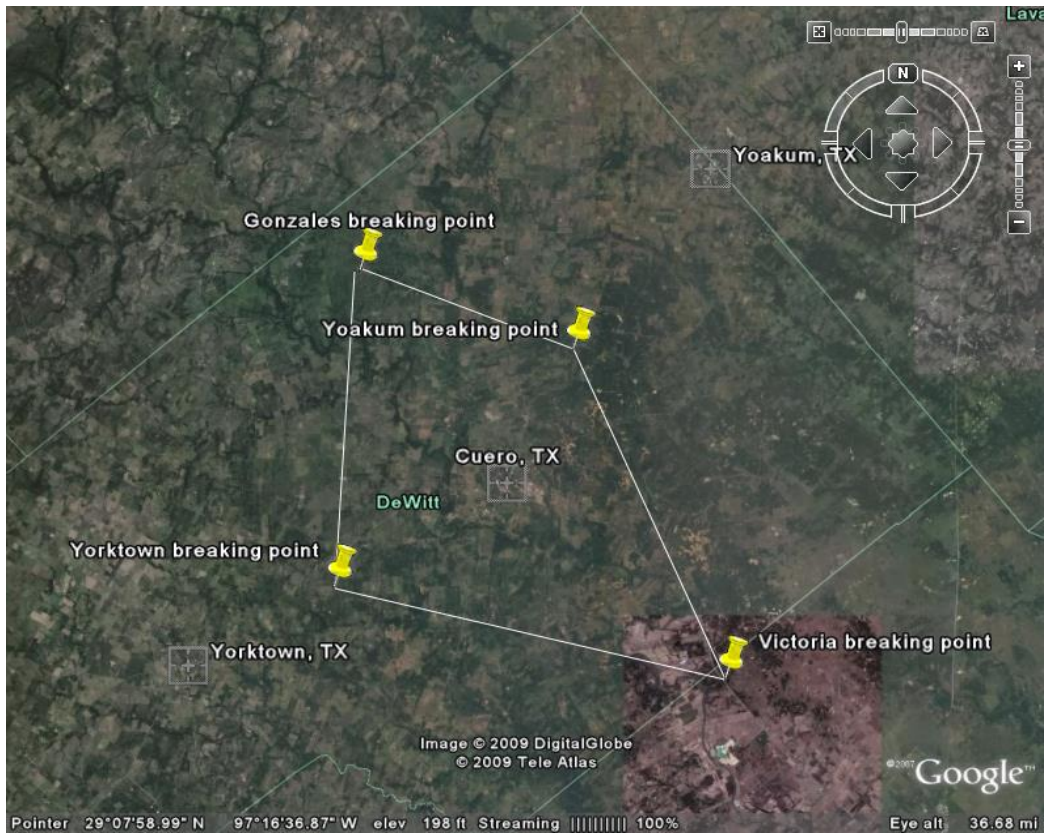
To determine the primary market area, Reilly’s Law was used for the five area HEBs and the Yorktown Super S Foods. By using these locations, a trade area boundary was able to be determined around Cuero. Following is the formula that the data was applied to in determining the PMA and the subsequent boundary distances.

$$\text{Trade Area Boundary} = \frac{\text{Distance from Site A to Site B}}{1 + \sqrt{\frac{\text{Size of Building A in Square Feet}}{\text{Size of Building B in Square Feet}}}}$$

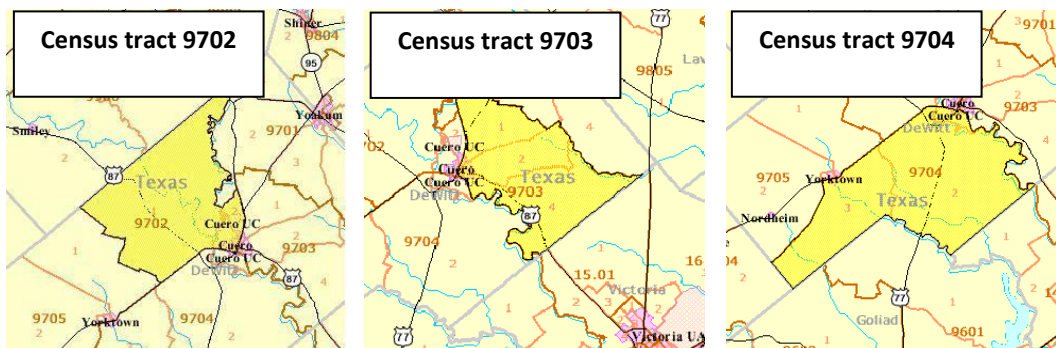
The table below represents the PMA boundary obtained through the Reilly's Law calculation. The image following the table represents graphically the breaking points that make up the trade area boundary.

Trade Area Boundary				
Site	Address	Bldg (Sq Ft)	Distance (Mi)	Trade Area Boundary (Mi)
TxDOT Property	947 E. Broadway	76433		
Cuero HEB	1161 N. Esplanade	65748	1.1	0.52
Yoakum HEB	201 W. Gonzales	45700	15.54	6.76
Victoria HEB #554	1505 E. Rio Grande	73197	24.27	12.01
Victoria HEB #92	6106 N. Navarro	170000	26.57	15.91
Gonzales HEB	424 Saint Matthew	27522	27.97	10.48
Yorktown Super S	1707 W Main	50000	18.7	8.35

*Average of other stores used to estimate planned size



As the table and map indicate, the trade area is fairly small. The largest predicted travel distance is 15.91 miles between Cuero and Victoria. A comparison between the trade area boundary and census data revealed that the trade area consists of approximately Census tracts 9702, 9703, and 9704 (block groups one and two). Census tract 9704 block group three is covered by the Yorktown Super S Foods. It is important to note that although the Census tract and block group boundaries are only approximate, using Census boundaries improves the ease and accuracy of demographic information.



Market Analysis

Once the PMA has been determined, an analysis comparing demographic trends and market conditions can be completed. The results of the calculations indicated that there is not a need for another grocery store in Cuero. For a single grocery store to be viable, the primary market area requires a total income of \$300 million. The total income for the relevant Census tracts and block groups in 2000 is \$339,383,682. This total indicates that the current grocery store is sufficient.

Census Tract	9702	9703	9704*
Population	5602	3963	2706
Med. Household Income	23766	31366	30282
Estimated Total Income	133137132	124303458	81943092
Total Income of the PMA			\$339,383,682

*Only block groups one and two

The following table also indicates that there is not a need for another grocery store. Using the total PMA income, an analysis was completed considering the capture rate and percent of income spent at grocery stores, as well as square footage and average sales of grocery stores. Both the low and high ends of the spectrum of income and household size calculations illustrate that there is slightly more square footage of grocery stores in the PMA than is necessary (see last column, *Number of Stores Needed*). This information is based on a total PMA population of 12,271 and median household income of \$28,471 (1999) and \$36,262 (CPI adjusted for 2009).

		Total PMA Income	% of Income	Capture Rate	Potential Sales	Average SalesPer SF
Based on Income	Low	\$339,383,682	8.90%	65%	\$19,633,346	\$350.00
	High	\$339,383,682	8.40%	65%	\$18,530,349	\$350.00
Based on Household Size	Low	\$339,383,682	6.40%	65%	\$14,118,361	\$350.00
	High	\$339,383,682	7.40%	65%	\$16,324,355	\$350.00

Based on 2000 BLS BLS rate for PMA income ULI (1995) Dollars
 Census tract and percent grocery stores multiplied by income and capture rate
 block group data stores percent of Shopping Centers (Inflated by the CPI)

Gross Support SF	Existing SF Adjusted	Net Supp. SF	Typical SF	Number of Stores Needed
56,095	65,748	-9,653	76433	-0.13
52,944	65,748	-12,804	76433	-0.17
40,338	65,748	-25,410	76433	-0.33
46,641	65,748	-19,107	76433	-0.25

Potential sales divided by average sales SF of existing Cuero HEB Supportable SF minus existing SF Projected store size Net supportable SF divided by projected SF

Suggestions

The lack of interest from grocery chains combined with the market analysis results make a larger grocery store an unsuitable choice for the property. Although these findings suggest that another grocery store would not be viable, it is still important to recognize the desire for improved or additional food stores by local residents. The complaints of the limited amount of produce offered at the current Cuero HEB could be remedied by a small produce-oriented grocery store. An example of a store of this nature is Farm Patch in Bryan, TX. The store specializes in affordable fresh produce and offers a limited amount of staple items such as bread and dairy products. Cuero could integrate a store such as this with the existing farmer's market near the site. The current Cuero HEB also lacks a deli, and could be supplemented by a small deli on the site offering meats and cheeses. Although there is a bakery at the HEB, an additional expanded bakery could be combined with the deli option. In recent years bakery product sales have continued to grow, but there are still high operating costs including labor, ingredients, and fuel¹². The top two products in this market contributing to sales are bread and cakes, while there have been declines in bagel, pie, and donut sales¹³.



Figure 17. Farm Patch. Source: Google.

There are also variations between ethnic groups in the amount of money spent in the bakery and deli departments of grocery stores. One report found that Hispanics are “above average spenders” in bakery and deli departments,¹⁴ and that Hispanic households spend more on food than the average amount spent by households.¹⁵ With Hispanics making up 35 percent of Cuero’s population, while also not being proportionally represented by the survey, there may be more of a market for a small deli/bakery than the data suggests.

¹² “In-stores sharpen their focus.” *Modern Baking*, Vol. 20, No. 9 (June 2006).

¹³ “In-stores sharpen their focus.” *Modern Baking*, Vol. 20, No. 9 pg. 28-38. (June 2006).

¹⁴ “Embracing Diversity.” *InStore Buyer*, Vol. 1, No.5 (October/November 2005).

¹⁵ “Marketing to Hispanics: One Size Does Not Fit All Consumers.” *Milling and Baking News (Food Business News Edition)*, Vol. 84, No. 11 (May 10, 2005); “Hispanics Impacting Food Consumption Patterns.” *Milling and Baking News (Food Business News Edition)*, Vol. 84, No. 19 (July 12, 2005).

Alternative Scenarios

The student group split into teams to develop three alternative design scenarios for the former Texas Department of Transportation facility based on the initial findings, market analysis, and survey results.

The recommendations provided in this section offer three distinctly different opportunities for redeveloping the site. Each recommendation accounts for the unique location and orientation of the site and offers a feasible plan for development that considers traffic-flow, access, walkability, function and architecture. In combination with site plan, the uses for the proposed structures have been derived from the numerous analyses outlined in this report. Of the possible uses, three scenarios were developed by combining compatible uses that would work well together within the site. Finally, many financial and regulatory implementation strategies are provided as tools to spur interest from developers, finance development and nurture the overall project to its desired end.

Turkey Crossing

Through information received from the market analyses conducted on multifamily residential housing, health care, retail, office, grocery, and vocational training, appropriate uses were determined for the site. This site plan contains a bank/credit union, vocational school, residential units, and a café. The site will then be designed to best facilitate these different services.

Though not originally planned or indicated by analysis, since Cuero is already home to numerous banks and financial institutions, Texas Dow Employees Credit Union (TDECU) has recently expressed interest in relocating to the former TxDOT property. This site design would place the credit union on the northwest corner. TDECU's proposal would be a single use bank building that has a drive-thru and its own entrance from US Highway 87.

Figure 18. (Left) Example of proposed credit union on site. (Right) Example bank. Source: Google.



If the credit union is built in the proposed location then measures would need to be taken to ensure that it is connected physically and aesthetically to the remaining property. The use of pedestrian paths, landscaping, and common architecture would help to create a cohesive feel to the entire development. This could either have a short- or long-term implementation period depending on when the bank owners begin development.

If the bank building was modified to be a two story building it could include an additional use such as office space. The bank or credit union could be located on the lower floor with office above it or each use could share both floors; either configuration allows for the bank to keep its drive-thru. This may require a long-term implementation period to effectively develop this design.



The market analysis for office space in Cuero suggests that new and modern offices would fill a need in the current market. Offices would be very attractive to potential because much of the current office space available is older and would require updates to meet the

Figure 19. Example of how to incorporate office space with other uses. Source: Google.

electrical and telecommunication needs. There are also more parking spots for tenants and clients, and they are located much closer to the offices than ones located downtown.

Incorporating office space would complement other suggested uses and the surrounding area. Office space could be used by the school district, overflow for Guadalupe Valley Electric Cooperative (GVEC) if needed, the proposed vocational school, or by professionals (Lawyers, CPAs, etc.).

Office space incorporated into the site would also have the advantage of providing an amenity-rich workplace. The location of the park across the street would allow workers to take breaks or enjoy their lunch in the sunshine. Workers with high school age children could conveniently drop them off-



Potential workers could even live in the proposed residential units and walk across the landscaped surroundings to work. This could either have a short- or long-term implementation period depending on the local demand for these office spaces.



Figure 20. Example of townhomes.
Source: Google.

This site is an ideal location for residents of various ages. Younger adults and students from the vocational school may reside in these units as well as older empty-nesters who may also find the site appealing. The site is intended to be a mixed-use hub for the immediate area. Residents will have immediate, convenient access to the eatery and coffee shop for relaxing and visiting. An adjacent courtyard will also accommodate lounging and community interaction. Pathways connect the site to other nearby amenities including the city park, golf course, baseball fields, and shopping and dining in historical downtown Cuero. The site has adequate space for seven townhomes. The townhomes would be two-story units to maximize the amount of space on the site. The units will have two- or three-bedrooms and a small yard with a privacy fence in the back. There would be two covered parking spaces located in the back of each townhome behind the yard. The covered parking spaces would

provide covering for the vehicles from inclement weather. There would also be visitor parking located in the parking lot next to the townhomes. The residents would have a back door that is easily accessible when parking in the back and a front door allowing access to the court yard and other amenities that this site offers. This may have a long-term implementation period due to the costs associated with development.

The café would offer both residents and visitors a place to enjoy meals or even just a coffee. The café would also have entrances on either side of the building allowing great accessibility from East Broadway and the other amenities located on this site. There would be an outdoor patio area with tables where customers could sit and enjoy the great food and beverages. This would allow customers to study for their vocational school classes or enjoy the great outdoor environment that Cuero exhumes.



Figure 21. Example streetscape with cafe seating. Source: Google.

The market analysis indicated that Cuero has the ability to support small vocational programs that offer certificate degrees. There are several alternatives for programs that could fulfill the needs of the residents in Cuero and the population within the market area. The market analysis found that certificate programs in culinary arts and food service, dental assisting, court reporting, security and protective service careers, skilled trades (such as electrician, mechanic, carpenter, or plumber), or pilot licensing could fill the needs of the Cuero community. The vocational school could use the proximity to the high school as a valuable resource in creating an opportunity to retain younger citizens, 18-24 years old. The students can easily walk across the street on the crosswalk. This will allow for students to complete these programs while enrolled in school and receive dual-credit for their high school elective courses. Since Cuero and surrounding towns located within the market area have a small population, there are not enough people to support any more than two programs on this site.

Due to the population limitations, this site would only have two classrooms and efficient office space for secretarial and managerial staff. There would also be a workshop located next to the classrooms on the site for programs that require outside classroom lab work in order to fulfill all program requirements. Some of the vocational program that would require a workshop include: a culinary and food service, dental assisting, or skilled trades certificates. There would be walkways from the parking lot to the vocational school buildings allowing for more walkability within the site. This may need a long-term implementation period to properly determine what programs will be most effective for the residents in Cuero and the market area.

