

# Economic DEVELOPMENT

Economic development for a community includes a wide scope of activities and investments. Job opportunities are an obvious example, but this list also includes availability of decent affordable housing, quality education, an attractive, safe, and clean environment (natural and manmade), a comfortable social atmosphere, recreational and entertainment options, convenient shopping, adequate health care, a competitive and fair tax structure, responsive local government, transparent government regulations, and high-quality infrastructure (water, sewer, streets, drainage, telecommunications, etc.).

## 1.1 Highlights

Jonestown's location as a gateway to the Hill Country and a short drive to the capital city provides many opportunities. One of the biggest attractions in the City is the Jones Brothers Park, which has boat ramps providing access to Lake Travis. As the city has experienced for better and worse in the past five years, this attraction has a significant impact on the local economy. Yet with all its natural beauty and nearby amenities, Jonestown has untapped outdoors and wildlife tourism potential.

## 1.2 Context: History, Location, & Community Input

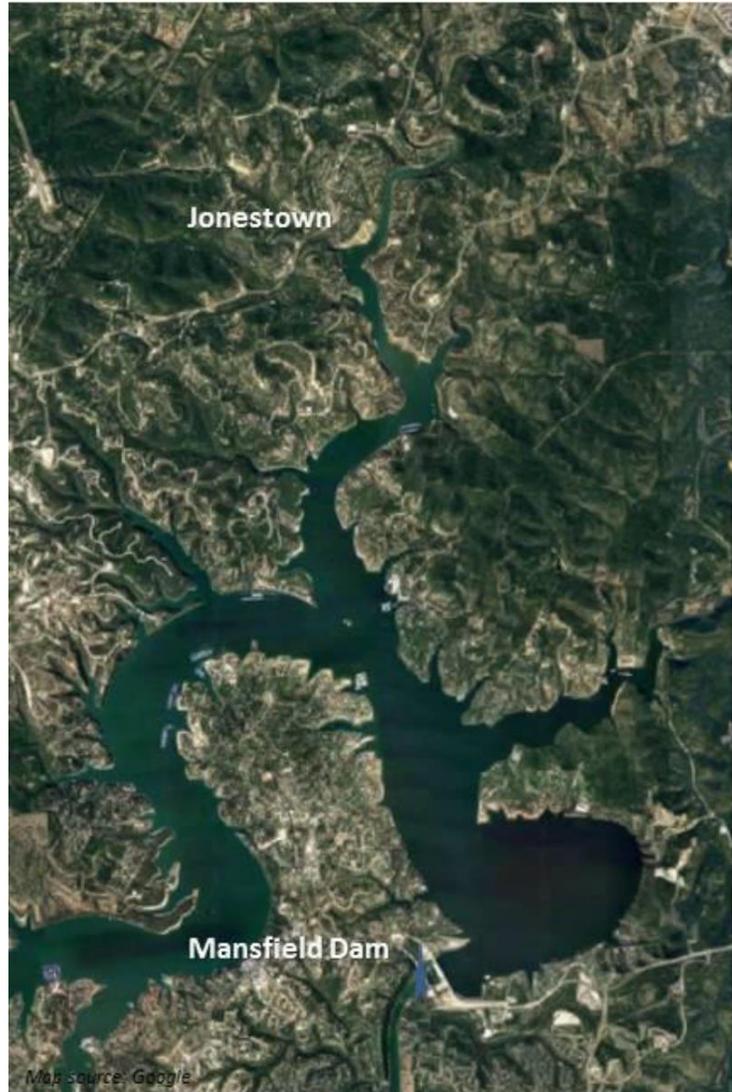
### Historic Development & Community Character

The City of Jonestown is located in Travis County, approximately eight miles west of Cedar Park, 20 miles northwest of Austin and 30 miles east of Marble Falls. Jonestown runs along FM 1431, the only arterial running through the city. Since the late 1930s, residents and visitors have enjoyed the natural beauty of the area. The completion of the Mansfield Dam in 1941 allowed Jonestown to grow as a lake resort community. Since then, larger homes on estate lots have been developed and the population continues to rise.

### Previous Studies

Previous studies pertaining to economic development in Jonestown include:

- Jonestown Comprehensive Plan Update 2013
- City of Jonestown Action Plan 2015-2016
- City of Jonestown Transportation Capital Improvement Plan 2016 – 2021
- Texas A&M Target Cities



Jonestown and Mansfield Dam

The goals and strategies called out in these plans can be summarized as follows:

<p><b>Enhance tourism</b></p> <ul style="list-style-type: none"> <li>• Wildlife tourism</li> <li>• Diversify recreational activities to avoid the economic impact of another severe drought</li> <li>• Create safe and pleasant pedestrian crossings across FM 1431</li> <li>• Enhance Veterans Park to attract more visitors</li> <li>• Create more outdoor dining restaurants/cafes and food trucks</li> <li>• Add more music/art venues</li> </ul>	<p><b>Quality of life improvements</b></p> <ul style="list-style-type: none"> <li>• Add street trees and native landscaping</li> <li>• Public art</li> <li>• Activities at the Jones Brothers Park such as a landscaped walking trail</li> <li>• Review and update Sign Ordinance</li> <li>• Become the “The Entertainment Capital of the North Shore”</li> </ul>
<p><b>Enhance revenue</b></p> <ul style="list-style-type: none"> <li>• Occupancy taxes for rentals</li> <li>• Retail space in central location</li> <li>• Attract businesses</li> <li>• Create a non-profit Economic Development Foundation</li> </ul>	<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Improve pedestrian safety and access by building sidewalks, bulbouts, medians, a traffic light and a possible tunnel connection</li> <li>• Develop a centralized wastewater system</li> <li>• Improve drainage</li> </ul>

**Community Input**

A detailed discussion of community input during the planning process is located in Chapter 1: Executive Summary of the Land Use Plan. The particular concerns expressed by residents that relate to economic development and guide the discussion below are:

<p><b>Achieve/Preserve</b></p> <ul style="list-style-type: none"> <li>▪ More restaurants</li> <li>▪ Enhance downtown appearance and accessibility (sidewalks, landscaping)</li> </ul>	<p><b>Avoid/Eliminate</b></p> <ul style="list-style-type: none"> <li>▪ Over-development and loss of scenic views</li> <li>▪ Billboards</li> </ul>
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### 1.3 Condition & Forecast

The following data includes both local and regional economic information because Jonestown’s local workforce and economy are closely connected to the larger region. Some data is not available at the local level and in those cases Travis County is used for comparison.

#### 1.3.1 Largest Industries in Jonestown & Travis County

**Tables 1A and 1B** and **Charts 1A-1C** list establishment, taxable sales, and employment data. The tables show that:

- The largest number of establishments in Jonestown is in retail trade, followed by accommodations and food services and agriculture operations. For a more detailed breakdown of industries in Jonestown, see **Appendix 1A.1**.

Table 1A: Jonestown and Travis County Establishments

<b>Industry</b>	<b># Establishments City</b>	<b># Establishments County</b>	<b>City as % of County</b>
Agriculture Operations	29	983	2%
Mining	1	72	1%
Construction	8	2381	0%
Manufacturing	4	2451	0%
Wholesale Trade	6	2010	0%
Retail Trade	68	10560	1%
Transportation	1	290	0%
Information	2	1271	0%
Finance and Insurance	1	361	0%
Real Estate and Rental and Leasing	4	913	0%
Professional, Scientific, and Technical Services	13	4252	0%
Management of Companies and Enterprises	1	48	2%
Administrative and Support and Waste Management and Remediation Services	4	2195	0%
Educational Services	2	476	0%
Health Care and Social Assistance	1	457	0%

Arts, Entertainment, and Recreation	8	1463	1%
Accommodation and Food Services	21	4990	0%
Other Services (except Public Administration)	17	2878	1%
<b>TOTAL</b>	<b>183</b>	<b>38051</b>	<b>0%</b>

Source: Texas State Comptroller (open records request October 2016). Note: Comptroller does not collect information for establishments not subject to sales taxes; therefore, some financial institutions, franchise establishments, and similar organizations are not included; Comptroller also undercounts agriculture operations, so those are sourced from the most recent USDA data (<http://quickstats.nass.usda.gov>)

- According to the Texas Workforce Commission, wages in Travis County in 2016 are highest in the Mining, Quarrying, Oil & Gas Extraction, Manufacturing, Professional and technical services, and information industries.

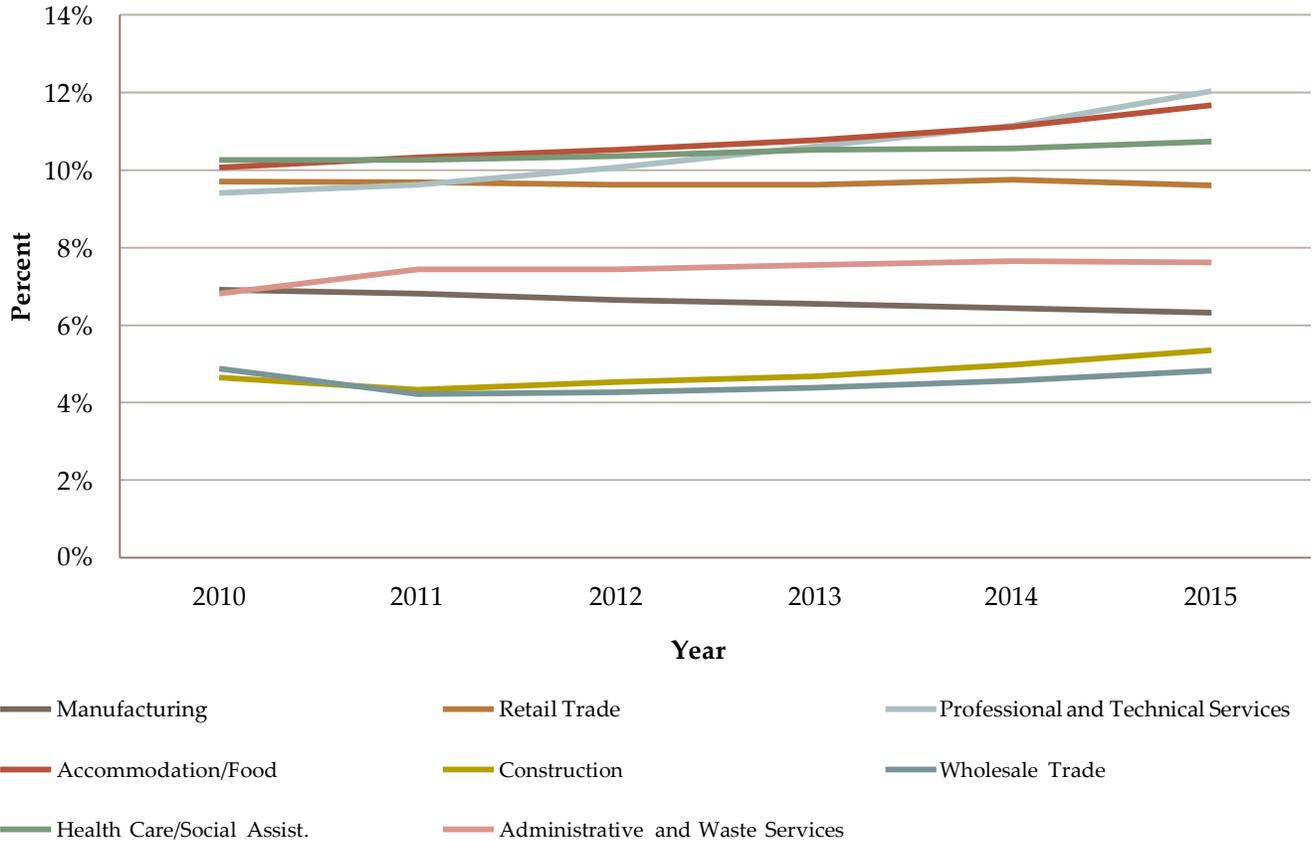
Table 1B: Highest Weekly Wages by Industry, Travis County

<b>Industry</b>	<b>Average Weekly Wage</b>
Mining, Quarrying, and Oil & Gas Extraction	\$3,076
Manufacturing	\$1,793
Professional and technical services	\$1,744
Information	\$1,675

Source: Texas Workforce Commission, Tracer quarterly employment and wages 2016 2<sup>nd</sup> Qtr

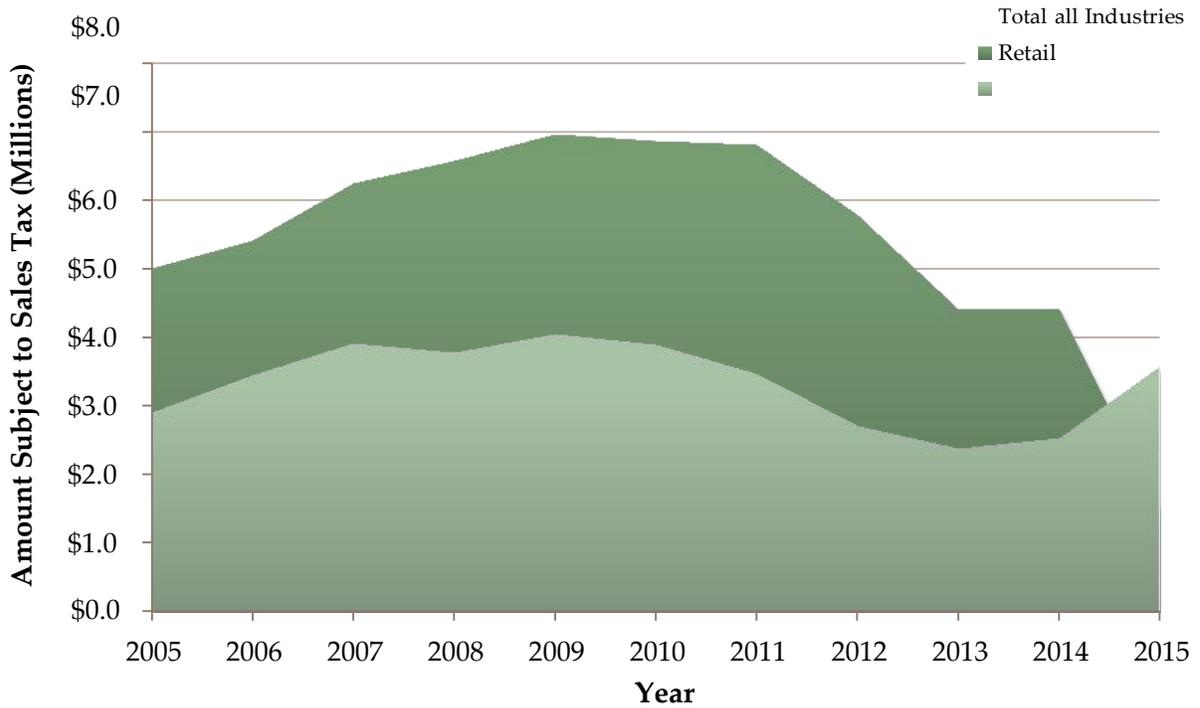
- In 2016 and 2015, the top five industries in Travis County in terms of percent of total employment were Professional and Technical Services, Accommodation/Food, Health Care/Social Assistance, Retail Trade, and Administrative and Waste Services. Data for the full year of 2016 is not available, therefore **Chart 1A** depicts data as recent as 2015.

Chart 1A: Percent of Employees by Industry (Travis Co, 2010 – 2015)



- Taxable sales in Jonestown have risen slightly since 2013. The impact of the drought is evident in **Chart 1B** with negative gross sales changes between 2011 and 2013. The Comptroller’s Office does not report sales tax revenue for industries with three or fewer establishments, so complete information for sales tax revenue by industry in Jonestown is undisclosed.

Chart 1B: Taxable Sales, Jonestown, 2005-2015



Source: Texas Comptroller Quarterly Sales Tax Historical Data.

- Agriculture: The Comptroller’s Office does not report any sales for agricultural establishments within the City of Jonestown. However, the USDA’s Census of Agriculture data shows that Jonestown’s zip code has 29 farms, all of which produce less than \$50K annually. Travis County’s agricultural crops include hay, sorghum and corn. The county also consists of several cattle farms.