The entrance will be an arch that displays the name of the site “Turkey Crossing”. The site name was chosen because turkeys are a large part of the Cuero community and the crossing refers to the ability to

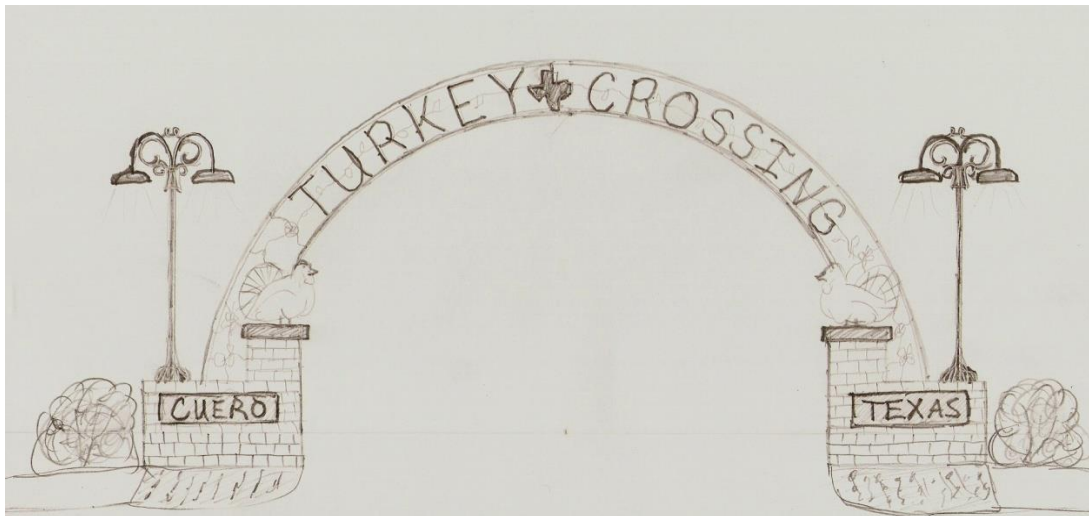


Figure 22. Examples of Gateway Signs (top and left) and appropriate street lighting (far left). Source: Google and hand-drawn by Jared Briggs, a member of the design team.

cross into this site from several different locations located on each side of the site such as the downtown area, the high school, the park, and the baseball field. There is a lot of history in Cuero and the downtown buildings exhume a rich Texas culture. Due to the style of the buildings within the downtown area, the sides of the arch will be brick and the name “Turkey Crossing” will be wrought iron. There will then be several wildflowers around the arch and old-style, non-light polluting street lamps. There are also entrances to the site from Heights Drive and Courthouse Street. This will allow for easy access to the site from many different locations. The road between the site and the park will have an entrance into the site for truck loading and unloading. This entrance will not be utilized by any other vehicles. This can have a short-term implementation period because the costs associated with it are relatively low.

Parking

There will be parking at several locations around the site. There will be on-street diagonal parking by the classrooms, office space, workshop and cafe off of East Broadway. The parking spaces are all angled because this road is heavily traveled and this will allow for more accessible parking. There is a parking lot that can be utilized when visiting any of the services located on the site due to the central proximity of the parking area.

There is a large amount of walkability associated with this site. There are sidewalks leading to several outside locations as mentioned above. The sidewalks will be surrounded by trees to provide shade, therefore improving the overall walking experience. There are also sidewalks located throughout the entire site allowing for easy access to the other buildings. This will encourage more efficient use of the site. For example, students or bank customers can eat or get a drink at the café on the corner. The residents living in the townhomes can not only utilize all of the services within the site but they can also utilize services located within walking distance of the site such as the park, school, and other areas within Cuero. The sidewalks will need to have a short-term implementation period because walkability is an important component of the site design due to the ties between the site and the school, downtown area, park, and baseball field.

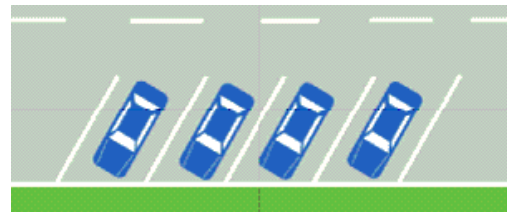


Figure 23. Example of angled parking spaces.



Figure 24. Examples of open spaces and walkable areas. Source: Google.

There is a large amount of open space on this site to encourage more walkability and multiple uses of the site. The open space will contain several trees, mainly by the sidewalks, offering sufficient shade to help create a more enjoyable walking experience. There will also be some trees located in the large open space in the center of the site for patrons who wish to eat their lunch or study outside at one of the benches or tables located in this open area. There is also open space around the main entrance of the site. This will allow for beautiful landscaping to be created at the site entrance such as beds of wildflowers surrounding the arch. There will also be open space around the on-street parking spaces and in the center of the parking lot located inside the site to create a more natural appeal.

The portion not owned by the city will remain and a request may be made to the owner of the property to plant wildflowers in this area so it will not be an eyesore to this location. This should also have a short-term implementation period because the costs to complete this task are low and will create a natural appeal for the site.

The site design includes a roadway connecting Courthouse Street and East Broadway running through the inside of the site. As an alternative to the proposed drive that bisects the site, the drive could enter from Broadway and terminate at the middle of the site with a roundabout. Both developments would have access from the drive with the area to turn around placed after both entrances. There will be a circular center to calm traffic moving through the site. The adjacent streets can handle those needs. On either side of the circle will be a one-way route through the site. This would prevent the drive from being used for thru traffic. The drivers will be forced to slow down therefore calming the traffic. This will help increase the safety and decrease the amount of traffic incidences that may occur on the site. There will be an old-fashioned clock surrounded by wildflowers in the roundabout. The clock will reflect the historical downtown area. This could have either a short- or long-term implementation period depending on how quickly the site becomes developed. Alternatively, a clock tower or a musical bell tower in the center of the roundabout could serve as a unique attraction for Cuero. The clock could even serve as a regional tourist attraction like the Glockenspiel Coo-Coo Clock in Munich, Germany. Cuero may consider a turkey-adapted coo-coo clock that “gobbles” instead of “coo-coos”. Finding a unique attraction like this example could draw tourists and economic development opportunities from the region and beyond.



Figure 25. Example roundabouts. Source: Google.

The workshop wall faces the traffic coming into Cuero on East Broadway. The architecture of the buildings will be very beautiful but there is a strong need to paint a mural on the wall facing the traffic. The mural could display the rich Cuero heritage with wildflowers, turkeys, fighter pilots, or the Chisholm Trail. This will give the drivers a great view when entering Cuero and entice them to stop at the site.

This site plan would create an effective environment for these types of services. Walkability is one of the most important factors because of the proximity to the downtown area, baseball field, high school, and the park. There must be effective lighting, seating, parking, and sidewalks in order to create an easily accessible and enjoyable environment for people visiting the site. There are several events that take place in Cuero and this retail site can provide services for both residents and visitors. The town is also represented within this site because it reflects the heritage, history, and hospitality that Cuero encompasses.



Figure 26. Example of Chisholm Trail wall mural in downtown Ft. Worth, Texas.
Source: Google.

Figure 27. Turkey Crossing Site Plan



Turkey Terrace

The *Turkey Terrace* research team determined that a specialty grocery store, a bank with a drive-through, a vocational school, a microbrewery, and live-work apartment units would be a suitable mix of businesses for this site. These five types of businesses were combined because the peak daily usage times were complementary.

Although the market analysis conveyed there was not a need for a grocery store in Cuero, the research team felt as though a specialty store would meet the needs of the community by providing certain “specialty” products currently not available to the local grocery store, such as a candy/pastry store, etc. Additionally, the market analysis conveyed there was not a need for restaurants in the City of Cuero, but the research team felt that a microbrewery would be a unique feature and perhaps draw on a larger client base than a typical restaurant. This type of establishment could also meet the sports bar/entertainment function the community put as a high priority for this site.

Description of the Proposed Site

As one can see from the site plan for this alternative scenario, the development includes a 2,660 square foot stand-alone bank with a designated drive-through lane, ten 900 square foot apartments, and 33,622 square feet of space suitable for offices, a vocational school, specialty grocery stores, and/or a restaurant/microbrewery. Currently, the suite space is divided into units ranging from 1,050 to 2,728 square feet. The suite space is available to combine to make larger suites if the developer or tenant desires. The site also features 132 parking spaces to accommodate patrons to the site throughout the day, which exceed the parking requirements for one-story development and meets the requirements for two-story development. There are twelve additional parking spaces designated for the bank and twenty additional spaces designated for the apartments.

The research team chose to utilize the existing access point along Highway 87 to serve as the main entrance and exit to this property, rather than adding another access point to this relatively small space. There will also be an access point into the site from Courthouse Road, as well as an exit-only access point to the nameless road on the side of the property.

The research team created this layout for this alternative scenario to make the most use of the space while creating a safe pedestrian-friendly area, which is attractive and nicely combines living, working, and recreating. The townhomes along Courthouse Street are two-story and are oriented with their patios facing towards the interior of the site, while the other buildings on the site are one-story (although, there is enough parking spaces for all the buildings to be two-story if the developer wishes), to take full advantage of the view over the entire site as well as along the Highway 87 corridor.

The bank is located on the south side of the site, at the corner of Highway 87 and the nameless road, with designated parking adjacent to the building. The drive-through lane is on the interior of the site and leads out to the exit-only access point to the nameless road. The research team felt this was the most suitable location for the bank so the drive-through and regular bank traffic will not interfere with the highway traffic or other traffic circulating throughout the site. There are also designated bank parking spaces provided adjacent to the bank, and an additional parking lot behind the bank (along Courthouse Road) that may be utilized by bank employees and additional customers if needed.

Most of the suite space is oriented so that it faces Highway 87, but there is suite space along Park Heights Street as well as in the interior of the site. At the corner of Highway 87 and Park Heights Street, there is space available for a small leasing office and information center that can provide residents,

visitors, and passer-by patrons with information about the site, Cuero, and about notable locations around the area. Also located at this corner is a large, covered pavilion that could serve as a gateway to the site, function as an extra facility for festivals held in the park or for outdoor entertainment, and be an area where public art could be displayed.

All of the suite spaces have a ten-foot landscape buffer between the highway frontage and the building. There is a ten-foot sidewalk between the building and the parking lot on the interior of the site, with planter boxes spaced out along the sidewalk for trees and groundcover. This creates an inviting pedestrian-friendly environment that will encourage users to walk from store to store located in the site rather than drive. Also, there are several large green spaces located throughout the site, with the largest near the information center. The green spaces, landscape buffers, and patio areas also serve as a place to display public art or outdoor exhibitions.

Figure 28. Turkey Terrace Proposed Site Plan. Source for Pictures: Google.



Gobbler Gateway

This alternative integrates the TDECU (bank) proposal with the office and family entertainment market studies. The market analyses have indicated that office uses (specifically financial services) are lacking in the area. Though the market analysis did not find the same results for restaurants, after talking with citizens and evaluating the community on a qualitative level, there appears to be demand for a restaurant that focuses on family entertainment. Office and restaurant uses on the same site allow for shared parking due to their peak parking time requirements, reducing the total need for parking. All buildings are currently designed as a single story.

The layout of the site emphasizes aesthetic quality and pedestrian movement, while accommodating auto traffic in a functional manner. The primary structure is oriented toward East Broadway facing the High School while parking has been placed in the rear to maintain aesthetic appeal. Landscaping is integrated throughout the design as a buffer from auto movement, to create a walkable green linkage from Cuero High School to Cuero Park, and to make movement on the site enjoyable and relaxing. The front of the bank faces the primary structure rather than the highway to maintain comfortable pedestrian movement between the two structures. This movement is also facilitated by wide sidewalks within the site, and the landscaped pedestrian pathway running through the site linking the high school with the restaurant and the park on the Courthouse Street side of the site.

While landscaping and signage will act as important visual cues attracting customers to the site, the restaurant building will be constructed as the primary on-site landmark. The restaurant's position as a landmark will be established through a unique architectural design and placement at the northeast corner of the site. This corner is the most visible once a driver crests the hill while heading east from the center of town, and the bend in Broadway just to the east of the site ensures that drivers heading west see this corner prominently prior to entering the bend. The utilization of eye-catching architecture is also proposed for this building to further take advantage of this location to ensure that the traveler notices the entire development.

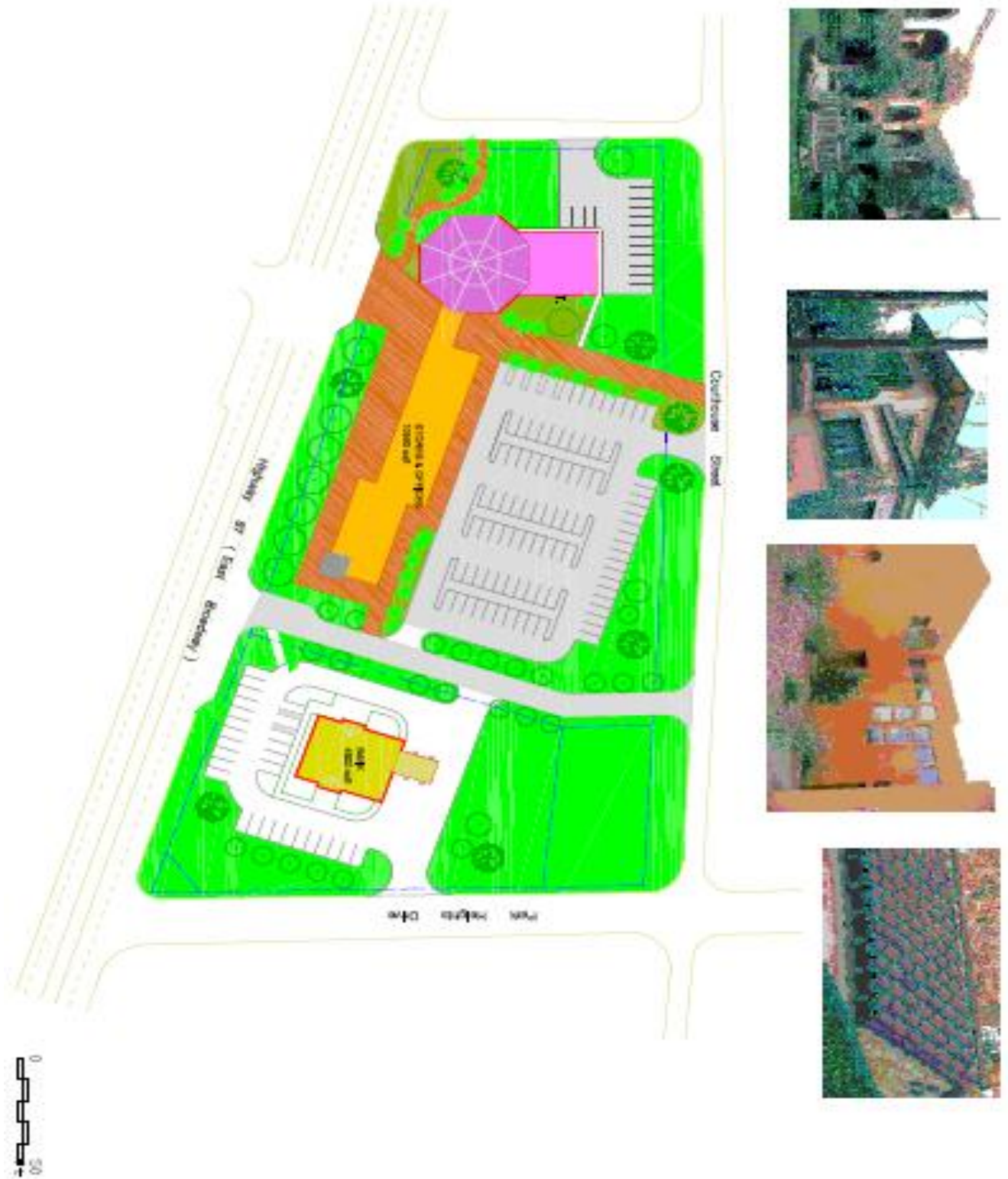
There are four access points to the site; one along each adjacent road. Appropriate throat lengths as well as driveway spacing have been taken into consideration to ensure safe ingress and egress from the site. Throat lengths are the length of the driveway within a site and should be of sufficient length to enable on-site circulation to function without interfering with the abutting highway. A minimum throat length of 75 feet will provide enough space for vehicles entering the site from Highway 87 to clear the intersection with the highway before encountering on-site traffic which should help on-site circulation and prevent turning cars from causing conflicts with other drivers on the highway. Exit stop signs are recommended at all access points. The access point along East Broadway also contains a deceleration turn lane to allow drivers to make a safe transition from the high-speed thoroughfare to the pedestrian-friendly environment of the site. This should improve traffic safety on the site and adjacent roads.

Movement around the bank is two-way, allowing for uncomplicated mobility. The drive-thru is oriented to allow customers easy and efficient access. The bank has a Gross Floor Area (GFA) of approximately 3,000 sq ft, and the Cuero Code requires 3.3 parking spaces per 1,000 sq ft of GFA for banks and offices. Accordingly, ten parking stalls need to be set aside specifically for bank parking, and the site plan contains 28 devoted to the bank which roughly coincides with the number present on TDECU's initial proposal.

The primary building contains office space and restaurant uses. The offices comprise approximately 10,500 sq ft of GFA with the same parking requirements as the bank. Therefore, 35 parking stalls must

be reserved for the offices. A restaurant catering to a family-entertainment demographic could be located on the site with approximately 11,000 GFA and could contain up to 250 seats. The parking standards for restaurants require 0.3 spaces per seat which would equate to 75 parking stalls for the restaurant alone. In order to meet the city's parking requirements, the site should include 120 parking spaces, and the site design meets these requirements. Overall, parking would be split between three lots: one primarily serving the bank, one serving both the offices and the restaurant, and a small employee lot off of the unnamed road that would allow for private parking for the restaurant as well as an area to locate spaces for delivery vehicles and dumpsters.

Figure 29. Gobbler Gateway Site Plan



Implementation Strategies

This section lists several financial and regulatory implementation strategies for development at this site.

The location of the site is a strong marketing tool the City of Cuero will be able to use when attracting potential developers and businesses to the site. This site is situated between the high school, the baseball diamond, the football stadium, and the Cuero Municipal Park where the Christmas display is held annually, which provides a unique marketing advantage. The high school offers an open campus at lunch, so any restaurant located on this site can expect to be at full capacity during all weekday lunches and retail shops located on the site will likely have day-time patrons as well. Also, businesses located on this site will be able to take full advantage of “after game” crowds in both the fall, for football, and the spring, for baseball. If there is a vocational school located on this site, the proximity to the high school is perfect because of the very short commute and large pool of students to draw from for the programs offered. From Thanksgiving to New Years, the City of Cuero has a Holiday Light display in the park adjacent to this site that attracts hundreds of cars each year. Many of the same cars visiting the Holiday display will likely visit the businesses located in this development. The Cuero Development Council and the developer of the site will be responsible for marketing, and this should be done soon in order to attract businesses during the construction phase of the project.

A range of financial agreements could also be negotiated and implemented to ensure that future development of the TxDOT site occurs as desired. Some financial strategies could be the creation of a TIF/TIRZ for the site, educational grants or other programs designed to encourage trade and technical training from the state or national government, or use of Chapter 380 of the Texas Local Government Code.

Site Acquisition/Preparation

There are two components of development that can be used to incentivize a developer to take on the suggested project as recommended. Aid in the land acquisition and site preparation phases of construction may help to attract a developer to this site. A developer could be offered the property at a nominal price if they agree to develop the property, under contract, as recommended. This can be done by accepting a purchase price of \$100 or a 99-year lease of the land for \$1, for example. Aiding in the acquisition of the property will help the developer offset some of the additional costs associated with the various recommended site specifications.

Additionally, the city may offer to prepare the site for development. This would include demolition of the existing structures and pavement. This would also help minimize a developer’s initial costs and create a more attractive proposal. Currently, the site is almost completely covered with asphalt and three old buildings remain. The cost of removing these features from the site could be expensive. By either paying for or completing some of the initial site preparation, the CDC would save the developer money that could then be used to improve the site’s development. This would also be the goal if the CDC agreed to a lower sales price for the site after negotiating and achieving an agreement for the developer to include certain design elements or land uses.

Tax Abatements

Tax abatements, help with site preparation, and/or the negotiation of a lower land sale price for better design could all be utilized. The CDC would need to work directly with the City of Cuero and the Cuero Independent School District in order to implement tax abatements. By determining what degree of abatement these two taxing authorities would allow, the CDC could then negotiate with the future developer for a decrease in property taxes within this range. The amount of money saved by the

developer in future taxes would then be put to use on site by including improved façade treatments or additional amenities that would not otherwise be provided.

Tax Increment Financing

Although this may not be the most suitable implementation strategy for this particular site, the City of Cuero may find this information useful for other development projects in the future.

A TIF district, or tax increment finance district, is a technique used to disperse the costs of development to those government agencies that will benefit from the increased tax base that a TIF project will generate; or “development that pays for itself”. It is used mainly for urban redevelopment, but has recently been used for new development projects. Administrators will assemble TIF districts with a high potential for future growth that will strengthen the tax base and can almost ensure an increment, thus reducing risk. It uses land assembly and sale, site clearance, relocation, utility installation, and street repair and construction to improve the district and make it more attractive to business and developers. The district is identified by a TIF authority, property values are assessed and frozen for a specific period of time, and as private investment accumulates assessed valuation and the corresponding property taxes generated by the district increase and revenue is earmarked for the TIF authority and used to finance any debt the authority accumulated when making improvements in the district.

Covenants

The city could use restrictive covenants, form-based codes, planned development zoning, and shared access agreements to dictate the specific type of uses and/or form of development the CDC would like to see for the property. Restrictive covenants are legal obligations written into a deed or lease that guide what the user can or cannot do with or to the property. A covenant can restrict aesthetic aspects of a property, such as the form, color, and materials of buildings and landscaping, as well as the uses on the site. The primary difference between a restrictive covenant and the other two options are that covenants are agreements between private parties rather than a regulation set forth by a governing body.

Form-Based Codes

Form-based codes and planned developments, on the other hand, would involve fairly intense cooperation between the CDC and the City to create and implement. Form-based codes focus on the regulation of form rather than use, addressing the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. Form-based codes are usually incorporated into a local government's development regulations either as mandatory, optional, or floating-zone codes, and represent the desired type of development both through graphics and text. Mandatory codes require compliance; optional codes can be used in lieu of the standard regulations; and, floating-zone codes are used to administer planned developments.

Planned Developments

Planned developments (PDs) are intended to create development superior than that of what the standard code requires and allow flexibility for the developer. PD classification is usually meant for large or complex developments planned as a single continuous project, that are not easily accommodated by standard land use regulations and zoning districts. Because an application for a PD is considered an

amendment to the zoning ordinance, the application must include all that is required of a zoning change according to the Cuero Code.

Shared Access Agreements

In the event that the Cuero Development Corporation decides to subdivide the property and allow it to be developed by multiple parties in different phases it will be necessary to establish a shared access easement for the property before the property is subdivided. A shared access easement will help implement the initial design plan because the individual plats will understand that they will share a common driveway. Without a shared access easement each plat can be designed in such a way that would require multiple driveways and separated parking facilities. Shared access easements are a common practice and simple to implement early in the design phase. Before the final plat is approved the shared access plan needs to be in place. Allowing multiple developers to build in phases is the advantage of having a shared access agreement.

Chapter 380 of the Texas Local Government Code

Text of subsection effective until April 01, 2009

(b) A home-rule municipality may, under a contract with a development corporation created by the municipality under the Development Corporation Act of 1979 (Article 5190.6, Vernon's Texas Civil Statutes), grant public money to the corporation. The development corporation shall use the grant money for the development and diversification of the economy of the state, elimination of unemployment or underemployment in the state, and development and expansion of commerce in the state.

Text of subsection effective on April 01, 2009

(b) A home-rule municipality may, under a contract with a development corporation created by the municipality under the Development Corporation Act (Subtitle C1, Title 12), grant public money to the corporation. The development corporation shall use the grant money for the development and diversification of the economy of the state, elimination of unemployment or underemployment in the state, and development and expansion of commerce in the state.

(c) The funds granted by the municipality under this section shall be derived from any source lawfully available to the municipality under its charter or other law, other than from the proceeds of bonds or other obligations of the municipality payable from ad valorem taxes

Grants

Numerous federal and state grants periodically become available for funding economic development initiatives such as this site plan. A good place to start a search for available grants is through grants.gov, which receives daily updates and new funding posts. Key federal agencies for economic development related and vocational education grants include the Economic Development Administration (EDA), Housing and Urban Development (HUD), and the Department of Education (ED). EDA also distributes regular funding for Revolving Loan Funds (RLF) for economic development projects. Another good source of funding is through Community Development Block Grants (CDBG) through HUD. The State of Texas also distributes funding and grant opportunities. A good place to search for these opportunities is

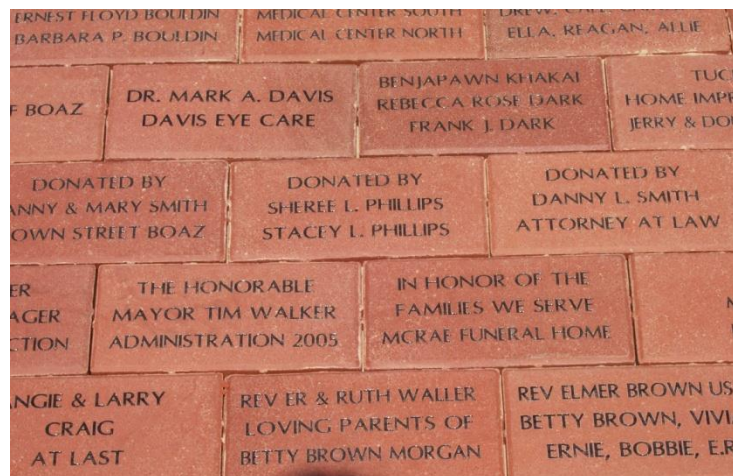
the following website: texasonline.state.tx.us/tolapp/egrants/search.htm. The Golden Crescent Regional Planning Commission (GCRPC) in Victoria may be a good partner when in search for these grants and other funding opportunities.

The Federal government is also beginning to release a substantial amount of funding through the American Recovery and Reinvestment Act (ARRA) of 2009, especially in economically distressed areas. Having this plan ready will make the City of Cuero very competitive for funding allocations.

Fundraising

The City could sell brick pavers for the pavilion area to raise money for the site's upkeep or other fundraisers around the community, and allow businesses and Cuero residents to show their support for the community and this development.

Figure 30. Example of Brick Pavers used as a Fundraising Opportunity. Source: Google.



Short-Term Implementation Strategies

Short-term implementation strategies include involvement with various groups, organizations or entities that may have a common interest in uses within the site. Involvement with key contacts may produce fruitful relationships and may bring viable resource to Cuero. Below is a list of key recommendations for creating unique opportunities at the redevelopment site.

- Consider what types of trade or vocational skills would be viable to the city
- Contact Victoria College representative to determine a possible interest in the site
 - Keith Blundell
Vice President, Administrative Services
Administration Building 109
Phone: 361-582-2535
keith.blundell@victoriacollege.edu
 - *If Victoria College is interested than attempt to establish a Memorandum of Understanding

- Contact Cuero ISD to inquire if they would collaborate with the CDC and Victoria College
 - Establish Memorandum of Understanding with the school district
- Contact trade associations and/or unions in the area
 - Plumbers Local Union # 68
502 Link Road / P O Box 8746
Houston, Texas 77249-8746
Phone (713) 869-3592
 - Texas Oil and Gas Association
Bill Ennis, Vice President for Membership & Media Relations
bennis@txoga.org
- Contact for-profit trade schools

These implementation options leave two primary decisions to be made by the CDC in the short-term: will the CDC develop the site themselves or sell the site to an outside developer, and are some financial or regulatory tools of more use than others in this situation. Based upon these decisions, the CDC could then decide what techniques would be best applied to future development of this site. Of the options discussed, a combination of restrictive covenants and the negotiation of a lower sales price would likely be most easily implemented by the CDC. Other options would require government action which could take longer than desired, or would require the CDC to invest money up front that it may not be able to spend.

Summary of Recommendations

Three site-design scenarios have been created as recommendations for redevelopment of the former TxDOT site: Turkey Terrace, Gobbler Gateway, and Turkey Crossing. These recommendations have been created by combing appropriate uses in accordance with market analyses, an evaluation of the overall site, and community input. These scenarios were also developed to promote walkability, and ease of traffic-flow, and to reflect the overall historical significance of Cuero. The scenarios each account for the various development restrictions that are imposed by the city, and offer implementation strategies to expedite the development process. It is apparent that there are many opportunities for Cuero to maximize the full potential of this site by providing attractive options to potential developers and encouraging redevelopment of the site in accordance with one of these alternative scenarios.

Traffic Calming, Pedestrian Accommodations, & Bike Accommodations¹⁶

In order for the proposed site plan and design at our site, 947 East Broadway, to fully achieve its intended goal of creating a site that reflects the culture of Cuero and serves as a community hub, the design of surrounding areas of the site must also be addressed. Specifically, creating an environment amenable to pedestrian and bike use creates a sense of place for Cuero. Imagine driving into Cuero and seeing residents walking and biking rather than speeding by in their vehicles. People are more likely to stop in Cuero if the environment is inviting; seeing people will engage curiosity and will encourage visitors and residents to experience Cuero.

¹⁶ REFERENCES: FHWA. Federal Highway Administration. (2008, November 26). *Bicycle and Pedestrian Provisions of the Federal-aid Program*. Retrieved April 16, 2009, from Bicycle & Pedestrian Program: <http://www.fhwa.dot.gov/environment/bikeped/bp-broch.htm#funding>; Steiner, F.R., and Bulter, K. (2007). *Planning and Urban Design Standards*. Hoboken, New Jersey: John Wiley & Sons.

US Highway 87 to the north of our site divides the landscape; our site is not safely accessible by foot for the students and faculty at the high school or by others. Several measures may be instilled to ensure a safer crossing environment for pedestrians. Merely discouraging pedestrians and students to cross may be a challenge. Students at Cuero High School enjoy off campus lunches, and an eating establishment at our site would further encourage pedestrian activity across US 87. As the site exists today, any pedestrian use poses significant hazards and safety concerns.

There are a number of potential funding sources for pedestrian and bike improvements. Partnership with local metropolitan planning organizations (MPOs) and the Texas Department of Transportation (TxDOT) are essential to good pedestrian and bike programs. Some potential federal funding sources include (FHWA, 2008):

- National Highway System funds
- Surface Transportation Program (STP) funds
- Congestion Mitigation and Air Quality Improvement Program funds
- Recreational Trails Program funds
- National Scenic Byways Program funds
- Job Access and Reverse Commute Grants

Numerous publications, books, manuals, websites, and guides detail the many techniques for improving pedestrian and biking environments. *Traffic calming* measures slow vehicular traffic and make a more pedestrian and bike friendly environment. A good source for traffic calming information is Reid Ewing's 1999 *Traffic Calming State of Practice*.

We suggest immediately pursuing stoplights, flashing yellow lights, warning signs, and rumble strips near the site. Contact the district TxDOT office in Yoakum for any pedestrian-improvement requests or proposals.

A pedestrian overpass is also an option, but these types of structures are expensive and isolate pedestrian use away from the street. In order to create a walkable, community feel to our site, slowing traffic and encouraging street activity better achieves this vision. A pedestrian overpass is less stimulating to the curiosity of drivers passing by the site, and if the goal is to draw commuters to the site, street activity better achieves this.

Public education campaigns on pedestrian safety and driver responsibilities to the pedestrian should help create community support for any transportation and land use changes in and around our site. Other traffic calming and good pedestrian/bike friendly measures include the following (Steiner & Bulter, 2007):

- Landscaped medians serving as pedestrian islands
- Mid-block pedestrian crossings
- Street trees, pedestrian-scaled street lamps, and the permission of on-street parking to serve as a protection barrier between traffic and the pedestrian
- The provision of bike lanes at least 6 feet in width
- The provision of sidewalks at least 6 feet in width, preferably wider
- Textured crosswalks
- Chicanes
- Chokers
- Speed tables and speed bumps
- Traffic roundabouts
- Sidewalk bulbouts



Figure 31. Example of a landscape median. Source: Google.

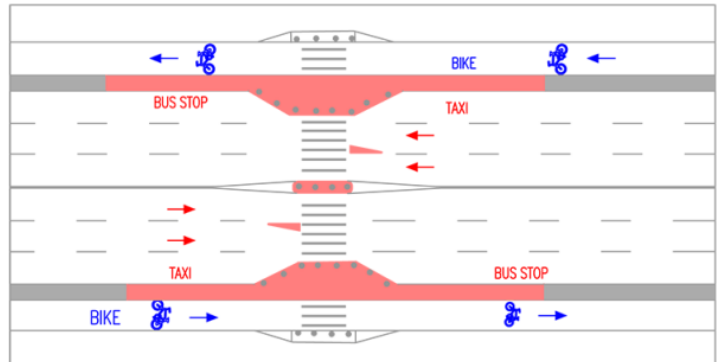


Figure 34. Example of a mid-block pedestrian crossing. Source: Google.



Figure 32. Example of a chicane. Source: Google.



Figure 33. Example of textured pavers to distinguish between pedestrian and vehicles areas of the road. Source: Google.

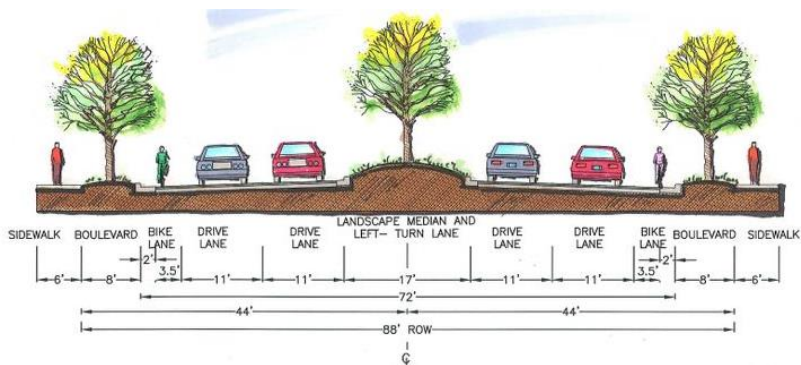


Figure 35. Example of a street cross section with wide sidewalks, bike lanes, a landscaped median, and street trees. Source: Google.