Table 1C: Farm Production in Travis County

Location		Value of all agricultural products sold			
Zip Code	Place Name	Total farms	Less than \$50,000 (farms)	\$50,000 to \$249,999 (farms)	\$250,000 or more (farms)
78645	Jonestown	29	29	0	0
78653	Manor	275	258	14	3
78738	Bee Cave	68	67	1	0
78641	Volente	210	207	2	1
78653	Webberville	275	258	14	3
Total		857	819	31	7

Source: USDA – National Agricultural Statistics Service; 2007 Census of Agriculture, Zip Code Tabulations of Selected Items; [http://151.121.3.33:8080/Census/Pull\\_Data\\_ZipCodes](http://151.121.3.33:8080/Census/Pull_Data_ZipCodes). Accessed January 13, 2017

### 1.3.2 Characteristics of Jonestown & Travis County Workers

#### Types of Workers

Most residents of Jonestown are employed in the professional/scientific/management/administrative services, educational services/health care/social assistance, or retail trade industries. Table 1D shows the types of industries in which Jonestown residents are employed. They may not necessarily be employed in Jonestown.

Table 1D: Jonestown Residents who work by industry

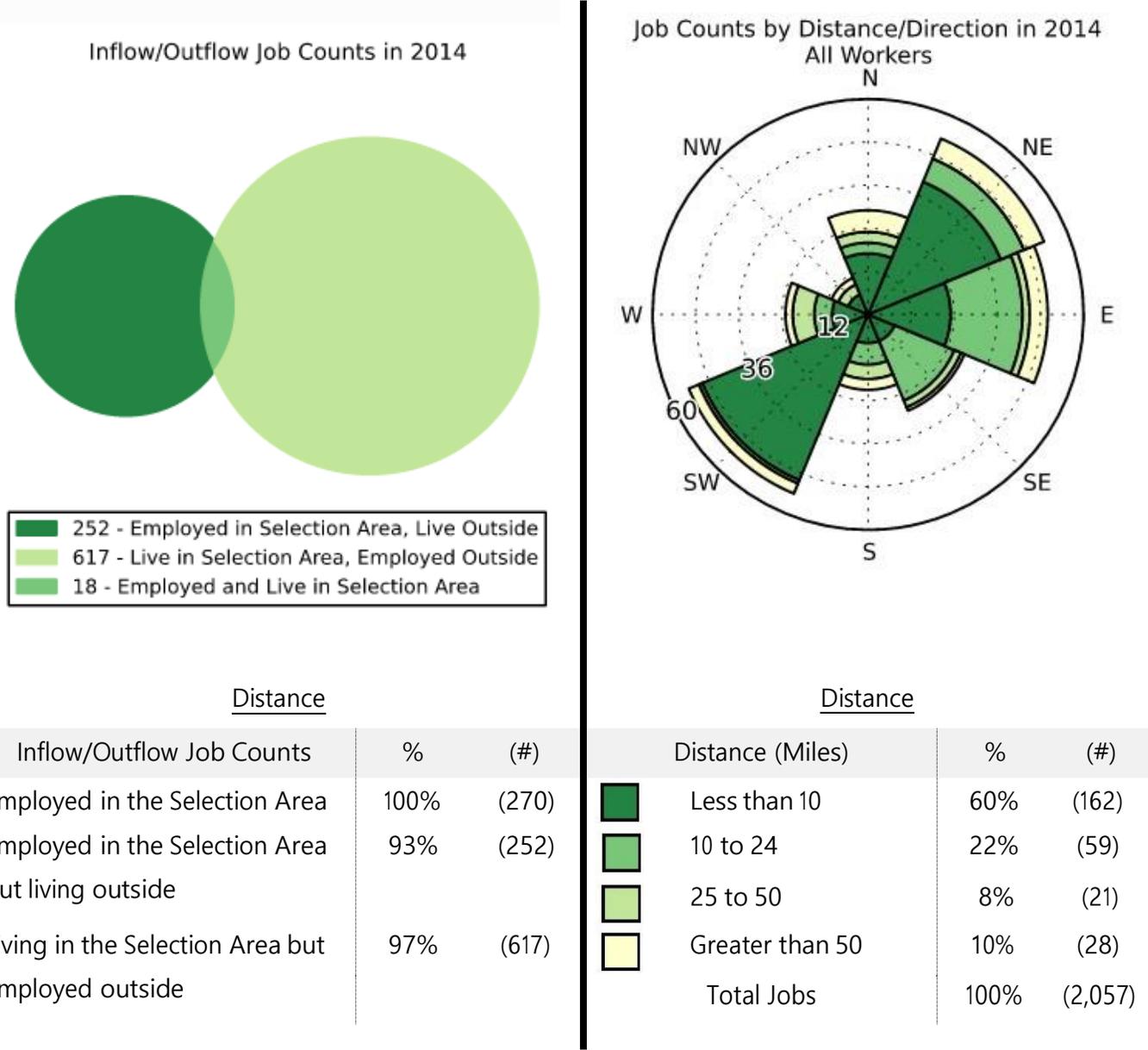
INDUSTRY	Estimate	Margin of Error	Percent
Civilian employed population 16 years and over	985	+/-187	(100%)
Agriculture, forestry, fishing and hunting, and mining	9	+/-10	0.90%
Construction	82	+/-40	8.30%
Manufacturing	97	+/-45	9.80%
Wholesale trade	54	+/-42	5.50%
Retail trade	129	+/-60	13.10%
Transportation and warehousing, and utilities	15	+/-17	1.50%
Information	19	+/-14	1.90%
Finance and insurance, and real estate and rental and leasing	75	+/-39	7.60%
Professional, scientific, and management, and administrative	205	+/-58	20.80%
Educational services, and health care and social assistance	149	+/-58	15.10%
Arts, entertainment, and recreation, and accommodation	39	+/-25	4.00%
Other services, except public administration	55	+/-33	5.60%
Public administration	57	+/-51	5.80%

Source: US Census, 2011-2015 American Community Survey, 5-Year Estimates, DP03: Selected Economic Characteristics for Manor. Note: Margins of error are large, data cited for trends only.

### Location of Work

A large majority (97%) of Jonestown workers travel outside of the city for employment, while a large majority of those employed within Jonestown (93%) live outside of the city. Less than 7% of those who work in Jonestown also live in Jonestown. Of those traveling from Jonestown to work, about 10% are traveling greater than 50 miles, with many heading east, towards Cedar Park and Austin, and southwest, towards Lago Vista. Approximately 60% of Jonestown workers are traveling less than 10 miles for work.

Figure 1A: Inflow/Outflow Job Counts



Source: OnTheMap

Residents of Jonestown find work throughout the region. Some of the cities they are most likely to travel to for work are Round Rock, Austin, Cedar Park and Leander. Residents of other cities working in Jonestown also come from throughout the region including from Lago Vista and Austin.

Figure 1B: Location of Jonestown Residents Employment Residence

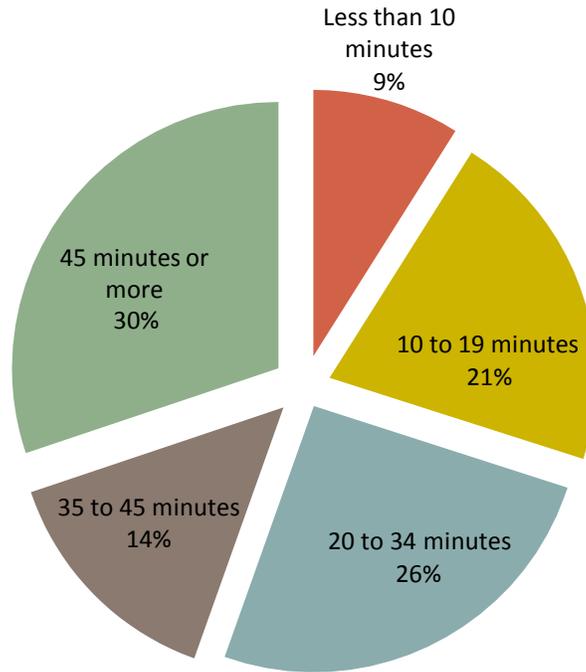
Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - Primary Jobs 2014		
	Count	Share
<u>All Places (Cities, CDPs, etc.)</u>	635	100.0%
<u>Austin city, TX</u>	309	48.7%
<u>Round Rock city, TX</u>	48	7.6%
<u>Leander city, TX</u>	45	7.1%
<u>Cedar Park city, TX</u>	44	6.9%
<u>Lago Vista city, TX</u>	31	4.9%
<u>Jonestown city, TX</u>	18	2.8%
<u>Georgetown city, TX</u>	12	1.9%
<u>Point Venture village, TX</u>	10	1.6%
<u>San Marcos city, TX</u>	7	1.1%
<u>Pflugerville city, TX</u>	6	0.9%
All Other Locations	105	16.5%

Figure 1C: Location of Jonestown Employees

Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - Primary Jobs 2014		
	Count	Share
<u>All Places (Cities, CDPs, etc.)</u>	270	100.0%
<u>Lago Vista city, TX</u>	32	11.9%
<u>Austin city, TX</u>	31	11.5%
<u>Cedar Park city, TX</u>	18	6.7%
<u>Jonestown city, TX</u>	18	6.7%
<u>Leander city, TX</u>	18	6.7%
<u>Round Rock city, TX</u>	12	4.4%
<u>Point Venture village, TX</u>	9	3.3%
<u>Georgetown city, TX</u>	4	1.5%
<u>Granite Shoals city, TX</u>	3	1.1%
<u>Hutto city, TX</u>	3	1.1%
All Other Locations	122	45.2%

Most residents appear to commute outside of Jonestown for work. According to 2011-2015 ACS Census estimates, 70% of working residents commute 20 minutes or more and 44% commute 35 minutes or more.