Figure 39. Example of a speed table. Source: Google.



Figure 38. Example of chokers. Source: Google.



Figure 37. Example of a traffic roundabout. Source: Google.



Figure 36. Example of a sidewalk bulbout. Source: Google.

Appendix A. List of Existing Businesses

Appendix A is a list of existing businesses in Cuero.

Appendix A. List of Cuero Businesses

Updated Business List by Type	
* Outside City Limits or may be outside City Limits	
ACCOUNTANTS & BOOKKEEPING SERVICES (5)	Address/Location
Frank Burns III	
Columbine Investments	
Ilene Gohmert	117 E. Church
Raymond Reese	
Paul Lucas	131 E. Main
AIR-CONDITIONING CONTRACTORS (1)	
Belcik Refrigeration*	
AIRCRAFT BROKERS (1)	
Aviation Credit Corporation	119 N Esplanade
ANTIQUA DEALERS & GIFT SHOPS (12)	
Antique City	121 N Esplanade
Batz and More	127 E Main
Décor Shoppe	
Doc's Antiques	
Gram's Attic	
Friends	107 E Main
Kleider-Shranks Un Mehr	113 N Esplanade
Morrows	134 E Main
Off Broadway	134 E Main
Rendezvous	
Reuss Pharmacy	
Texas Express	
APARTMENTS (4)	
The Oaks Apartments	
Barbee Apartments	
Golden Plaza Apartments	

Kate's Place Apartments

APPLIANCE RENTING & LEASING (2)

Advantage Rent to own

Colortyme

ATTORNEYS (8)

A. Jay Condie

Christopher M. Crain

Gonzalez between Main and railroad

James K. Crain

Gonzalez between Main and railroad

James K Crain III

Gonzalez between Main and railroad

Errol John Dietze

100 N. Esplanade

Raymond Reese

100 N. Esplanade

Frank B. Sheppard

Gonzalez between Main and railroad

Michael A. Sheppard

Gonzalez between Main and railroad

AUTOS-ANTIQUÉ & CLASSICS (1)

Lucas Mopars

AUTO BODY PAINTING & REPAIRING (3)

Hudgeons Paint & Body

Weber Motor Company

Partners Pontiac-Buick-GMC

AUTO DEALERS-USED (5)

Coppedge Autos

Fitzhugh's Quality Cars

Griffin Enterprises

Leske Motor Company

Partners Pontiac-Buick-GMC

AUTO ENGINES-DIESEL (2)

Engine Service*

Southwest Diesel Service*

AUTO PARTS & SUPPLIES (2)

Anders Auto Supplies

109 E Main

O'Reilly Auto Parts

AUTO RENTING (1)

Leske Motor Company

AUTO REPAIR & SERVICE (6)

Cuero Automotive and Cycle Repair*

Dan's Auto Service

H & H Automotive

Kuecker Service Center*

Lantz Car Care Inc.

Leske Motor Company

BAIL BONDS (4)

ABC Bonding Company

Assured Bail Bonds

Atex Bonding Company*

Kwik Bonding

BAKERS-RETAIL (1)

McAlister Sweet Shop

BANKS (4)

Prosperity Bank 105 W Church Street

TDECU

TrustTexas Bank

Wells Fargo Bank

BARBERS/BEAUTY SALONS & SERVICE (11)

Alfred's Barber Styling

Andre's Custom Cuts

Carmona's Hair Company 123 E. Main

Chica's Beauty Salon 135 E Main

Diane's Hair Salon HEB Center

Elegant Nails

Hair Designs Unlimited HEB Center

1 2 5 Hair and Day Spa 125 E Main

Ortiztic Hair & Creations

Q Nails HEB Center

Shear Perfections

BED & BREAKFAST ACCOMMODATIONS (3)

The Broadway House 402 E. Broadway

The Cottage on Main 603 E. Main

Clayton Street Guest House

BLINDS-VENETIAN, MINI, VERTICAL, WOOD (1)

Pakebusch's

BURIAL VAULTS & MONUMENTS (1)

Surface Burial Vault & Monument Co. Ltd.*

CABINETMAKERS (1)

K P Cabinets*

CABLE (2)

TCA Cable TV*

Time Warner Cable

CARPET CLEANING (1)

Terry's Carpet Care

CARPET & RUG DEALERS (1)

Pakebusch's

CHAMBER OF COMMERCE (1)

Cuero Chamber of Commerce & Agriculture, Inc.

CHEMICALS, OIL & GAS (1)

Multi-Chem LLC*

CHILD CARE (3)

Kid City Daycare

Kid's Clubhouse

Ladybugs

CHILDREN'S & INFANTS CLOTHES (2)

GG's Curio Chop

Stork News

CHIROPRACTORS D.C. (1)

Dreier Chiropractic

CHURCHES (14)

First United Methodist Church

New Life Baptist Church

First Baptist Church

Prayer House of Cuero

Gethsemane Baptist Church

New Hope Baptist*

Jerusalem Baptist Church

Our Lady of Guadalupe Church

Grace Episcopal Church

God's Word Ministry

Jehovah's Witnesses

St. Mark's Lutheran Church

Revival Fellowship

El Buen Pastor UPLCI

First Presbyterian Church

CLEANERS (1)

Triangle Cleaners

Burned Down

CLINICS, MEDICAL (4)

Bohman Clinic

Cuero Medical Clinic

Heritage Program for Senior Adults

Parkside Family Clinic, P.A.

COMPUTER EQUIPMENT & REPAIR (1)

Cottage Computer Systems

110 N. Esplanade

COMPUTER LEASE & RENTAL (1)

Colortyme

COMPUTER NETWORK DESIGN (1)

James Teleco*

341 Edgar Leesville

CONCRETE READY MIXED (1)

Alamo Ready-Mix Concrete*

CONTACT LENSES (1)

Barry Wineinger

CONTRACTOR EQUIPMENT & SUPPLIES (1)

Two-Can Equipment*

CONVENIENCE STORES (6)

Circle K Store

Get & Go Food Mart

One Stop

Red Dot Grocery

Stripes

Wal-Mart Parking Lot

Tiger Tote

NW Corner of Broadway & US 183

COUNSELING SERVICES (2)

Cindy's Family Group Day Care

Put Your Kids First*

DATA PROCESSING (1)

Frank Burns III

DENTISTS (2)

Robert Barth

Kerwin Kahlich

DEPARTMENT STORES (2)

Bealls Department Store

Wal-Mart

DRUG TESTING & SCREENING (1)

Lone Star Drug Testing

ELECTRIC COMPANIES (2)

City of Cuero

GVEC

ELECTRIC CONTRACTORS (1)

D-TYL Electric

ELECTRONIC EQUIPMENT SUPPLIES & REPAIR (1)

Friendly Community Electronic Service Center*

EMBROIDERY (2)

7 C Unlimited 123 W Main

A Special Stitch 110 E Main

EMPLOYMENT AGENCIES (1)

Workforce Solutions Golden Crescent 1137 North Esplanade

FARM MANAGEMENT SERVICE (1)

Texas Country Realty

FARM SUPPLIES (1)

Ful-o-Pep Ranch & Garden Center

FEED DEALERS (2)

DeWitt County Producers Association 401 W Church St

Ful-o-Pep Ranch & Garden Center

FEED-WHOLESALE (1)

Allied Feeds Inc.

FENCE CONTRACTORS (3)

Ari Fence Company

Dreyer Fence Company*

JMK Fence Service*

FENCE REPAIR (1)

Dreyer Fence Company*

FINANCIAL PLANNING CONSULTANT (2)

AIG American General

Edward Jones Investments

FITNESS CENTER (2)

Curves	115 E. Church
Wellness Center	
FLORISTS (2)	
Kleinecke Flower Shop	
Ryan's Flowers & Gifts	112 E. Main
FUNERAL HOMES (1)	
Freund Funeral Home	
FURNITURE RENTING & LEASING (2)	
Advantage Rent to Own	
Colortyme	
GARBAGE DISPOSAL EQUIPMENT (1)	
Thamm Plumbing	
GAS COMPANY (1)	
Texas Gas Service	113 W. Main
GENERAL CONTRACTORS (7)	
Davis Contractors*	
G L & L Construction Co., Inc.*	
Miller Construction	
Pompa's Construction	
Post Lumber Co. Inc.	1401 N. Esplanade
Starting Point	
Weaver & Jacobs Construction Inc.*	
GENERAL MERCHANDISE (1)	
Dollar General Store	HEB Center
GLASS-PLATE & WINDOW (1)	
Pakebusch's	
GROCERS & MEAT MARKETS (3)	
H-E-B	
Smolik's Meat & BBQ	
Striedel's Fine Meats*	

GUTTERS & DOWNSPOUTS (1)

Superior Seamless Raingutters*

GYMNASTICS INSTRUCTION (1)

South Texas Elite Gymnastics & Dance

HANDYMAN SERVICES (1)

Gonzales Painting

HARDWARE (1)

Wagner Hardware 100 N Esplanade

HEALTH FOOD, VITAMINS & SUPPLEMENTS (2)

Peggy's Health Store 130 E. Main

Valumart Pharmacy

HOME BUILDERS (2)

Pompa's Construction

Post Lumber Co. Inc. 1401 N. Esplanade

HOME HEALTH SERVICES (1)

Cuero Home Health

HOMES-CONVALESCENT (1)

Spring Season of Cuero, Inc.

HOSPITAL EQUIPMENT & SUPPLIES (2)

Lifecek Drug

Reuss Pharmacy

HOSPITAL (1)

Cuero Community Hospital 2550 N Esplanade

INSURANCE (10)

Allstate Insurance 212 N Esplanade

JHC Insurance Agency 212 N Esplanade

Dave Hill Insurance*

Farm Bureau Insurance

Farmers Insurance Group

Hochheim Prairie Farm Mutual Insurance

Jim Jordan Insurance Agency*

Lane Insurance Agency

State Farm

Wheeler Insurance

INTERIOR DESIGNERS (1)

Lyndon-West

115 W Main

INVESTMENT SECURITIES (2)

Edward Jones

Wells Fargo Investments LLC

JANITORIAL (1)

B Mack Janitorial

LANDSCAPE CONTRACTORS (2)

Tree Werks*

Texas Homestead Nursery & Landscape*

LAUNDRIES (1)

Triangle Cleaners

Burned Down

LAWNMOWER PARTS & REPAIR (1)

WOW Small Engine Repairs

LIQUOR STORES (2)

Bucky's Liquor

SW Corner of Esplanade and Courthouse

The Ranch House Spirits & Gifts

LIVESTOCK DEALERS (3)

Cattle Associates LC*

Finney and Finney Ranch*

Stiles Cattle Co.*

LOANS (6)

Advantage Finance

Prosperity Bank

Security Finance

Star Loans

TDECU

Toledo Finance Corp. 140 E Main

LUMBER (2)

Alamo Lumber co.

Post Lumber Co. Inc. 1401 N. Esplanade

MENTAL HEALTH CENTERS (1)

Wood Living Center of Cuero

MILLWORK (1)

Mount Vernon Mills Inc.

MOBILE HOME DEALERS (1)

M & S Mobile Homes*

MONUMENTS (1)

Surface Burial Vault & Monument Co. Ltd.*

MOTELS (3)

Antlers Inn 1304 E. Broadway

Executive Inn 2125 N. Esplanade

Wildflower Inn 2117 N. Esplanade

MOTORCYCLE REPAIR & SERVICE (1)

Cuero Automotive and Cycle Repair*

MOVING EQUIPMENT RENTAL (1)

U-Haul Co.

MUFFLERS & EXHAUST SYSTEMS (2)

Cuero Automotive and Cycle Repair*

H & H Automotive

NEWSPAPERS (1)

Cuero Record 119 E. Main

NURSERY-TREES, PLANTS (3)

Ful-o-Pep Ranch & Garden Center

Texas Homestead Nursery & Landscape*

Wal-Mart

NURSING HOMES (3)

Cuero Nursing Center

Cuero Nursing Home

Whispering Oaks Manor

NUTS (1)

Cuero Pecan House

OFFICE SUPPLIES (1)

Standard Printing Co.

OIL CHANGE & LUBE (1)

First Choice Express Lube

OIL FIELD EQUIPMENT RENTAL (4)

C & K Supply Inc.*

Certified Oilfield Rentals, Inc.*

D & B Rental Service

Energy Waste

OIL FIELD SERVICES (5)

Dunn Services*

Frontier Service

FM 72

Gips Services Inc.*

Weatherford Completions*

Wendel Sandblasting & Painting*

OIL FIELD SPECIALTIES (3)

The Goodstock Company

South Texas Consultants Inc.

T Q M S*

OIL PRODUCERS (1)

Hanson Production Co.

OIL WELL SURVEYORS (1)

John Pokluda

OPTOMETRISTS (2)

Barry Wineinger

Victoria Eye Center

209 N Esplanade

OXYGEN THERAPY EQUIP (1)

Reuss Pharmacy

PAINT (2)

Anders Auto Supplies

Post Lumber Co. Inc.

1401 N. Esplanade

PAINTING CONTRACTORS (2)

Kohl Painting Com*

Wendel Sandblasting & Painting*

PEST CONTROL (3)

The Bug Man*

Orkin Inc.*

Tex-San Pest Control

PET GROOMING & PRODUCTS (3)

DeWitt Veterinary Clinic*

Pets Are People Too

DeWitt County Producers Association

401 W Church St

PETROLEUM PRODUCTS (1)

Drill Green Petroleum Products*

PHARMACIES (4)

Lifecek Drug

Reuss Pharmacy

515 North Esplanade

Valumart Pharmacy

114 E Main

Wal-Mart

PHYSICAL THERAPISTS (1)

Cuero Community Hospital

2550 N Esplanade

PHYSICIANS (8)

Raymond Reese

Daniel Dugi

Harvey Renger

Mark Heard

David Hill

Michael McLeod

David King

PIPE LINE COMPANIES (1)

Texas Eastern Gas Pipeline Company*

PIPE LINE CONTRACTORS & EQUIPMENT (1)

Sanders Pipeline Construction*

PLASTIC EXTRUDERS (1)

RSP Plastics

PLUMBING CONTRACTORS & REPAIR (3)

Raymond's Plumbing Service

Thamm Plumbing

Wright Choice Plumbing

PRINTERS (1)

Standard Printing Co. 111 E. Church

PROPANE GAS EQUIP & SUPPLIES (1)

Cuero Propane Gas Company

PUMP DEALERS (1)

Rangnow Water Well Service*

RAILROAD CONTRACTORS (1)

Lone Star Railroad Contractors Inc.*

REAL ESTATE (6)

Burwell Land & Properties 212 N Esplanade

Coldwell Banker The Ron Brown Company 205 N Esplanade

Eling Corporation 302 E. Broadway

Frontier Real Estate*

Smith Ranch Investments*

Texas Country Realty 1108 N. Esplanade

REFRIGERATION EQUIP SALES & SERVICE (1)

Crossroads Mechanical Inc.*

REHABILITATION SERVICES (2)

Cuero Nursing Center

Tri Star Rehab Inc.

REMODELING & REPAIRS (1)

Post Lumber Co. Inc. 1401 N. Esplanade

RESTAURANTS (19)

Bahnhof Café 213 W Main
Barbecue Station 114 S Esplanade
Church's Chicken 1203 N. Esplanade
Dairy Queen 802 N. Esplanade
Don Bravo's 1605 N. Esplanade
Hunan Garden 2119 N. Esplanade
K & N Root Beer Drive In 514 E Broadway
LaPlazita 210 W Main
Longhorn Ranch Restaurant* 473 S 87 Hwy
Main Street Kaffee Haus & Deli 104 Main
Maya Mexican Restaurant*
McDonalds 101 E. Broadway
Pizza Hut 1010 N. Esplanade
Rosie's Mexican Restaurant 202 N Esplanade
Smolik's Meats & BBQ 523 S. Esplanade
Sonic of Cuero 110 N. Esplanade
Subway 601 E Broadway
Tejas Diner 1602 N. Esplanade
Whataburger Restaurant 905 N. Esplanade

SADDLERY & HARNESS (2)

Diebel Saddle & Shoe Shop*

Tod Slone Saddles*

SANDBLASTING (1)

Wendel Sandblasting & Painting*

SCREEN PRINTING (1)

Sign FX 1908 N. Esplanade

SECURITY SERVICE & SYSTEMS (1)

Sager Electric Service*

SENIOR CITIZEN COUNSELING (1)

Heritage Program for Senior Adults

SEPTIC TANKS & SYSTEMS (1)

Smith Septic Tank Maintenance

SEWER CONTRACTORS (1)

Thamm Plumbing

SPRAYING (1)

The Bug Man*

SPRINKLERS-GARDEN & LAWN (1)

Storm Services Inc.*

STORAGE-HOUSEHOLD & COMMERCIAL (2)

Kate's Mini Storage

Security Storage 115 East South Railroad

STORE FIXTURES (1)

Lancaster Industries

SURVEYORS (2)

John Pokluda

Urban Surveying Inc. 117 N Esplanade

TAX RETURN PREPARATION (4)

Frank Burns III

Ilene Gohmert

H & R Block

Security Finance Corp.

TAXIDERMISTS EQUIP & SUPPLIES (1)

Wood Designs Unlimited

TELEPHONE ANSWERING SERVICE (1)

A LA KUE Answering Service

TELEPHONE COMMUNICATION SERVICE (1)

James Teleco* 341 Edgar Leesville

TELEVISION RENTAL (2)

Advantage Finance & Rent to Own

Colortyme 101 W Main

TELEVISION REPAIR & SERVICE (1)

Gips TV Service 112 S Esplande

TIRE DEALERS (3)

Lantz Car Care Inc. 220 N Esplande

Leske Motor Co.

Wal-Mart

TITLE COMPANIES (2)

Apache Title Company 114 W Main

Stewart Title 211 Esplanade

TOUR OPERATORS (1)

The Travelers Edge

TRACTOR REPAIR & SERVICE (1)

Hank's Truck & Tractor

TRAILER REPAIR (1)

McMahan Welding Service Ltd.*

TREE SERVICE (1)

Tree Werks*

TRUCK ACCESSORIES (1)

McMahan Welding Service Ltd.*

UPHOLSTERERS (2)

Cano Upholstery & Refinishing

Saenz Upholstery Shop

UTILITY CONTRACTORS (1)

Ruschhaupt Plumbing Co.

VETERINARIANS (3)

Robert Beer*

Cindy Garrett*

A. D. Duhon*

VIDEO TAPES & DVD RENTALS (2)

Movie Express

The Movie Gallery

WATER DAMAGE EMERGENCY SERVICE (1)

Terry's Carpet Care

WATER HEATER DEALERS (1)

Thamm Plumbing

WATER WELL DRILLING EQUIP & SUPPLIES (2)

F & H Bit Co.*

Rangnow Water Well Service*

WEDDING SERVICES & SUPPLIES (1)

Kleinecke Flower Shop

WELDING (4)

Garcia Welding

Lapp Welding & Electrical Maintenance*

David May

McMahan Welding Service Ltd.*

WOODWORKING (2)

Red Miller Custom Woodworks, Inc. 112 E. Main

Robert Goebel Contractor Inc.

WRECKER SERVICE (1)

C & C Towing

Appendix B. List of Permitted Uses

Appendix B is the list of permitted uses in Zone C-1, according to the City of Cuero Comprehensive Plan and Zoning Ordinance.

Appendix B. List of Permitted Uses

- 1) Dwelling units on the second floor of a ground floor business use, as long as all requirements have been met in accordance with applicable city ordinances, state and federal laws and regulations.
- 2) Neighborhood retail sales and service.
- 3) Business offices;
- 4) Professional offices, such as, doctors, dentists, attorneys, chiropractors, psychologists, insurance, real estate, architects, engineers, accountants, building contractors, and other similar uses;
- 5) Clinics, both medical and dental, that could include pharmaceutical sales, provided that such pharmacies are complementary to the primary clinic use of the structure. Other similar medical or dental, diagnostic or therapeutic facilities (except residences) are permitted;
- 6) Bakeries, cafes, confectioneries, ice cream shops, and restaurants which prepare foodstuffs for onsite retail sale only;
- 7) Automobile parking lots and structures;
- 8) Other neighborhood retail sales or service uses, which are similar in character to those enumerated above, and which will not be dangerous or otherwise detrimental to persons residing or working in the vicinity thereof, or to the public welfare, and will not impair the use, enjoyment or value of any property;
- 9) Churches;
- 10) Public utility and public service uses;
- 11) Printer;
- 12) Antique shops;
- 13) Art galleries and museums;
- 14) Banks and financial institutions;
- 15) Camera and photographic supply stores;
- 16) Coin and philatelic stores;
- 17) Department stores;
- 18) Dry goods stores;
- 19) Florist shops and conservatories;
- 20) Furniture stores;

- 21) Furrier shops, including the incidental storage and conditioning of furs;
- 22) Household appliance stores, including radio and television sales and
 - i. services;
- 23) Leather goods and luggage stores;
- 24) Loan offices;
- 25) Musical instruments sales and repair; office supply stores; optical sales;
- 26) Physical culture and health services and reducing salons;
- 27) Picture framing;
- 28) Sporting goods stores;
- 29) Tailor shops;
- 30) Telegraph offices;
- 31) Theaters, indoors;
- 32) Ticket agencies, amusement;
- 33) Tobacco shops;
- 34) Travel bureaus and transportation ticket offices;
- 35) Schools, trade;
- 36) Repair and storage garages;
- 37) Telephone exchanges;
- 38) Theaters, lodges, assembly halls, auditoriums;
- 39) Tire repair shops;
- 40) Auto body operations;
- 41) Automobile accessory stores;
- 42) Automobile service stations, including the incidental storage of rental trucks and trailers, except that trucks and trailers for storage or rental may not be parked within the public right-of-way;
- 43) Blueprinting and photostatting establishments;
- 44) Business machine sales and service establishments;
- 45) Carpet and rug stores;
- 46) Catering establishments;
- 47) China and glassware stores;
- 48) Clothing and costume rental stores;
- 49) Employment agencies;

Appendix C. Shift-Share Analysis

This section shows the shift-share analysis calculations used in determining the location quotient.

Table 1: Shift-Share Analysis Calculations

Industry	Cuero Employment				Texas Employment			
	2000	2006	2000-2006 Change	Percent Change	2000	2006	2000-2006 Change	Percent Change
Agriculture, forestry, fishing and hunting, and mining	128	42	-86	-67%	247,697	240,407	-7,290	-3%
Construction	141	42	-99	-70%	743,606	602,209	-141,397	-19%
Manufacturing	420	400	-20	-5%	1,093,752	930,190	-163,562	-15%
Wholesale trade	83	88	5	6%	362,928	491,497	128,569	35%
Retail trade	318	428	110	35%	1,108,004	1,125,879	17,875	2%
Transportation and warehousing, and utilities	88	53	-35	-40%	535,568	445,827	-89,741	-17%
Information	33	37	4	12%	283,256	224,390	-58,866	-21%
Finance, insurance, real estate, and rental and leasing	65	213	148	228%	630,133	616,321	-13,812	-2%
Professional, scientific, management, administrative, and waste management services	84	65	-19	-23%	878,726	1,205,255	326,529	37%
Educational, health and social services	730	1,581	851	117%	1,779,801	2,195,753	415,952	23%
Arts, entertainment, recreation, accommodation and food services	204	209	5	2%	673,016	930,738	257,722	38%
Other services (except public administration)	130	70	-60	-46%	480,785	266,264	-214,521	-45%
Public administration	158	270	112	71%	417,100	298,882	457,458	-28%
Totals	2,582	3,498			9,234,372	9,573,612		

Appendix D. Survey

This section provides a complete list of comments taken from the survey participants, the survey invitation email, and a copy of the actual survey used for this study.

Complete List of Comments

Question 2. Are there any types of businesses that you would like to see come to the Cuero area? – Responses

1. Furniture, jewelry, appliance repair
2. movie theatre, bowling alley
3. A competitive grocery chain
4. Larger grocery chain/store
Restaurant with bar
5. I would like to see an improved and more convenient HEB rather than a second Grocery.
Theatre
Bowling Alley
Furniture Store
Jewelry Store
Laundry Cleaners
Pet Store
Major appliance store specifically a SEARS DEALER STORE
Shoe Store
Men's Store
6. men's clothing such as KG's for men & women
sea food restaurant, also a store maybe Anna'
and most important entertainment
7. Another grocery store would be nice.
8. Dry cleaners, larger grocery stores, Marble Slab, larger office supply resources, full service car wash, Italian restaurant, party supply store, another 99 cent store
9. entertainment-movies, etc
10. employ 5-10 or more.
11. I'd like to see a nice grocery store that offers more national name brand products. I'd like to see a modern, efficient dry cleaner. I'd like to see a nice restaurant that isn't BBQ or Mexican.
12. Dry cleaning and jewelry store - also recycling and a community civic center for trade shows (rooms could be rented and closed off) while other activities are being held there.
13. steak restaurant; etc NO more Mexican restaurants have enough
14. We need another grocery store. HEB has a monopoly and does not serve the community well. A Super Wal-Mart was promised but has not happened. The one we have does not carry everything we need, but recently added wine and beer, which was not necessary. We have 3 museums, several liquor stores, and 1 inadequate grocery store.
15. Men's clothing, Steak House, Jewelry Store, Bigger Grocery store, Home decorating items,
16. Department Stores
Appliance Stores
More modern & updated Drug Stores
A BETTER Grocery Store
Restaurants that are not Mexican Food
Something that is worth shopping in
17. A new cleaners
General business complex
Technical Training center. offering skill sets for hourly wage earners.
18. Larger, more extensive grocery store.
Wal-Mart expansion to next size store
Restaurant with a range of foods offered.
Movie theater (scaled down version)
Men's clothing
19. Better / more handsome restaurant facilities
20. A restaurant that would not be Mexican food but that would offer more of a variety.

21. YES!!! A more complete GROCERY store! A better choice of restaurants that also stay OPEN at night.
22. A restaurant that is not Mexican food, like a steak house or just general restaurant.
23. chick fil A
Taco Bell
Entertainment for Kids
24. I would love to see some type of movie theatre to come to Cuero...talk to the Hallettsville theatre people. From what I understand they have a good thing going !
25. movie theatre
26. manufacturing type business that would create good paying job opportunity for Cuero residents
27. Franchise type restaurants. We have all of the mom and pop Mexican food places we can stand.
28. Restaurants that do not serve hamburgers or Mexican food that stay open at night.
29. New restaurants! Healthy home cooking, steak house, Italian food. Something other than Mexican food.
30. ANOTHER GROCERY STORE
31. Super Wal-Mart, ice cream shop, Payless shoe store
32. Taco Bell/KFC Restaurant.
Another grocery store or Wal-Mart supercenter and more clothing stores.
33. Better Grocery Store
34. Additional supermarket, jewelry store
35. Assisted Living Units
36. retail (clothing)
grocery store
37. A better grocery store!
38. I would like to see a Sports Bar, somewhere the average person can have a drink and watch a game or a small group could go after five. Also we need a steakhouse medium range priced for families are groups to hold a meeting and have a meal at the same time. Cuero could use a Payless Shoes and it would be great to have a Bath and Body Works.
39. dry cleaners, other restaurants beside Mexican food or bar-b-q.
40. Another grocery store and a furniture store.
41. Another fully stocked grocery store, men's clothing & sporting goods, a family restaurant other than Mexican food, a Cleaners, outdoor entertainment for the Youth
42. Community Center
43. more retail stores and a different large grocery store
also a nice restaurant
44. furniture, appliance, American Food Restaurant, larger better stocked grocery,
45. Entertainment
46. restaurants other than Mexican, so "upscale dining" with a bar and live music
47. Any business that would produce jobs at all levels. skilled workers and professionals.
48. Restaurants,
49. Something besides a "Mexican" restaurant.
50. Larger grocery store, Italian restaurant, better men's & women's clothing store, shoe store, movie theater or bowling alley
51. More evening/weekend entertainment
52. Seafood restaurant, Movie Theater, Kids Amusements, Bowling Alley.
53. entertainment for kids/adults-skating, bowling, movies, karaoke
54. Italian food restaurant
55. A manufacturing business considered a green business would be a great addition.
56. Appliance store, nice sit-down steak house, larger grocery store

Question 3. From this list of different types of retail businesses, how likely would you or someone else in your household be to shop there if it were located at the former Texas Department of Transportation property? -

Comments

1. fresh deli and cheese would be wonderful
2. We have enough Bank and Antique Stores all of which are adequate.
3. A book store with a variety of magazines and newspapers would be welcome
4. A community civic center could really be used here
5. We utilize what is here but would like larger choices
6. If a nice strip center were built new to look old it would be a great place to house several of these businesses at the same easy to get to location. Need a new larger grocery store to anchor the project
7. All the stores here are too proud of their products, we need something with a little variety so that we will not have to go to another area to shop for things that we need. Our grocery store has no parking, and hardly has any of the things that we normally need.
8. The "very likely" comments above will be relative to the quality of store. For example, many antique shops are really junk. Same goes for arts and crafts / food.
9. I don't think it necessarily needs to be a certain type of business, but maybe just offer retail space at that location and let the market decide. There is a lack of retail space in Cuero for rent or lease.
10. Electronics and music are bought online. Arts and crafts are taken care of by the Main Street merchants, as well as antiques.
11. We have most of this type of retail already in Cuero. Cuero needs specialty retail that will draw people to this town and make it a stop on their way through. Buccee' or Prashek's is a perfect example of a retail/food stop that people put on their lists of stops when traveling.
12. Cuero is saturated with Mexican food restaurants. We need a Great Steak restaurant, like Harleys in Yoakum. This would be a great spot because it will get the Austin & San Antonio traffic going through Cuero to the coast.
13. Maybe a fast food restaurant for those students who don't drive and can eat off-campus for lunch
14. It would be nice to see something like Hobby Lobby that would sell Arts & Crafts including scrapbooking.
15. large grocery store
16. there are currently a number of antique shops that would better serve the tourist industry by staying open later on weekends, plenty of banks, tapes and cd's can be purchased at Wal-Mart.
17. We do not need stores we need something that would produce jobs.
18. I don't think Cuero needs any of the above. I do think we could use a school where people in the area could receive college credit, perhaps a branch from a Texas college.
19. In the current economy I do not feel any of the businesses shown above would survive in Cuero.

Question 4. What do you think Cuero needs most to improve your dining/entertainment experience? – Comments

1. variety of food items
2. While I don't order drinks when I eat out, it seems the restaurants that do, do well. We have almost no choices for dining out on Saturday night..Christmas visitors...many to see the lights find choices disappointing. A Cracker Barrel type chain should do well. Locals don't want to get dressed up..just really good food...heavy menu...and lots of casual atmosphere. (I love the counter below)
3. A grocery store with safe and adequate parking.
4. Unique stores
5. Another restaurant that is not Mexican food
6. An Olive Garden, Carino's, Red Lobster, Chili's would all have regular evening and weekend hours - some place we could take visiting friends instead of taking them to the Country Club or Victoria
7. We are overloaded with Fast Food place. Ditto for Mexican Food and Chicken Fried Steak. A cafeteria would be wonderful. A restaurant which serves vegetables with their entrees is one I would patronize.
8. We have enough fast food and Mexican food restaurants. Need a good steak restaurant with good prices.
9. It is too hard to park in the downtown area, it is limited to what you can buy in that area, and the prices are too high for the size of our town. They are closed when you get a chance to go to them.
It would be great to have a bigger variety to choose from.
I have been told by people that visit that Cuero has lost its charm.
10. Cuero NEEDS to concentrate on building up its downtown. Cuero badly needs a steak house.
11. Restaurant that offers a range of food offerings.
12. More variety of food. Italian. Steaks. Stay open on the weekends and all days of the week.
13. Anything would be an improvement. Healthy dining would be a plus. Outside dining with a patio! Bands or acoustical could play on Fridays or weekends.
14. Develop parking. Rosie's dominates the parking along Esplanade and the Prosperity parking lot. Try to shop or bank when they are open. Develop parking behind the building Rosie is in. Develop parking along the railroad track behind the post office to behind Bar B Que Station.
15. Several restaurants are not open on the weekends or in the evenings. Also there needs to be more entertainment like a movie theater, arcade area, something for kids.
16. Something other than Mexican Restaurants that are open on the weekends and evenings
17. Something other than a Mexican restaurant
18. A Good Eating Place like Harley's in Yoakum or Werner's in Shiner or The Roadhouse in Gonzales
Not another Mexican Food Restaurant
19. DIFFERENT THAN MEXICAN FOOD/ FAST FOOD!!!!
20. restaurants other than Mexican food or bar-b-q
21. more variety in nice family dining and more weekend & evening hours
22. I enjoy Mexican food, but we have plenty; there is NO entertainment in Cuero - we go to Yorktown or Yoakum.
23. in order to become more of a "destination" to attract tourism, like Fredericksburg, DEFINITELY longer weekend hours, perhaps even a music venue to attract weekend gatherings, and more restaurant choices
24. We need some nice steakhouse. Something other than Mexican and the country club.
25. We have all the Mexican food restaurants we need.
26. There is no entertainment in Cuero other than restaurants.