Chart 1C: Travel Time to Work, Jonestown residents



Source: 2011-2015 American Community Survey, B08303: Travel Time to Work

### Skills

According to the US Census, 2011-2015 ACS data, approximately 15% of adults in Jonestown work in professions that require high school completion, while 85% work in professions that typically require a bachelor’s degree or higher. Occupations with high educational entry barriers usually require at least a college degree, while those with moderate educational barriers generally require a high school diploma, an associate degree from a two-year/technical college, or specialized coursework/certification. Occupations with low educational barriers do not require completion of high school. A higher percentage of workers in Jonestown hold positions that require college degrees than in the county. Both Jonestown and Travis County have higher percentages of skilled workers compared to the state level. Detailed occupation by education tables is located in **Appendix 1B**.

Table 1E: Workforce Education

	Jonestown	% of City	Travis County	% of County	Texas	% of State
High Education	493	50%	276,935	46%	4,246,418	37%
Moderate Education	348	35%	191,030	32%	3,902,965	34%
Moderate-Low Education	54	5%	48,124	8%	1,331,539	12%
Low Education	90	9%	83,508	14%	1,935,503	17%
Total	985	100%	599,597	100%	11,416,425	100%

*\*Note: More detailed Occupation by Education and Occupation by Education and Gender tables are located in Appendix 5B: Occupation by Education Tables  
 Source: Summarized from 2011-2015 American Community Survey, Table C24010, Margins of error are large, data cited for trends only.*

### Wages and Unemployment

Overall, Travis County and the Capital Area Workforce Development Area employee wages are higher than the State. The top three industry sectors employing residents of Travis County are Professional, Scientific, and Management; Accommodation and Food Services; and Health Care and Social Assistance. The three industry sectors with the highest wages, respectively, are Mining, Quarrying, and Oil and Gas Extraction; Manufacturing; and, Professional and Technical Services. Travis County and the WDA area had higher employment rates than the State in 2014 and 2015.

Table 1F: Wages (2<sup>nd</sup> Quarter 2016)

	Travis County	Capital Area WDA	Texas
Average Weekly Wage (all industries)	\$1,129	\$1,129	\$1,010

Source: Texas Workforce Commission, Tracer quarterly employment and wages

Table 1G: Unemployment in Travis County

Year	Area	Labor Force	Employment	Unemployment	Unemployment Rate
2014	State	13,022,851	12,358,703	664,148	5.1%
2014	WDA	644,341	618,059	26,282	4.1%
2014	Travis	644,341	618,059	26,282	4.1%
2015	State	13,078,304	12,494,350	583,954	4.5%
2015	WDA	658,215	636,685	21,530	3.3%
2015	Travis	658,215	636,685	21,530	3.3%

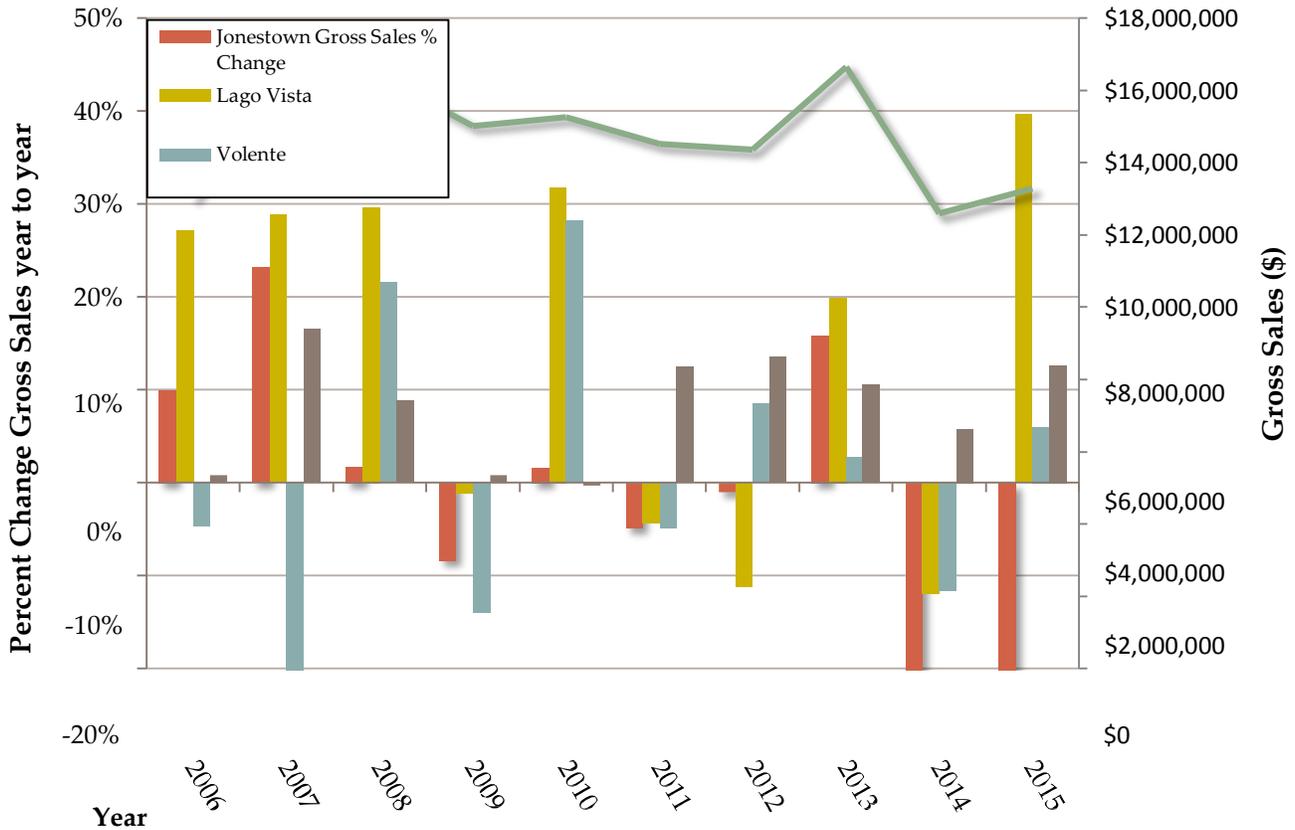
Source: Texas Workforce Commission, Civil Labor Force Employment (LAUS)

### 1.3.3 Regional Competitiveness

#### Sales Growth

Gross sales in Jonestown have increased and decreased periodically since 2005. Nearby cities, including Lago Vista, Volente and Lakeway have experienced similarly turbulent gross sales in that time.

Chart 1D: Gross Sales Annual Growth, Jonestown, 2005-2015<sup>24</sup>



### Specialization

As compared to the State and the U.S., Travis County appears to have specializations in Accommodation and Food Services, Information, Real Estate and Rental and Leasing, Administrative and Waste Services, and Professional and Technical Services.

Location quotients (LQ)<sup>25</sup> are used to detect the presence of an industry cluster. The calculation determines whether the local economy has a greater share of each industry than expected when compared to a reference economy. The Bureau of Labor Statistics determines share based on employment by industry. When an industry's LQ is less than 1.0, businesses/residents have a lesser share of employment than the comparison area. When the LQ is greater than 1.0, businesses/residents have a greater share of employment in that industry than the comparison area. The direction of change in an

<sup>24</sup> Quarterly Sales Tax, Texas State Comptroller; <https://ourcpa.cpa.state.tx.us/allocation/HistSales.jsp>

<sup>25</sup> The LQ is calculated by dividing the percentage of employees in an industry in the County by the percentage of employees in that industry in the larger regions. Data for small cities is not available for direct comparison.