Question 5. From this list of different types of entertainment businesses, how likely would you or someone else in your household be to visit there if it were located at the former Texas Department of Transportation property? - Comments

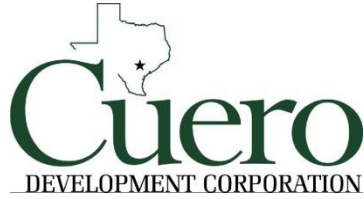
1. A sports bar would be nice for visitors during spring and fall. If I were younger, and married, I'd love to dance. The local dance halls seem to meet the needs...I can't see any of these choices working in that location. With the exception of a coffee shop. I'm not sure what a family entertainment center would be.
2. We are senior citizens so other than movies and the city's many social and charity events, none of the above would be of interest to us.
3. I don't think we necessarily need an entertainment business.
4. Here again a community civic center could house a bowling alley and family entertainment (such as a skating rink or ice skating rink). Also, a miniature golf course would be entertaining plus a movie house
5. Not sure what a family entertainment center consists of.
6. Movie theater (scaled down version)
7. A bowling alley or theatre would be great !!!
8. MOVIE THEATRE! I would not go to Victoria!
9. A movie theater would also be nice.
10. We have 2 coffee shops and I feel that is plenty for our town we need to support those in business already.
11. a putt-putt golf area for family fun
12. I would like to see McDougal Drive intersect with Park Heights Dr and a light place at the intersection. The rest of the property could be used to enlarge the City Park. Much greater visibility from the highway.
13. We have the American Legion Hall, the VFW Hall and soon to be Chishom Trail Heritage Museum Hall. Perhaps, we could use attractions at these places that would attract people for entertainment. Especially for teens.
14. This would be great.

Question 6. Imagine that the future property included a business that you wanted to patronize (or just "visit"), how likely would you or someone in your household be to walk there in the following situations? - Comments

1. Do people still walk?
2. I don't live in Cuero
3. If one business anchored the "center" and we had a definite reason to go there - such as a bank, hair salon, upscale nail salon etc. then we would definitely have driven there and would visit the other businesses
4. I do very little walking due to health problems
5. Walking along and or across the hi-way does not excite me!!!!
6. Turkeyfest is designed to allow non-profit organizations from all of Cuero an opportunity to raise funds for their various civic activities. This property is very close to turkeyfest grounds and could easily be utilized for many different activities during the festival. A community grounds, for entertainment, event, and activities would be best utilized. Somewhere for people to host events that bring people from other communities to Cuero.
7. This property is very close to my home and job.

Survey Invitation Email

Subject: CDC Project for the TxDOT Property



Dear [First Name of Contact],

The Cuero Development Corporation (CDC) would like to redevelop the former Texas Department of Transportation property, at the intersection of Fain McDougal & Broadway, between Cuero High School and the baseball stadium. CDC has enlisted the services of Texas A&M University graduate students of urban planning to analyze the best uses for the site.

Part of the planning process includes a community survey. This survey should take about 15 minutes of your time. Your inputs will help us focus our efforts and communicate to future businesses the city's interests.

[CLICK HERE FOR THE SURVEY](#)

If link does not work please cut and paste the following into your internet browser:
<http://survey.constantcontact.com/survey/a07e2hv7qygfsys6idu/start>

The Cuero Development Corporation and Texas A&M University thank you for your participation in our survey.

We value and appreciate your input.

If you have any questions please contact us at [361-275-8178](tel:361-275-8178) or by email at cueroed@gvec.net.

Sincerely,

Shelley S. Pennell
Executive Director
Cuero Development Corporation

The mission of the Cuero Development Corporation is to promote, develop, and enhance economic and community development.

Forward email

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This email was sent to cueroed@gvec.net by cueroed@gvec.net.

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Cuero Development Corporation | 207 E. Main Street | Cuero | TX | 77954

Copy of the Survey



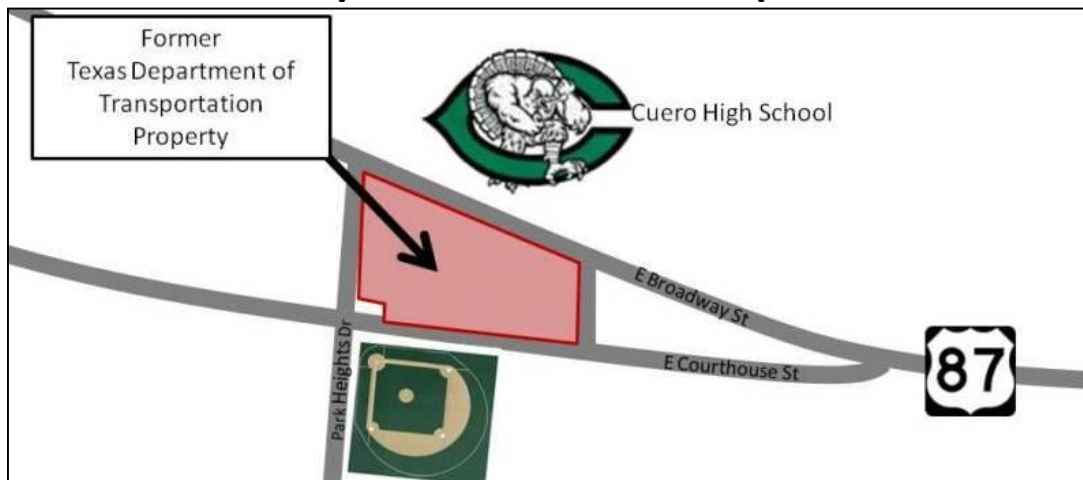
The Cuero Development Corporation wants to redevelop the former Texas Department of Transportation property, at the intersection of Fain McDougal & Broadway, between the High School and the baseball stadium.

The Cuero Development Corporation has enlisted the services of Texas A&M University graduate students to analyze the best uses for the site.

This survey should take about 15 minutes of your time. Your input will help us focus our efforts and communicate to future businesses the city's interests.

This survey is voluntary, if you do not wish to participate please close the survey window.

Map of site to be developed



*** Required Question(s)**

***1. What services/shopping do you use in the Cuero area? Check all that apply:**

- Shop for food (general grocery) in Cuero
- Eat out at restaurants
- Utilize professional services (banks, real estate) in Cuero
- Shop for general retail (clothing, household items) in Cuero
- Shop for auto related services in Cuero
- Shop for home improvement products in Cuero
- Utilize healthcare in Cuero
- Shop for farm/ranch supplies in Cuero
- Utilize entertainment businesses

Do not shop/utilize services in Cuero

2. Are there any types of businesses that you would like to see come to the Cuero area? _____

3. From this list of different types of retail businesses, how likely would you or someone else in your household be to shop there if it were located at the former Texas Department of Transportation property?

	very likely	somewhat likely	not so likely	not at all likely
A bookstore	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A men's clothing store or boutique	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A women's clothing store or boutique	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A specialty food store (deli, produce, bakery)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A music store that sells tapes and CDs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A store that sells sporting goods and athletic equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A store that sells electronic gifts and gadgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A store that sells high end arts and crafts made by local artists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An antique shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

4. What do you think Cuero needs most to improve your dining/entertainment experience?

- Different types of businesses
- Longer evening and weekend hours
- More parking
- Easier Access / improved traffic flow
- DON'T KNOW/CAN'T SAY/NO OPINION

5. From this list of different types of entertainment businesses, how likely would you or someone else in your household be to visit there if it were located at the former Texas Department of Transportation property?

	very likely	somewhat likely	not so likely	not at all likely
A sports bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A dance hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A coffee shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A family entertainment center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A bowling alley	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

6. Imagine that the future property included a business that you wanted to patronize (or just "visit"), how likely would you or someone in your household be to walk there in the following situations?

	very likely	somewhat likely	not so likely	not at all likely
From home or office for lunch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Before or after a football game	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Before or after a baseball game	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During Turkey Fest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From the high school for lunch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After playing golf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After visiting the park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After church	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

7. How long does it take you to drive from your home to the former Texas Department of Transportation property?

- 1 to 4 Minutes
- 5 to 10 Minutes
- 11 to 15 Minutes
- 16 to 20 Minutes
- More than 20 Minutes

8. What is your age?

- Younger than 18
- 18 - 24
- 25 - 34

- 35 - 44
- 45 - 54
- 55 - 64
- 65 or older
- Prefer not to answer

9. What is your gender?

- Male
- Female
- Prefer not to answer

10. What is your race/ethnicity?

- Caucasian (not of Hispanic origin)
- Hispanic
- African American (not of Hispanic origin)
- Asian or Pacific Islander
- Native American or Alaskan Native
- Prefer not to answer

11. How many children 18 and under live in your household?

- None
- 1
- 2
- 3
- 4 or more
- Prefer not to answer

12. Which of the following categories best describes your household annual income?

- Under \$15,000
- \$15,000 - \$29,999
- \$30,000 - \$44,999
- \$45,000 - \$59,999
- \$60,000 - \$74,999
- \$75,000 - \$89,999
- \$90,000 - \$124,999
- \$125,000 - \$149,999
- \$150,000 or more
- Prefer not to answer

The Cuero Development Corporation and Texas A&M University thank you for your participation in our survey. We value and appreciate your input.

Appendix E. Vocational Schools

This section has a list of all community colleges, online schools and vocational schools in Central and Southern Texas.

Vocational Schools

- Academy of Cosmetology-Austin (94.33 mi from Cuero)
- Alamo Community College District Central Office-San Antonio (89.53)
- Allied Health Careers-Austin (94.33)
- Alvin Community College-Alvin (155.31)
- American InterContinental University - Military Online
- American InterContinental University Online
- Argosy University Online
- The Art Institute of Houston (141.54)
- The Art Institute Online
- Austin Business College (94.33)
- Austin Community College (94.33)
- Baldwin Beauty School-Austin (94.33)
- Baldwin Beauty School 5-Austin (94.33)
- Baptist Health System School of Health Professions-San Antonio (89.53)
- Behold Beauty Academy-Houston (141.54)
- Blinn College-Brenham (107.26), Bryan (142.49), Schulenburg (51.04), Sealy (91.87)
- Boston University School of Music-online
- Brooks Institute of Photography-online
- Bradford School of Business-Houston (141.54)
- Brazos Port College-Lake Jackson, TX (136.58)
- Bryman College-National Institute of Technology-Houston (141.54)
- Capella University Online
- Career Centers of Texas -Corpus Christi (112.07)
- Center for Advanced Legal Studies - Houston (141.54)
- Chamberlain College of Nursing-online
- Cleveland Institute of Electronics-online
- Court Reporting Institute of Dallas - Online
- CSB School - Broadcasting-online
- Capitol City Careers-Austin (94.33)
- Capitol City Trade and Technical School-Austin (94.33)
- Career Advancement And Applied Technology Training Division-San Antonio (89.53)
- Career Point Institute-San Antonio (89.53)
- Career Quest-San Antonio (89.53)
- Careers Unlimited Beauty School-Houston (141.54)
- Central Texas Beauty College-Temple (162.04)
- Central Texas College-Killeen (171.92)
- Charles and Sues School of Hair Design-Bryan (142.49)
- Coastal Bend College-Beeville (60.87), Alice (114.59), Pleasanton (86.82), Kingsville (126.69)
- College of the Mainland –Texas City (186.46)
- Commonwealth Institute of Funeral Service-Houston (141.54)
- Conlee's College of Cosmetology-Kerrville (168.32)
- Coryell Cosmetology College –Gatesville (193.92)
- Culinary Academy of Austin (94.33)
- Culinary Institute Alain and Marie Lenotre-Houston (141.54)

- Del Mar College-Corpus Christi (112.07)
- DeVry University–Austin (94.33)
- Everest College- **Austin, Texas (94.33), Houston, Texas (141.54), Houston Hobby, Texas, San Antonio, Texas (89.53)**
- eCornell Certificates Online
- Everest College Online
- Everest University Online
- Franklin Beauty School-Houston (141.54)
- Fielding Graduate University-online
- Golden Gate University-online
- Galen Health Institute-San Antonio (89.53)
- Galveston College (196.57)
- Hallmark Institute of Technology-San Antonio (89.53)
- Houston Allied Health Careers Inc (141.54)
- Houston Community College System (141.54)
- Houston Training School (141.54)
- Houston Training School-South (141.54)
- Houston's Training and Education Center (141.54)
- Hallmark Institute of Technology And Aeronautics - San Antonio (89.53)
- High-Tech Institute-online
- Hodges University-online
- Indiana State University-online
- ICC Technical Institute-Houston (141.54)
- Institute of Cosmetology & Esthetics-Houston (141.54)
- ITT Technical Institute-Austin (94.33), Houston (141.54), San Antonio (89.53)
- Jay's Technical Institute-Houston (141.54)
- Jones International University Online
- Kaplan Career Institute - San Antonio (89.53)
- Keiser University Online
- Keller Graduate School of Management-online
- 'Kaplan University - Online
- Kussad Institute of Court Reporting –Austin (94.33)
- Laredo Beauty College Inc –Nuevo Laredo (190.09)
- Laredo Community College (190.09)
- Lee College –Baytown (172.68)
- Liberty University-online
- Lone Star College System- The Woodlands (169.97)
- Milan Institute of Cosmetology -San Antonio, South San Antonio (89.53)
- McLennan Community College-Waco (199.05)
- Medvance Institute-Houston (141.54)
- Mims Classic Beauty College-San Antonio (89.53)
- MTI College of Business and Technology –Houston (141.54)
- MTI College of Business and Technology-Eastside –Houston (141.54)
- National Institute of Technology –San Antonio (89.53)
- North Harris Montgomery Community College District –The Woodlands (169.97)
- Northwest Educational Center –Houston (141.54)

- Northwest Vista College –San Antonio (89.53)
- National American University Online
- National Institute of Technology-Austin (94.33), San Antonio (89.53)
- Northeastern University - Online MBA Programs
- Ocean Corporation-Houston (141.54)
- Palo Alto College –San Antonio (89.53)
- Pinnacle Career Centers-Houston (141.54)
- Polytechnic Institute-Houston (141.54)
- Portland State University Online
- Redstone Institute-Houston (141.54)
- Remington College-Houston Campus (141.54)
- Remington College-North Houston Campus (141.54)
- Royal Beauty Careers –Houston (141.54)
- Redstone Institute - Houston (141.54)
- Remington College -Houston, North Houston (141.54)
- San Antonio College of Medical And Dental Assistants (89.53)
- South University - Online
- Strayer University Online
- San Antonio Beauty College 3 (89.53)
- San Antonio Beauty College 4 (89.53)
- San Antonio College (89.53)
- San Antonio College of Medical and Dental Assistants-Main (89.53)
- San Jacinto College-Central Campus –Pasadena (161.47), Houston (141.54)
- Sanford-Brown Institute -Houston (141.54)
- Sebring Career Schools –Huntsville (189.23)
- Seguin Beauty School –New Braunfels (83.75)
- South Texas Barber College Inc-Corpus Christi (112.07)
- Southern Careers Institute –Laredo (190.09)
- Southern Careers Institute Inc –San Antonio (89.53)
- Southwest Institute of Technology –Austin (94.33)
- Southwest School of Business and Technical Careers-San Antonio (89.53)
- Southwest Texas Junior College –Uvalde (187.59)
- St Philips College-San Antonio (89.53)
- SW School of Business and Technical Careers –Eagle Pass (226.77)
- SW School of Business and Technical Careers-Cosmetology-San Antonio (89.53)
- Temple College (162.04)
- Texas Career Institute-Kerrville (168.32)
- Texas Careers –San Antonio (89.53)
- Texas Careers-Laredo (190.09)
- Texas Culinary Academy –Austin (94.33)
- Texas School of Business East Inc-online
- Texas School of Business Inc -online
- Texas School of Business-Friendswood Inc
- Texas School of Business-Southwest Inc-online
- Texas State Technical College-Waco (199.05)
- Texas Vocational Schools Inc-Victoria (27.67)

- Texas Careers -San Antonio (89.53)
- Texas Computer Training Institute -Austin (94.33)
- Texas Culinary Academy - Austin (94.33)
- Texas School of Business-online
- The College Network - Online Degrees & Certificates
- The George Washington University-online
- Universal Technical Institute (UTI) - Houston (141.54)
- University of Cincinnati Distance Learning-online
- University of Phoenix-Austin (94.33), Houston (141.54), San Antonio (89.53)
- University of Phoenix Online
- University of Phoenix-Houston Campus (141.54)
- The University of Texas M.D. Anderson Cancer Center -online
- Victoria Beauty College Inc (27.67)
- Victoria College-Victoria (27.67), Gonzales (32.39), Port Lavaca (55.61), Hallettsville (33.70), Cuero (0.0)
- Virginia College at Austin (94.33)
- Virginia College – Austin (94.33)
- Virginia College – Austin (94.33)
- Virginia College Online
- Walden University-online
- Western International University - Online
- Westwood College - Online
- Westwood College -Houston South (141.54)
- Westwood College-Houston South (141.54)
- Wharton County Junior College-Wharton (91.63), Sugar Land (142.27), Richmond (120.47), Bay City (92.70), El Campo (78.17), Palacios (91.94)

Appendix F. Degree and Certificate Programs

This section has a list of degree and certificate programs offered at selected community colleges and vocational schools.

Degree Programs at ITT Technical Institute-San Antonio:

Associate's Level Majors:

- Arts & Humanities
 - Design
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphic Design
 - Industrial Design
 - Visual Arts
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphic Design
 - Industrial Design
 - Intermedia/Multimedia
- Business
 - Accounting & Related Services
 - Accounting
 - Administrative Services
 - Business/Office Automation/Technology/Data Entry
 - Management
 - Engineering/Industrial Management
- Communication & Media
 - Animation & Video Graphics
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphic Design
 - Publishing & Digital Imaging
 - Graphics & Multimedia
 - Animation & Video Graphics
 - Commercial & Advertising Art
 - Computer Media Applications
 - Design & Visual Communications
 - Graphic Design
 - Intermedia/Multimedia
 - Publishing & Digital Imaging
 - Web Design
- Engineering
 - Computer Engineering Technologies/Technicians
 - Electrical Technician
 - Engineering Technology
 - Engineering/Industrial Management
 - General Computer Engineering
- Skilled Trades
 - Construction Trades
 - Electrician
 - Mechanic/Repair Trades
 - Industrial Electronics Technician
- Technician Careers
 - CAD Drafting and Design
 - Architectural Drafting and Architectural CAD/CADD

- CAD/CADD Drafting and/or Design Technology/Technician
 - Engineering Technology
 - Architectural Drafting and Architectural CAD/CADD
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Computer Engineering Technologies/Technicians
 - Computer Software Technology/Technician
 - Computer Systems Technology
 - Drafting and Design Technology/Technician
 - Electrical Technician
 - Engineering/Industrial Management
- Technology
 - Computer Programming
 - Computer Software Technology/Technician
 - General Computer Engineering
 - Computer Science
 - General Computer Engineering
 - Computer Support Services
 - Computer Engineering Technologies/Technicians
 - Computer Systems Technology
 - Networking
 - Computer Systems Networking and Telecommunications
 - Systems Administration
 - Computer Engineering Technologies/Technicians
 - Computer Systems Networking and Telecommunications
 - Computer Systems Security
 - Computer Systems Technology
 - Telecommunications
 - Computer Systems Networking and Telecommunications
 - Web Design and Internet
 - Web Design

Degree Programs at DeVry University-Austin

Associate's Level Majors:

- Arts & Humanities
 - Design
 - Graphic Design
 - Visual Arts
 - Graphic Design
- Communication & Media
 - Graphic Design
 - Graphics & Multimedia
 - Graphic Design
 - Web Design
- Engineering
 - Electrical Technician
- Health & Medical Services
 - Healthcare Administration
 - Health Information/Medical Records Technology/Technician
 - Health/Health Care Administration/Management

- Technician Careers
 - Engineering Technology
 - Computer Systems Technology
 - Electrical Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
- Technology
 - Computer Support Services
 - Computer Systems Technology
 - Networking
 - Computer Systems Networking and Telecommunications
 - System, Networking, and LAN/WAN Management/Manager
 - Systems Administration
 - Computer Systems Networking and Telecommunications
 - Computer Systems Technology
 - System Administration/Administrator
 - System, Networking, and LAN/WAN Management/Manager
 - Telecommunications
 - Computer Systems Networking and Telecommunications
 - Web Design and Internet
 - Web Design

Bachelor's Level Majors:

- Business
 - Business/Corporate Communications
 - Accounting & Related Services
 - Accounting
 - Administrative Services
 - Administrative Assistant and Secretarial Science
 - General Business
 - Business Administration and Management
 - Business/Corporate Communications
 - Business/Managerial Operations
 - Management
 - Business Administration and Management
 - Business/Managerial Operations
 - Engineering/Industrial Management
- Communication & Media
 - Animation & Video Graphics
 - Publishing & Digital Imaging
 - Graphics & Multimedia
 - Animation & Video Graphics
 - Publishing & Digital Imaging
- Engineering
 - Biomedical/Medical Engineering
 - Computer Engineering Technologies/Technicians
 - Electrical Technician
 - Engineering/Industrial Management
- Life Science
 - Biology
 - Biological and Biomedical Sciences
- Technician Careers

- Engineering Technology
 - Computer Engineering Technologies/Technicians
 - Computer Engineering Technology/ Technician
 - Computer Systems Technology
 - Electrical Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Engineering/Industrial Management
- Technology
 - Computer Science
 - Computer and Information Sciences
 - Information Technology
 - Computer Support Services
 - Computer Engineering Technologies/Technicians
 - Computer Systems Technology
 - Networking
 - Computer Systems Networking and Telecommunications
 - System, Networking, and LAN/WAN Management/Manager
 - Software Development
 - Computer and Information Sciences
 - Information Technology
 - Systems Administration
 - Computer Engineering Technologies/Technicians
 - Computer Systems Analysis/Analyst
 - Computer Systems Networking and Telecommunications
 - Computer Systems Security
 - Computer Systems Technology
 - Computer/Information Technology Services Administration and Management
 - System, Networking, and LAN/WAN Management/Manager
 - Telecommunications
 - Computer Systems Networking and Telecommunications

Master's Level Majors:

- Business
 - General Business
 - Business Administration and Management
 - Business/Managerial Operations
 - Human Resources Management/Personnel Administration
 - Management Information Systems
 - Human Resources
 - Human Resources Management/Personnel Administration
 - Information Systems
 - Management Information Systems
 - Management
 - Business Administration and Management
 - Business/Managerial Operations
 - Human Resources Management/Personnel Administration
- Education
 - Education and Teaching
 - Curriculum and Instruction
 - Educational/Instructional Media Design
 - General Education
 - General Education
 - Curriculum and Instruction

- Educational/Instructional Media Design
 - General Education
- Technology
 - Computer Science
 - Information Technology
 - Software Development
 - Information Technology
 - Systems Administration
 - Computer/Information Technology Services Administration and Management

Degree Programs at San Antonio College

Associate's Level Majors:

- Arts & Humanities
 - Architecture
 - Architecture (BArch, BA/BS, MArch, MA/MS, PhD)
 - Design
 - Graphic Design
 - English Language and Literature
 - English Language and Literature
 - Speech and Rhetorical Studies
 - Foreign Languages, Literatures, and Linguistics
 - Sign Language Interpretation and Translation
 - General Studies
 - General Studies
 - Liberal Arts and Sciences/Liberal Studies
 - History
 - History
 - Music
 - General Music
 - Visual Arts
 - Fine/Studio Arts
 - Graphic Design
 - Photography
- Business
 - Real Estate
 - Accounting & Related Services
 - Accounting Technology/Technician and Bookkeeping
 - Administrative Services
 - Administrative Assistant and Secretarial Science
 - Financial Services
 - Banking and Financial Support Services
 - General Business
 - Business Administration and Management
 - Management
 - Business Administration and Management
 - Business/Commerce
- Communication & Media
 - General Journalism
 - Graphic Design
 - Photography

- Radio and Television
 - Graphics & Multimedia
 - Graphic Design
 - Photography
- Education
 - Teacher Training
 - Teacher Assistant/Aide
 - Teacher Education, Multiple Levels
- Engineering
 - General Engineering
- Family and Consumer Science Professions
 - Human Development, Family Studies, and Related Services
 - Child Care and Support Services Management
 - Child Development
- Funeral and Mortuary Services
 - General Funeral Service and Mortuary Science
- Health & Medical Services
 - Communication Disorders Sciences and Services
 - Communication Disorders
 - Dentistry Support Services
 - Dental Assisting/Assistant
 - Diagnostic & Treatment Technician
 - Emergency Medical Technology/Technician (EMT Paramedic)
 - Medical Assistant Professions
 - Medical/Clinical Assistant
 - Clinical Assistant
 - Medical/Clinical Assistant
 - Mental & Social Health Services
 - General Psychology
 - Substance Abuse/Addiction Counseling
 - Nursing
 - Nursing - Registered Nurse Training (RN, ASN, BSN, MSN)
- Interdisciplinary Studies
 - International/Global Studies
- Legal Professions
 - Court Reporting
 - Legal Assistant/Paralegal
 - Legal Assistant
 - Legal Assistant/Paralegal
- Life Science
 - Biology
 - Biology/Biological Sciences
- Mathematics and Statistics
 - General Mathematics
- Natural Sciences
 - Physics
 - General Physical Sciences
- Security and Protective Service Careers
 - Corrections
 - Criminal Justice/Police Science
 - Criminal Justice/Safety Studies
 - Fire Protection and Safety Technology/Technician

- Criminal Justice
 - Corrections
- Fire Careers
 - Fire Protection and Safety Technology/Technician
- Social Sciences
 - International Relations and Affairs
 - General Political Science and Government
 - Psychology
 - General Psychology
 - Sociology
 - Sociology
- Social Work
 - Public Administration
- Technician Careers
 - CAD Drafting and Design
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Engineering Technology
 - Architectural Engineering Technology/Technician
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Civil Engineering Technology/Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Mechanical Drafting and Mechanical Drafting CAD/CADD
 - Occupational Safety and Health Technology/Technician
 - Telecommunications Technology
- Technology
 - Computer Programming
 - Computer Programming/Programmer
 - Computer Science
 - Computer Programming/Programmer
 - Networking
 - System, Networking, and LAN/WAN Management/Manager
 - Software Development
 - Computer Programming/Programmer
 - Systems Administration
 - System Administration/Administrator
 - System, Networking, and LAN/WAN Management/Manager
 - Telecommunications
 - Telecommunications Technology

Certificate Programs at San Antonio College

Career Education Majors:

- Business
 - Real Estate
 - Accounting & Related Services
 - Accounting Technology/Technician and Bookkeeping
 - Administrative Services
 - Administrative Assistant and Secretarial Science
 - Business/Office Automation/Technology/Data Entry
 - Financial Services
 - Banking and Financial Support Services
 - General Business

- Business Administration and Management
 - Operations Management and Supervision
 - Management
 - Business Administration and Management
 - Operations Management and Supervision
- Education
 - Teacher Training
 - Teacher Assistant/Aide
- Family and Consumer Science Professions
 - Human Development, Family Studies, and Related Services
 - Child Care and Support Services Management
 - Child Care Provider/Assistant
 - Child Development
- Funeral and Mortuary Services
 - Funeral Direction/Service
- Health & Medical Services
 - Dentistry Support Services
 - Dental Assisting/Assistant
 - Diagnostic & Treatment Technician
 - Emergency Medical Technology/Technician (EMT Paramedic)
 - Healthcare Administration
 - Medical Transcription/Transcriptionist
 - Medical Assistant Professions
 - Medical/Clinical Assistant
 - Clinical Assistant
 - Medical/Clinical Assistant
 - Mental & Social Health Services
 - Substance Abuse/Addiction Counseling
- Legal Professions
 - Court Reporting
- Security and Protective Service Careers
 - Criminal Justice/Police Science
 - Fire Protection and Safety Technology/Technician
 - Fire Careers
 - Fire Protection and Safety Technology/Technician
- Social Sciences
 - Geography
 - Cartography
- Social Work
 - Public Administration
- Technician Careers
 - CAD Drafting and Design
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Engineering Technology
 - Architectural Engineering Technology/Technician
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Civil Engineering Technology/Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Occupational Safety and Health Technology/Technician
- Technology
 - Computer Programming
 - Computer Programming/Programmer

- Computer Science
 - Computer Programming/Programmer
- Networking
 - System, Networking, and LAN/WAN Management/Manager
- Software Development
 - Computer Programming/Programmer
- Systems Administration
 - Computer Systems Security
 - System Administration/Administrator
 - System, Networking, and LAN/WAN Management/Manager

Degree Programs at Texas State Technical College-Waco

Associate's Level Majors:

- Agriculture and Natural Resources
 - Agriculture Production
 - Aquaculture
 - Horticulture
 - Turf and Turfgrass Management
- Arts & Humanities
 - Design
 - Commercial & Advertising Art
 - Visual Arts
 - Commercial & Advertising Art
- Business
 - Information Systems
 - Information Science/Studies
- Communication & Media
 - Commercial & Advertising Art
 - Graphics & Multimedia
 - Commercial & Advertising Art
- Culinary Arts & Food Service
 - Institutional Food Workers
- Education
 - Education and Teaching
 - Educational/Instructional Media Design
 - General Education
 - Educational/Instructional Media Design
- Skilled Trades
 - Mechanic/Repair Trades
 - Aircraft Maintenance
 - Autobody Repair
 - Automobile/Automotive Mechanics Technology/Technician
 - Diesel Mechanics Technology/Technician
 - Industrial Mechanics and Maintenance Technology
 - Precision Production Trades
 - Welding Technology/Welder
- Social Sciences
 - Geography
 - Cartography
- Technician Careers
 - Engineering Technology

- Biomedical Technology/Technician
 - Climate Control (HVAC)
 - Drafting and Design Technology/Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Laser and Optical Technology/Technician
 - Mechanical Engineering/Mechanical Technology/Technician
 - Occupational Safety and Health Technology/Technician
 - Science Technology Technician
 - Chemical Technology/Technician
- Technology
 - Computer Programming
 - Computer Programming/Programmer
 - General Computer Science
 - Computer Science
 - Computer Programming/Programmer
 - General Computer Science
 - Information Systems Operation and Management
 - General Computer Science
 - Software Development
 - Computer Programming/Programmer
 - Systems Administration
 - Computer Systems Security
 - Web Design and Internet
 - Web/Multimedia Management and Webmaster
- Transportation Careers
 - Air Transportation
 - Airline/Commercial/Professional Pilot and Flight Crew

Certificate Programs at Texas State Technical College-Waco

Career Education Majors:

- Agriculture and Natural Resources
 - Agriculture Production
 - Aquaculture
 - Horticulture
 - Turf and Turfgrass Management
- Arts & Humanities
 - Design
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Visual Arts
 - Commercial & Advertising Art
 - Design & Visual Communications
- Business
 - Information Systems
 - Information Science/Studies
- Communication & Media
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphics & Multimedia
 - Commercial & Advertising Art
 - Design & Visual Communications

- Culinary Arts & Food Service
 - Institutional Food Workers
- Education
 - Education and Teaching
 - Educational/Instructional Media Design
 - General Education
 - Educational/Instructional Media Design
- Health & Medical Services
 - Dentistry Support Services
 - Dental Assisting/Assistant
- Skilled Trades
 - Mechanic/Repair Trades
 - Aircraft Maintenance
 - Autobody Repair
 - Automobile/Automotive Mechanics Technology/Technician
 - Diesel Mechanics Technology/Technician
 - Industrial Mechanics and Maintenance Technology
 - Precision Production Trades
 - Welding Technology/Welder
- Technician Careers
 - Engineering Technology
 - Climate Control (HVAC)
 - Drafting and Design Technology/Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Mechanical Engineering/Mechanical Technology/Technician
 - Science Technology Technician
 - Chemical Technology/Technician
- Technology
 - Computer Programming
 - Computer Programming/Programmer
 - Computer Science
 - Computer Programming/Programmer
 - Software Development
 - Computer Programming/Programmer
 - Systems Administration
 - Computer Systems Security

Degree Programs at Victoria College

Associate's Level Majors:

- Arts & Humanities
 - General Studies
 - Liberal Arts and Sciences/Liberal Studies
- Business
 - Accounting & Related Services
 - Accounting
 - Accounting Technology/Technician and Bookkeeping
 - Administrative Services
 - Administrative Assistant and Secretarial Science
 - Business/Office Automation/Technology/Data Entry
 - Executive Assistant/Executive Secretary
 - General Office Occupations and Clerical Services