Industry's LQ over time indicates whether that industry is growing in that location or declining. LQs greater than 1.0 are highlighted in **Table 1H**.

Table 1H: Industry Concentration<sup>26</sup>

	2005		2011		2015	
	Travis County Employment Compared to:					
	TX	U.S.	TX	U.S.	TX	U.S.
Agriculture, forestry, fishing and hunting	0.06	0.05	0.08	0.05	0.12	0.07
Mining, quarrying, oil and gas extraction	0.16	0.66	0.12	0.50	0.15	0.63
Utilities	0.35	0.41	0.34	0.38	0.27	0.28
Construction	0.87	0.95	0.81	1.05	0.87	1.11
Manufacturing	0.96	0.85	0.86	0.77	0.80	0.69
Wholesale trade	0.99	1.14	0.87	1.01	0.90	1.10
Retail trade	0.84	0.86	0.88	0.87	0.82	0.82
Professional and technical services	1.61	1.57	1.73	1.66	1.88	1.86
Management of companies and enterprises	1.41	0.60	0.83	0.45	0.72	0.46
Administrative and waste services	1.23	1.29	1.17	1.28	1.10	1.16
Educational services	1.15	0.71	1.32	0.83	1.27	0.85
Healthcare and social assistance	0.87	0.83	0.89	0.82	0.87	0.78
Transportation and warehousing	0.47	0.54	0.43	0.49	0.40	0.45
Information	1.69	1.72	1.78	1.63	2.05	1.80
Finance and insurance	0.99	1.00	1.02	1.05	1.02	1.08
Real estate and rental and leasing	1.08	1.24	1.23	1.40	1.19	1.37
Arts, entertainment, and recreation	1.29	0.97	1.32	0.94	1.32	0.95

<sup>26</sup> Bureau of Labor Statistics Location Quotient Calculator ([http://data.bls.gov/location\\_quotient](http://data.bls.gov/location_quotient))

Accommodation and food services	1.10	1.14	1.17	1.20	1.17	1.20
Other services, except public administration	1.27	1.13	1.31	1.12	1.35	1.21

ND (Not Disclosable): From BLS "BLS suppresses data in QCEW records in order to protect confidential information about employers in the industry of that record, or, in some other industries or areas." (<http://data.bls.gov>)

NC (Not Calculable: From BLS, "the data does not exist or it is zero" (<http://data.bls.gov>)

### Cost Factors

The following table lists basic costs that most companies consider when choosing where to open a facility. Companies will view each cost differently depending on their specific needs. Many of the costs listed below for Travis County represent the City of Austin.

Table 1I: Comparative Cost Factors

Factor	Jonestown	Rating for a Business	Travis County	Texas
Wage Levels	\$1,129	Similar	\$1,129	\$1,010
Electricity Costs	\$0.028/kWh	Asset	\$0.078/kWh	\$0.11/kWh
Fuel Costs	\$2.15	Liability	2.09*	\$1.93
Water Rate (Commercial, \$/50,000 gallons)	\$338.26†	Similar	\$378.50*	264.27**
Sewer Rate (Commercial, \$/50,000 gallons)	-	Liability	\$451.30*	\$119.78**
Garbage Rate	\$18.80	Asset	\$42.85*	Varies
Building Costs***	\$144,993	Similar	\$154,924*	\$150,951
Land costs (median price per acre)****		Similar	\$3,383	\$2,295
Local Property Taxes (2015)*****	0.57%	Liability	0.35%	0.20 - 0.85%
Financing Costs*****	6.33	Similar	6.33	5.56

Sources include Texas Workforce Commission; RSMeans 2013 Building Construction Cost Data; U.S. Bureau of the Census, Construction Reports, Series C-25, New One Family Homes Sold and For Sale; Texas Municipal League annual water and wastewater surveys; Texas Comptroller's Office; Real Estate Center at Texas A&M University; Uniform Performance Reports, Federal Financial Institutions Examinations Council (FFIEC)

† Water rate for 1" meter

\*City of Austin rate

\*\*Average for Texas cities under 2,000 population (from Texas Municipal League survey)

\*\*\* Derived from national price per square foot data from RSMean cost plus air conditioning cost multiplied by the location factor. Priced based on a 2,000 sf home. County and City price use Texarkana location factor. Texas price is average of Texas cities listed.

\*\*\*\* 2015 Texas rural land prices for the Austin-Waco-Hill Country Texas Region from the Real Estate Center at Texas A&M University.

\*\*\*\*\* From www.window.state.tx.us. County rate is average of cities' in county. State rates are range for 15 largest cities.

\*\*\*\*\*Percentages are not interest rates charged; they are the amount of profit banks report on loans as an indicator of interest rate charges.

## Operating Factors

The following table lists data that can impact the ability of businesses to operate. The "Rating" column indicates Jonestown's relative advantage/disadvantage under each factor. The comparison costs and operating conditions are evidence of a growing city, including a high productivity percentage but less existing facilities, comparatively.

Table 1J: Local Operating Condition Factors

Factor	Jonestown	Rating for a Business	Travis County	Texas
<b>Workforce</b>				
Unskilled Labor[1]	15%	Asset	22%	29%
Skilled Labor [2]	85%	Asset	78%	71%
Productivity (avg annual sales growth 2005-2015)[3]	-1%	Liability	6%	5%
HS Graduation rate[4]	95%	Asset	89%	81%
Unionization[5]	3%	Similar	3%	5%
<b>Transportation</b>				
Motor carrier operators[6]	3	Asset	> 300	Variable

Rail/Freight service (closest shipping yard)	San Antonio	Similar	San Antonio	Variable
Air service	ABIA	Liability	ABIA	D/FW Int'l Airport
<b>Existing Facilities</b>				
Site Availability	Challenging topography	Liability	Good availability	Variable
Medical Services[7]	Cedar Park	Liability	Multiple	75% of counties have at least 1 hospital
School District per pupil expenditure[8]	n/a	Liability	\$6,757-\$8,659	\$11,567
Post-HS Education	n/a	Liability	Multiple	Variable
<b>Natural Resources</b>				
	Hill Country, National Wildlife Preserve	Asset	Multiple	Variable
<b>Non-Competitive Factors</b>				
Electric Power	Readily Available	Similar	Readily Available	Readily Available
Water/Sewer Capacity	Centralized water	Liability	Readily Available	Variable
Gas availability	Readily Available	Similar	Readily Available	Readily Available

[1] From (most recent) American Community Survey, Table C24010. Includes food prep, maintenance, and similar occupations.

[2] From (most recent) American Community Survey, Table C24010. Includes professional occupations.

[3] Gross sales; [www.texasahead.org](http://www.texasahead.org)

[4] From (most recent) TEA report:

<http://www.tea.state.tx.us/>

[5] From [www.bls.gov](http://www.bls.gov) and (most recent) American Community Survey, Table C24030

[6] See [www.txdmv.gov/motor\\_carrier/records\\_tracking.htm](http://www.txdmv.gov/motor_carrier/records_tracking.htm)

[7] Texas Department of State Health Services, Utilization Data for Texas Acute Care Hospitals by County, (most recent)

[8] <https://mycpa.cpa.state.tx.us/fast/rpttool/disclaimer.do>

## 1.4 Key Economic Development Strategies

Based on the community input and local economic development data described above, the City of Jonestown and its residents should focus on the following key issues related to economic development. Local and regional resources that provide economic development support services related to the recommendations in this section can be found in **Appendix1D**.

### 1.4.1 Continue to Support the Hill Country and Wildlife Tourism

One of the main reasons people live in and visit Jonestown is the beautiful landscape and access to nature. City officials involved in economic development can do at least three things to market themselves to prospective businesses and tourists. These include: (1) develop a clear “brand”; (2) participate in regional economic development and tourism initiatives to ensure Jonestown continues to be in future plans and is aware of programs and financing opportunities related to economic development, and (3) focus on business growth and recruitment using an Economic Development Corporation and related website to provide information for prospective visitors and investors.