- Legal Administrative Assistant
 - Medical Administrative/Executive Assistant and Medical Secretary
 - General Business
 - Business Administration and Management
 - Information Systems
 - Information Science/Studies
 - Management
 - Business Administration and Management
- Health & Medical Services
 - Clinical/Medical Lab. Technician
 - Clinical/Medical Lab. Technician
 - Clinical/Medical Laboratory Science and Allied Professions
 - Diagnostic & Treatment Technician
 - Emergency Medical Technology/Technician (EMT Paramedic)
 - Respiratory Care Therapy/Therapist
 - Healthcare Administration
 - Medical Administrative/Executive Assistant and Medical Secretary
 - Nursing
 - Nursing - Registered Nurse Training (RN, ASN, BSN, MSN)
- Legal Professions
 - Legal Administrative Assistant
 - Legal Assistant/Paralegal
 - Legal Assistant
 - Legal Administrative Assistant
 - Legal Assistant/Paralegal
- Security and Protective Service Careers
 - Criminal Justice/Police Science
 - Criminal Justice/Safety Studies
- Technician Careers
 - Engineering Technology
 - Drafting and Design Technology/Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Science Technology Technician
 - Chemical Technology/Technician
 - Laboratory Technician
 - Clinical/Medical Lab. Technician
- Technology
 - Computer Programming
 - Computer Programming/Programmer
 - Computer Science
 - Computer Programming/Programmer
 - Networking
 - Computer Systems Networking and Telecommunications
 - Software Development
 - Computer Programming/Programmer
 - Systems Administration
 - Computer Systems Analysis/Analyst
 - Computer Systems Networking and Telecommunications
 - Telecommunications
 - Computer Systems Networking and Telecommunications

Career Education Majors:

- Business
 - Accounting & Related Services
 - Accounting Technology/Technician and Bookkeeping
 - Administrative Services
 - Administrative Assistant and Secretarial Science
 - Business/Office Automation/Technology/Data Entry
 - Executive Assistant/Executive Secretary
 - General Office Occupations and Clerical Services
 - Medical Administrative/Executive Assistant and Medical Secretary
 - General Business
 - Business Administration and Management
 - Management
 - Business Administration and Management
- Communication & Media
 - Graphics & Multimedia
 - Web Design
- Family and Consumer Science Professions
 - Human Development, Family Studies, and Related Services
 - Child Care and Support Services Management
 - Child Development
- Health & Medical Services
 - Diagnostic & Treatment Technician
 - Emergency Medical Technology/Technician (EMT Paramedic)
 - Respiratory Care Therapy/Therapist
 - Healthcare Administration
 - Medical Administrative/Executive Assistant and Medical Secretary
 - Nursing
 - Licensed Practical /Vocational Nurse Training (LPN, LVN, Cert, Dipl, AAS)
- Legal Professions
 - Legal Assistant/Paralegal
 - Legal Assistant
 - Legal Assistant/Paralegal
- Security and Protective Service Careers
 - Criminal Justice/Police Science
 - Fire Science/Firefighting
- Skilled Trades
 - Precision Production Trades
 - Welding Technology/Welder
- Technician Careers
 - Engineering Technology
 - Drafting and Design Technology/Technician
 - Electrical, Electronic and Communications Engineering Technology/Technician
 - Science Technology Technician
 - Chemical Technology/Technician
- Technology
 - Networking
 - Computer Systems Networking and Telecommunications
 - Systems Administration
 - Computer Systems Analysis/Analyst
 - Computer Systems Networking and Telecommunications

- Telecommunications
 - Computer Systems Networking and Telecommunications
- Web Design and Internet
 - Web Design

Certificate Programs at Texas Vocational Schools Inc

- Business
 - Administrative Services
 - Administrative Assistant and Secretarial Science
 - Business/Office Automation/Technology/Data Entry
 - Legal Administrative Assistant
 - Medical Administrative/Executive Assistant and Medical Secretary
- Health & Medical Services
 - Healthcare Administration
 - Medical Administrative/Executive Assistant and Medical Secretary
- Legal Professions
 - Legal Administrative Assistant
 - Legal Assistant
 - Legal Administrative Assistant
- Skilled Trades
 - Precision Production Trades
 - Welding Technology/Welder

Appendix G. Associates Level Majors

This section has a list of associate level majors offered at Victoria College.

Associate's Level Majors:

- Agriculture and Natural Resources
 - Agriculture Production
 - Aquaculture
 - Horticulture
 - Turf and Turfgrass Management
- Arts & Humanities
 - Architecture
 - Architecture (BArch, BA/BS, MArch, MA/MS, PhD)
 - Design
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphic Design
 - Industrial Design
 - English Language and Literature
 - English Language and Literature
 - Speech and Rhetorical Studies
 - Foreign Languages, Literatures, and Linguistics
 - Sign Language Interpretation and Translation
 - History
 - History
 - Music
 - General Music
 - Visual Arts
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Fine/Studio Arts
 - Graphic Design
 - Industrial Design
 - Intermedia/Multimedia
 - Photography
- Business
 - Financial Services
 - Banking and Financial Support Services
 - Management
 - Business/Commerce
 - Engineering/Industrial Management
 - Real Estate
- Communication & Media
 - Animation & Video Graphics
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphic Design
 - General Journalism
 - Photography
 - Publishing & Digital Imaging
 - Radio and Television
 - Graphics & Multimedia
 - Animation & Video Graphics
 - Commercial & Advertising Art
 - Computer Media Applications
 - Design & Visual Communications
 - Graphic Design
 - Photography
 - Intermedia/Multimedia
 - Publishing & Digital Imaging

- Web Design
- Culinary Arts & Food Service
 - Institutional Food Workers
- Education
 - Teacher Training
 - Teacher Assistant/Aide
 - Teacher Education, Multiple Levels
- Engineering
 - Computer Engineering Technologies/Technicians
 - Electrical Technician
 - Engineering Technology
 - Engineering/Industrial Management
 - General Engineering
 - General Computer Engineering
- Family and Consumer Science Professions
 - Human Development, Family Studies, and Related Services
 - Child Care and Support Services Management
 - Child Development
- Funeral and Mortuary Services
 - General Funeral Service and Mortuary Science
- Health & Medical Services
 - Communication Disorders Sciences and Services
 - Communication Disorders
 - Dentistry Support Services
 - Dental Assisting/Assistant
 - Healthcare Administration
 - Health Information/Medical Records Technology/Technician
- Interdisciplinary Studies
 - International/Global Studies
- Legal Professions
 - Court Reporting
- Life Science
 - Biology
 - Biology/Biological Sciences
- Mathematics and Statistics
 - General Mathematics
- Natural Sciences
 - Physics
 - General Physical Sciences
- Security and Protective Service Careers
 - Corrections
 - Fire Protection and Safety Technology/Technician
 - Criminal Justice
 - Corrections
 - Fire Careers
 - Fire Protection and Safety Technology/Technician
 - Medical Assistant Professions
 - Medical/Clinical Assistant
 - Clinical Assistant
 - Medical/Clinical Assistant
 - Mental & Social Health Services
 - General Psychology
 - Substance Abuse/Addiction Counseling
- Skilled Trades
 - Construction Trades
 - Electrician
 - Mechanic/Repair Trades
 - Aircraft Maintenance

- Autobody Repair
 - Automobile/Automotive Mechanics Technology/Technician
 - Diesel Mechanics Technology/Technician
 - Industrial Electronics Technician
 - Industrial Mechanics and Maintenance Technology
- Social Sciences
 - International Relations and Affairs
 - General Political Science and Government
 - Psychology
 - General Psychology
 - Sociology
 - Sociology
- Social Work
 - Public Administration
- Technician Careers
 - CAD Drafting and Design
 - Architectural Drafting and Architectural CAD/CADD
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Engineering Technology
 - Architectural Drafting and Architectural CAD/CADD
 - Architectural Engineering Technology/Technician
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Civil Engineering Technology/Technician
 - Computer Engineering Technologies/Technicians
 - Computer Software Technology/Technician
 - Computer Systems Technology
 - Mechanical Drafting and Mechanical Drafting CAD/CADD
 - Occupational Safety and Health Technology/Technician
 - Telecommunications Technology
- Technology
 - Computer Programming
 - Computer Software Technology/Technician
 - General Computer Engineering
 - Computer Science
 - General Computer Engineering
 - Computer Support Services
 - Computer Engineering Technologies/Technicians
 - Computer Systems Technology
 - Networking
 - System, Networking, and LAN/WAN Management/Manager
 - Systems Administration
 - Computer Engineering Technologies/Technicians
 - Computer Systems Security
 - Computer Systems Technology
 - System Administration/Administrator
 - System, Networking, and LAN/WAN Management/Manager
 - Telecommunications
 - Telecommunications Technology
 - Web Design and Internet
 - Web Design

Certificate Programs

Career Education Majors:

- Business
 - Financial Services

- Banking and Financial Support Services
 - General Business
 - Operations Management and Supervision
 - Information Systems
 - Information Science/Studies
 - Management
 - Operations Management and Supervision
 - Real Estate
- Communication & Media
 - Commercial & Advertising Art
 - Design & Visual Communications
 - Graphics & Multimedia
 - Commercial & Advertising Art
 - Design & Visual Communications
- Culinary Arts & Food Service
 - Institutional Food Workers
- Education
 - Education and Teaching
 - Educational/Instructional Media Design
 - General Education
 - Educational/Instructional Media Design
 - Teacher Training
 - Teacher Assistant/Aide
- Family and Consumer Science Professions
 - Human Development, Family Studies, and Related Services
 - Child Care Provider/Assistant
- Funeral and Mortuary Services
 - Funeral Direction/Service
- Health & Medical Services
 - Dentistry Support Services
 - Dental Assisting/Assistant
 - Healthcare Administration
 - Medical Transcription/Transcriptionist
 - Medical Assistant Professions
 - Medical/Clinical Assistant
 - Clinical Assistant
 - Medical/Clinical Assistant
 - Mental & Social Health Services
 - Substance Abuse/Addiction Counseling
- Legal Professions
 - Court Reporting
- Security and Protective Service Careers
 - Fire Protection and Safety Technology/Technician
 - Fire Careers
 - Fire Protection and Safety Technology/Technician
- Skilled Trades
 - Mechanic/Repair Trades
 - Aircraft Maintenance
 - Autobody Repair
 - Automobile/Automotive Mechanics Technology/Technician
 - Diesel Mechanics Technology/Technician
 - Industrial Mechanics and Maintenance Technology
- Social Sciences
 - Geography
 - Cartography
- Social Work
 - Public Administration
- Technician Careers

- CAD Drafting and Design
 - CAD/CADD Drafting and/or Design Technology/Technician
- Engineering Technology
 - Architectural Engineering Technology/Technician
 - Biomedical Technology/Technician
 - CAD/CADD Drafting and/or Design Technology/Technician
 - Civil Engineering Technology/Technician
 - Climate Control (HVAC)
 - Laser and Optical Technology/Technician
 - Mechanical Engineering/Mechanical Technology/Technician
 - Occupational Safety and Health Technology/Technician
- Technology
 - Computer Programming
 - Computer Programming/Programmer
 - Computer Science
 - Computer Programming/Programmer
 - Information Systems Operation and Management
 - General Computer Science
 - Networking
 - System, Networking, and LAN/WAN Management/Manager
 - Software Development
 - Computer Programming/Programmer
 - Systems Administration
 - Computer Systems Security
 - System Administration/Administrator
 - System, Networking, and LAN/WAN Management/Manager
 - Web Design and Internet
 - Web/Multimedia Management and Webmaster
- Transportation Careers
 - Air Transportation

Appendix H. Custom Soil Resource Report

A custom soil resource report from the USDA for DeWitt County and the City of Cuero has been provided in this section.

Appendix I. Planning Team Biographies

This section contains short biographies of the students assigned to this project.

Planning Team Biographies



Dr. Elise Bright, Program Coordinator, received her BA in 1972 from the University of Arizona, with a double major in Government and Spanish. She then went on to earn a Master of City Planning in 1975 from Harvard University, and a Doctor of Environmental Design in 1980 from Texas A&M. Dr. Bright is interested in revitalization and economic development in small communities and low income urban neighborhoods; zoning and other plan implementation tools; environmental impact assessment, suitability analysis and planning; and the effects of property tax policy on communities. Her work experience includes time at state agencies in air quality and housing; work at the Brazos Valley Council of Governments; work with the Federal Aviation Administration; consulting with numerous local governments and private businesses/developers for 12 years, followed by 18 years directing students in completing projects for communities as a professor/program coordinator at UT Arlington, and has been the Master of Urban Planning program coordinator/professor for five years at Texas A&M. Dr. Bright has strong family ties to Cuero; her family was among the first settlers in the area and still own ranch property nearby.



Dan Galindo, Project Manager, is completing a Master of Urban Planning degree at Texas A&M University and has a Bachelor of Arts in Urban Studies from Trinity University. Originally from Spring, Texas, Daniel became interested in the issues of urban planning and development at a young age as he observed the clear-cutting of thousands of acres of Piney Woods forest for the rapid development of housing in the Greater Houston area. Daniel is the project manager of the Cuero Applied Planning Project and has previously interned with numerous government and non-profit organizations including the Maryland-National Capital Park and Planning Commission, the San Antonio Conservation Society, and the City of San Antonio Economic Development Department.



Jared Briggs received his B.S. in Geography and a Minor in Geoinformatics (GIS) from Texas A&M University in the fall of 2005. He has worked in Houston, Texas as a GIS Specialist for LandWorks, Inc. where his duties included the mapping of oil and gas leases, easements, and other parcels. Mr. Briggs entered the Master of Urban Planning program at Texas A&M University in the fall of 2007 with a focus on sustainability and economic development. His planning experience includes work on regional public transportation coordination in Texas, economic development ideas presented to the City of Beaumont, Texas, and serving as Vice President of the Association of Student Planners.



Kelli Hill is originally from San Antonio, Texas and is completing a Master of Urban Planning degree at Texas A&M University, focusing on Economic Development. She received a Bachelor of Science in Environmental Studies from Texas A&M in 2006. Ms. Hill's planning experience includes a planning internship with the City of Bryan, Texas and she is currently working on a local economic analysis for the Madisonville, Texas. She will graduate from the program in May. Her interests include dancing, politics, and planning for her wedding in June.



Angie Lehnert is from Houston, Texas. She received her Bachelor's degree in Wildlife and Fisheries Sciences at Texas A&M University. She is interested in environmental planning and in sustainable transportation planning. Her hobbies include music, movies, knitting, and skating. She will graduate from the Master of Urban Planning Program in May 2009.



Kristi Miller, editor-in-chief of this report, is originally from Dallas, Texas and is completing Master of Urban Planning degree, focusing on Transportation Planning, at Texas A&M University. She received a Bachelor of Science in Horticulture, with an emphasis on Landscape Design, from Texas A&M in 2006. Ms. Miller's planning experience includes an Economic and Community Development planning internship with the Brazos Valley Council of Governments in Bryan, Texas and currently as a Mobility Analysis research assistant at the Texas Transportation Institute in College Station, Texas. Her interests in the planning field include the relationship between fuel price and transit ridership and making public transit more appealing to choice riders.



Erin Newcomer is originally from Belton, Texas and received a BS in Wildlife and Fisheries Sciences from Texas A&M in 2006. She is pursuing a Master of Urban Planning degree with an emphasis on housing, community, and economic development. She is interested in increasing the affordability of adequate housing for low income groups in particular.



Truong Nguyen used to be both an architect and a college instructor in his home country Vietnam. During his twenty-year time of professional practice, Truong has done a full range of professional services such as architectural, landscape and interior design, and project management. His list of projects includes high-end residences, offices, and educational, commercial or industrial buildings. He won several national-level architecture awards.



Nathanael Proctor is originally from Richardson, Texas and received a BS in electrical engineering from Texas A&M University. He is pursuing a Master of Urban Planning degree with an emphasis on transportation planning. His interests include ways of increasing pedestrian connectivity and public participation in planning.



Anushma Shrestha is originally from Kathmandu, Nepal and she earned a degree in Architecture from Maharashtra, India. She is pursuing a Master of Urban Planning degree with an emphasis on transportation planning. Her interests include traveling and watching movies.



John Earl Thomas grew up in San Marcos, TX and earned a BA in Sociology from Texas A&M in 2006. He is pursuing a Master of Urban Planning degree with a focus on housing, community, and economic development. Mr. Thomas currently works for Brazos Valley Affordable Housing Corporation as Development and Construction Intern. His interests include music, sports, and the outdoors.



Abigail Webster grew up in Carroll, Iowa and attended college at Iowa State University, where she earned a BA in both political Science and Environmental studies. She is pursuing a Master of Urban Planning degree with certificates in sustainable urbanism and transportation planning. Ms. Webster's hobbies include furniture restoration and refinishing, animals, and learning to speak French.



Lijing Zhou, originally from Shanghai, China, has an undergraduate degree in architecture from Hunan University. In China, she worked as an assistant architect at Sino-Sun Architecture Design, Inc. Ms. Zhou will complete a Master of Urban Planning, emphasizing on transportation planning, from Texas A&M University in August 2009. Lijing is interested in urban design.