#### **Build a “brand”**

To increase awareness, strengthen the City’s identity as a Hill Country destination. One of the most basic marketing tools a town has at its disposal is its identity or “brand.” Once clearly defined, a city’s strongest identifying characteristics can become the centerpiece of an economic development plan, be used to attract businesses and residents, and build community pride. Keys for the City of Jonestown can be the native landscape and natural beauty, along with an emphasis on dark skies, as an experience that strongly contrasts with neighboring communities that have a substantial urban feel.

Two opportunities to emphasize the City's brand are scenic overlooks and city parks.

A city's brand can take the form of a logo or a motto and can be used to define and sell the city and its activities to potential investors/residents as well as to build city pride. In addition to the nautical, lake-side Hill Country theme to the City seal and the slogan of "Gateway to the Hill Country," the city's use of limestone as gateway signage emanates Hill Country.

Figure 1D: Limestone and Hill Country Aesthetic



Jonestown's logo and/or slogan should appear on an updated website, on signs, at annual events, in partner organizations' materials when demonstrating city support, and in marketing materials. City events can also be tweaked to support the image the city wants to project; for extreme examples, think of Christmas Town USA ([www.mcadenville-christmastown.com](http://www.mcadenville-christmastown.com)) and the Bavarian Village of Leavenworth, WA ([www.leavenworth.org](http://www.leavenworth.org)). Jonestown could take a literal approach to strengthening their brand by decorating the downtown commercial area with twinkling lights along store fronts. Also, city ordinances can be used to support the city's marketing/branding goals.

Kansas Sampler Foundation (<http://kansassampler.org/rce/>), a rural community development organization in Kansas, Center for Rural Affairs (<http://www.cfra.org>), and rural economic development specialist Jack Shultz's *Boomtown USA: The 7 ½ Keys to Big Success in Small Towns* book, provide strategies for building and strengthening a city's brand.



Figure 1E: A nationally-recognized neighbor: Balcones Canyonlands National Wildlife Refuge. Photo Source: US Fish and Wildlife Service



Figure 1F: The rare and endangered Golden-cheeked Warbler nests near Jonestown. Photo Source: All About Birds



Figure 1G: Jones Brothers Park on Lake Travis Photo Source: Texas Hill Country



Figure 1H: Canyonlands Trail

Tree-covered hills and lake access through the Jones Brothers Park help to define the city's identity. Preserving and enhancing these natural amenities are invaluable for the future of Jonestown. As the city slogan goes, Jonestown is truly the Gateway to the Hill Country.

### Create scenic overlooks

Scenic overlooks are a great way for visitors and passersby to pause and enjoy beautiful views. They provide a small respite and could also add to the Hill Country experience of visiting Jonestown. The design of all signs should be coordinated, including the size, color palette and wording. If space permits, install educational signs about the natural scenery or history of the area.



Scenic overlooks should be marked with clear signs and provide space for one or more vehicles to pull over. On windy, high speed roads like FM 1431, scenic overlooks can offer a safe space for visitors to enjoy the scenery.

Photo source:

<http://people.southwestern.edu/~bednarb/snapshotsemiotics/deconstructing.htm>



Scenic pull-off spots allow visitors to enjoy beautiful vistas and they provide an opportunity for educational signage about the natural fauna, flora or history of the area.

Photo source: 417 Magazine October 2016 issue

### Enhance activities at city parks

Jonestown's parks are a hidden treasure, as depicted in the Parks Master Plan created in 2015. Jones Brothers Park is the most well-developed park, having the great asset of public boat ramps providing access to Lake Travis, and a large open area for recreational activities. Of the 13 public boat ramps in Travis County, Jones Brothers Park's ramps are the only ones maintained by a city. Compared to the two nearest boat ramps – at Arkansas Bend and the Bob Wentz at Windy Point ramp – the Jones Brothers Park's ramps are unique because of the other park amenities and nearby restaurants and services.

As the city experienced with the 2011 drought, heavy reliance on boat ramp usage and fees can be harmful for the local economy. The city should diversify activities at Jones Brothers Park to ensure a more sustainable recreation area and to enhance activities for a wide variety of park users.

### **1.4.2 Increase Regional Presence and Collaboration**

Jonestown's proximity to the Balcones Canyonlands National Wildlife Refuge offers potential to serve as a destination for wildlife enthusiasts. Many events occur at the refuge and there are several organizations with which the city should maintain communication. Understanding the needs and desires of both the wildlife refuge visitors and the involved organizations can help Jonestown identify potential partnerships and economic development opportunities.

Balcones Canyonlands-related organizations include:

- Friends of Balcones Canyonlands National Wildlife Refuge
- Travis Audubon Society
- Williamson Audubon Group
- Texas Ornithological Society
- American Birding Association
- American Birding Conservancy
- Texas Parks and Wildlife Department

A number of local, neighboring, and regional organizations focus on economic development. Building relationships with those organizations would simplify basic marketing activities such as:

- Ensuring that the City's and/or EDC's website is linked to the websites of related organizations, including the Capital Area Economic Development District;
- Participation by Jonestown officials at Capital Area Economic Development District meetings;
- Publicizing information about Jonestown tourism and events in neighboring cities on websites such as the Austin Visitor Center and website (<http://www.austintexas.org/visit/plan-your-trip/visitors-center/>),

Hill Country Alliance website (<http://www.hillcountryalliance.org/>), the Hill Country Conservancy website (<https://hillcountryconservancy.org/>) and the Balcones Canyonlands website ([https://www.fws.gov/refuge/balcones\\_canyonlands/](https://www.fws.gov/refuge/balcones_canyonlands/)).

- Consider membership in the GO TEXAN Rural Community Program for increased internet marketing opportunities and other economic development resources.
- Coordination of training for “first responders,” retail employees on primary thoroughfares who provide information to visitors.

The city should focus collaborative efforts with Capital Area Economic Development District, Travis County Chamber of Commerce and the GO TEXAN Rural Community Program. Contact information for these organizations is located in **Appendix 1D**.

### 1.4.3 Focus on Business Growth & Recruitment

Three common business and job growth strategies form the basis of an economic development plan: existing company growth, start-up companies, and company recruitment. In general, enabling local entrepreneurship and helping existing companies expand is considered more productive for local economic development in rural America than “smokestack chasing.”<sup>27</sup> Statistically speaking, “there are literally thousands of communities involved in industry attraction, yet fewer than 200 major plant relocations occur annually.”<sup>28</sup> When compared to building a business park, creating tax incentives, and competing with other towns in marketing campaigns, it is more cost-effective for a community to foster opportunities for existing and home-grown businesses than it is for a community to devote resources to attracting new businesses. Nevertheless, many of the activities that support existing and start-up businesses will also encourage out-of-town companies to consider relocating, and there are specific actions that cities can take to lower barriers to relocation.

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<sup>27</sup> Kotval, Z., J. Mullin, and K. Payne. 1996. *Business Attraction and Retention: Local Economic Development Efforts*. International City/County Management Association, Washington, D.C.

<sup>28</sup> Cothran, H.M. “Business Retention and Expansion (BRE) Programs: Why Existing Businesses Are Important”. (included in digital appendices, and online at <http://edis.ifas.ufl.edu/pdffiles/FE/FE65100.pdf>)

## Develop an Infrastructure Strategy

Much conversation among city residents and leaders for some years has highlighted the need for a specific strategy for infrastructure funding – roadways, water and wastewater.

Funding for projects in small, low-income, rural cities is one of the biggest challenges city staff, residents, and volunteers face when trying to improve their communities. Not only are grants scarce and competitive, but they require time, sophistication, and patience to write and administer. Nevertheless, they are often the only resource available to reach desired goals.

The Foundation Center (<http://foundationcenter.org/>) is a good starting point for online grant searches. It is worth checking the home page of each agency for additional programs, contacting the agencies for information, and using the internet to search for additional programs. Although most grants come with specific requirements, most funding agencies are also able to offer technical assistance to help communities find the resources they need to fulfill those requirements. Funding availability and rules change frequently. After identifying desired grants or loans, it is always essential to call the organization directly to confirm details such as: deadlines, whether the proposed project will be eligible, and probability of funding (i.e. how competitive the grant is).

Because of the complexity of identifying, writing, and managing grants, community partners are often the key to successful grant programs. Those frequently include:

- Co-applicants (most typically with other counties or municipalities) where projects or services meet the needs of several jurisdictions.
- Sponsored providers of services that benefit residents, which are often provided by nonprofit organizations (VFDs, EMS, youth programs like Boys & Girls Club) or hospital districts, water (MUD/SUDIWCID), drainage, groundwater districts.
- Sources of matching funds (EDC, municipalities, local park foundation or youth sports league, Optimists, Kiwanis or Rotary).
- Sources of information or expertise (local community college or state university, local NRCS office, regionally COG, or internally from the public works director, police chief, etc).

### **Create a Sales Tax Economic Development Corporation**

In 1987, the voters of Texas changed history by approving an amendment to the Texas Constitution that allows the government to use public money for economic development. Since then, the Texas Legislature has enacted laws enabling the Type 4A and Type 4B sales tax we know today. In both cases, the tax can only be levied after voter approval in a local election. The main differences and similarities between the two types of economic development sales taxes are:

- Type 4A proceeds primarily fund industrial and manufacturing activities; generally considered the more restrictive of the two taxes
- Type 4B proceeds may fund a broader range of projects including community development initiatives
- Both require voter approval in a local election
- Both require financial oversight by the EDC's Board of Directors and by the City Council
- Differ in oversight structure and procedures; Type 4B projects generally require more oversight
- The tax is typically around ½ cent and cannot push the local sales tax beyond 2%

The Texas Municipal League's 2015 Economic Development Handbook<sup>29</sup> discusses these taxes in more detail. The City of Jonestown should consider holding an election to create a Type 4B sales tax Economic Development Corporation in order to better enhance economic development opportunities.

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<sup>29</sup> [http://www.tml.org/p/EconomicDevelopmentHandbook2015\\_TML.pdf](http://www.tml.org/p/EconomicDevelopmentHandbook2015_TML.pdf)

### **Create and Maintain an Economic Development Website**

The internet is typically the first resource visitors and potential residents, investors, and businesses utilize when looking for information about a city. A good website conveys not only necessary information but also the presence of city staff and residents who cooperate and are willing and able to work with prospective companies. Therefore, it is essential that cities, economic development boards, and other organizations interested in promoting a location use the internet to demonstrate everything that location has to offer.

The type of information that would be helpful on an economic development website includes:

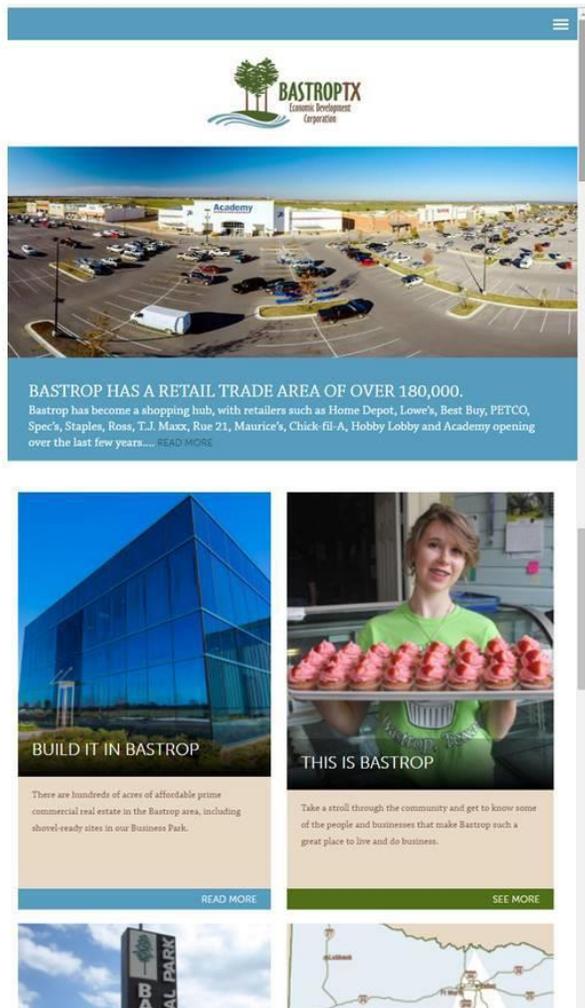
- A statement by the mayor or economic development board expressing a vision for economic development in the community
- Utility rates and local ordinances
- Real estate data: contact information for local realtors, photos and information on available commercial land and buildings
- Updated information on local events open to the public (open air markets, annual festivals, sports club activities, and school activities)
- Information on volunteer and community organizations
- Picture gallery highlighting local events and activities
- Links to related organization websites including Travis County Chamber of Commerce, Capital Area Council of Governments, and Leander ISD and Lago Vista ISD.
- Information targeted towards businesses that might consider locating or expanding to Jonestown. The Texas State Comptroller provides guidelines for a 'prospect kit'<sup>30</sup>, a package of

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<sup>30</sup> Prospect kit information located at <http://www.texasahead.org/lga/kit.php> and in the digital appendices to this study.

information used for communication with prospective businesses. Much of the information suggested in the prospect kit is included in this economic development study.

- Consider creating a Facebook page and/or Twitter handle



### A great EDC website example:

#### The City of Bastrop EDC

The City of Bastrop's Economic Development Corporation provides a website that has a modern design, user-friendly and helpful. The Bastrop EDC also has a Facebook and Twitter presence that is active, providing information ranging from job openings within the city limits to local events promotions to news about the school district.

### Consider redeveloping City Hall land

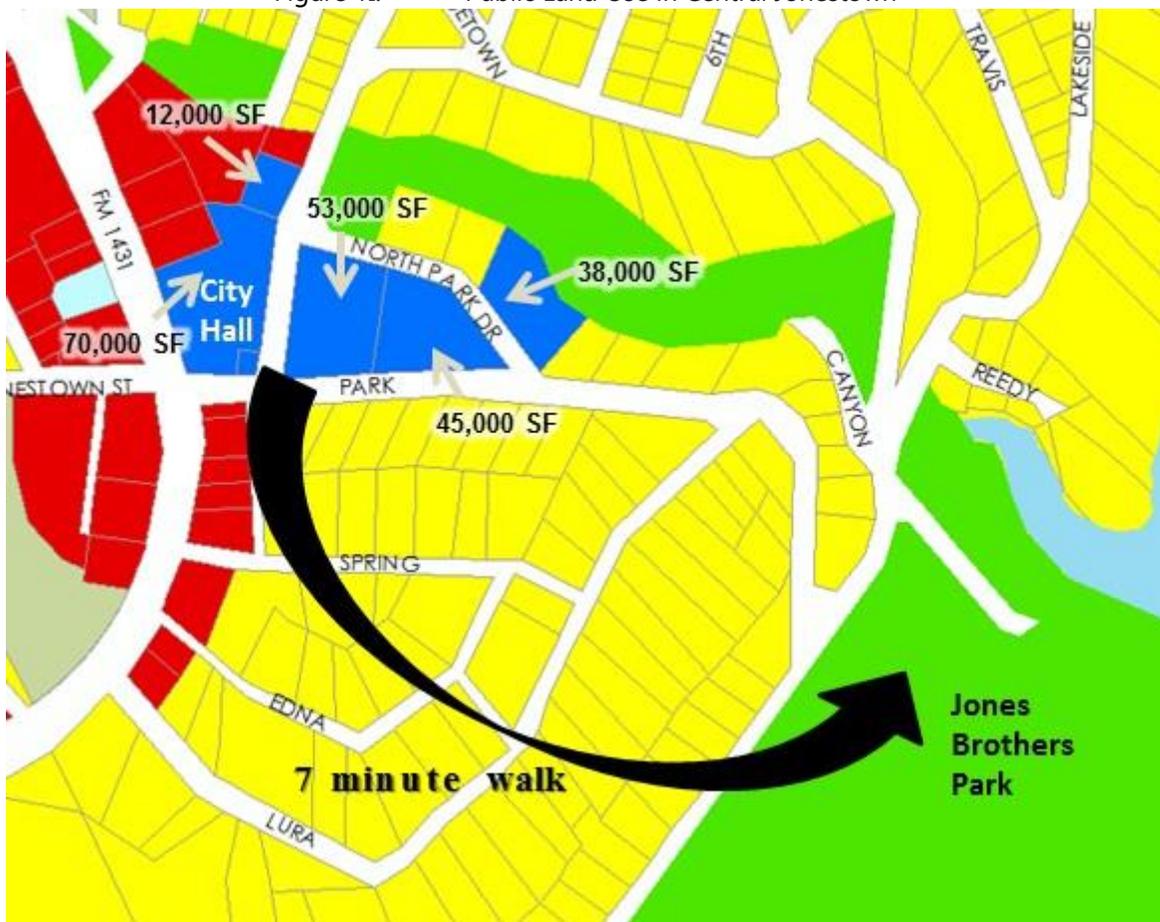
City Hall, the Jonestown Community Library and other services are located at 18649 FM 1431. This location is excellent for commercial/retail land use as it is adjacent to existing commercial/land use and 0.4 miles away from Jones Brothers Park.



18649 FM 1431, where City Hall and the Jonestown Community Library are located.

The lot on which City Hall sits encompasses approximately 67,400 square feet or 1.5 acres. The surrounding public land use includes the Jonestown Water Department, Paramedic Station, North Lake Travis Fire Rescue and the Jonestown Police Department. The combined area of these lots is 218,465 square feet, or approximately five acres.

Figure 1I: Public Land Use in Central Jonestown



Considering the lack of available land for development within downtown Jonestown, redeveloping the area or relocating public offices is a good option for increasing commercial/retail development in Jonestown’s town center district. Figure 5I illustrates the proximity of this land to other commercial/retail uses as well as its proximity to the Jones Brothers Park. The land areas are approximate square footages of each lot.

### Existing Business Support

Retaining existing businesses is relatively straightforward, because such businesses usually have vested interests in the community. However, with other localities actively recruiting successful companies, businesses do not always have the incentive to remain in a town that does not support their interests. The city can support existing businesses by:

- a. Purchasing advertising space in local newspapers to promote a business in Jonestown or the immediate area twice monthly
- b. Helps businesses with sign improvements (EDC funds are often used for improvements like this)
- c. Hosting monthly open air markets that provide retail and other businesses an additional space to sell goods or market services.
- d. Asking businesses what they need. Schedule an annual informal meeting with each local employer to express appreciation for their presence; determine whether infrastructure facilities adequately support existing business operations; and learn of any planned expansions that will require city infrastructure improvements. Alternatively, hold a business appreciation summit or other event to create an ongoing dialogue on future improvements and business strategies.
- e. Investing in infrastructure that contributes to residents' quality of life. Beyond basic infrastructure maintenance, gaining businesses' input on investments they believe would make their employee's lives better can increase community buy-in to public expenditures, make it easier for companies to retain a skilled workforce, and create opportunities for public-private partnerships.
- f. Prioritizing marketing and tourism efforts. Happy visitors lead to more customers and more residents.
- g. Expanding the city's website<sup>31</sup> and partnering with organizations that promote area businesses and events on their websites to raise Jonestown's profile. - see section 1.4.1 for details

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<sup>31</sup> For examples, see Reeves, TX website: <http://www.Reevestexas.com/> and Columbus, TX website: <http://www.columbustexas.net/>

- h. Considering a "Buy Local" campaign<sup>32</sup>. Often started by or with the support of a city, such campaigns can help residents understand the importance of shopping at home. Dollars spent at local businesses provide a larger return through taxes, payroll, and other expenditures than do dollars spent at national chains or online at businesses outside the city or region.

Many rural communities lose businesses through owner retirement. Building stronger connections between generations through high school entrepreneurship clubs, mentoring programs, and organized systems for connecting business owners with younger generations can: provide employers with more focused employees, give students specific education goals, provide businesses with the employees they need to expand, give Jonestown residents reasons to remain in or return to the community, and create a new generation of entrepreneurs able to take over from retirees.

The HomeTown Competitiveness Approach is an example of a model for existing business growth and youth engagement that has been successful for many small cities. The HomeTown Competitiveness Approach highlights youth engagement and existing business growth through a series of collaborative task forces. One of the key components to the approach is its "come-back/give-back mentality" that focuses on cultivating



Engaging youth and young people with HomeTown Competitiveness *Photo Source: <http://htccommunity.whhive.com/youth-engagement>*

opportunities to encourage and enable younger generations to return to their hometown. Information on the Hometown Competitiveness Approach is located in **Appendix 1C**.

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<sup>32</sup> For more information on starting buy local campaigns, see [www.the350project.net/home.html](http://www.the350project.net/home.html)

## Entrepreneurial Support

Often rural towns are dependent on one or two companies. That can be detrimental to the town if those companies close or shift operations. Supporting local entrepreneurship (start-ups) gives local economies greater flexibility and residents more choice about how to live. Entrepreneurial support generally involves:

- Public infrastructure investment, especially in telecommunications
- The creation of temporary office space (incubator facilities)
- Programs that defray rents, taxes or other start-up expenses
- Start-up capital such as access to micro loan sources

New business owners are also much more likely to succeed if they have access to supportive business groups, mentors, and other entrepreneurs. While cities can provide infrastructure and financial assistance to start-ups, the long-term success of entrepreneurs will depend on local business leadership<sup>33</sup>.

## Company Recruitment

Existing businesses often determine what businesses might be interested in moving to an area.

Companies to target should include those that:

- supply raw materials/input products to existing businesses;
- use existing businesses' waste and by-products; and
- package and transport locally produced goods.

This strategy is often referred to as clustering, building business around existing business. Educational institutions, including college systems and small business development centers, often work with industry

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<sup>33</sup> See Startup America Partnership, a company focused on aggregating information on and providing support for entrepreneurship in the U.S.: [www.startupamericapartnership.org/entrepreneurial-communities-must-be-led-entrepreneurs](http://www.startupamericapartnership.org/entrepreneurial-communities-must-be-led-entrepreneurs)

to supply workforce training and to assist with the attraction and creation of companies that expand existing industry clusters. **Table 1K** lists the top clusters in Travis County. The data suggests that Jonestown could capitalize on the county's strengths by supporting the growth of businesses active in the following industries:

Table 1K: Top Travis County Clusters<sup>34</sup> (2015)

	Texas	U.S.
NAICS 54 Professional and technical services	1.88	1.86
NAICS 56 Administrative and waste services	1.10	1.16
NAICS 51 Information	2.05	1.80
NAICS 53 Real estate and rental and leasing	1.19	1.37
NAICS 72 Accommodation and food services	1.17	1.20

Also, surveying existing businesses would provide additional information for targeted economic development plans. A survey should ask Jonestown area businesses:

- what supplies they purchase to run their business;
- what goods customers ask for that they don't sell;
- what goods they would like to buy for their businesses but can't easily access;
- how and where they are transporting products; and
- what types of skills their workers need.

That data would: provide area schools the information they need to plan classes that would place students into jobs; provide residents thinking about starting up businesses with ideas for what is needed; and provide companies interested in the area with information about existing market opportunities.

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<sup>34</sup> Bureau of Labor Statistics location quotient calculator (<http://data.bls.gov>), NAICS=North American Industry Classification System. For a listing of industries within each 2-digit category in the table go to [www.census.gov/naics](http://www.census.gov/naics)

## Rural Outsourcing

The U.S. business community is beginning to recognize rural America as a valuable resource for affordable labor. "Rural outsourcing" is the term for outsourcing work to rural communities in the U.S. as opposed to overseas developing countries. From the perspective of a community like Jonestown, this trend is valuable because adding nation-wide employers to the local economy: provides a buffer against the risks of relatively undiversified local industry; enables residents to remain in the community; and provides higher-paying jobs. In order to capitalize on the trend, the city should support enhanced local telecommunications infrastructure and publicize information like commercial real estate availability to companies that manage rural outsourcing. Most of those companies focus on information technology, but some also provide services such as marketing, design, and business analysis. Examples of rural outsourcing companies include: [www.ruralsourcing.com](http://www.ruralsourcing.com), [www.cross-usa.com](http://www.cross-usa.com), and [www.onshoretechnology.com](http://www.onshoretechnology.com)

## Resources for Business Growth & Recruitment

Several local, regional, and state organizations work on business growth and recruitment efforts. An overview of organizations and programs that can assist the city with sharpening their recruitment skills is located in **Appendix 1D**.

## 1.5 Implementation Plan

The Implementation Plan organizes the action items recommended to address each issue identified in the above sections into a timeline for completion. The actions are prioritized by date.

Table 1L: Implementation Plan

Goals and Objectives	Activity Year(s)			Lead Organization	Cost Estimate	Funding Sources
	2017-2020	2021-2023	2024-2027			
<b>Goal 1.1 Market Jonestown as a Hill Country destination</b>						
Coordinate with regional organizations to advertise local events and festivals and consider membership in the GO TEXAN Rural Community Program	X	X	X	City	Staff/ Volunteers \$150 biennially (GO TEXAN program)	GEN
Create and maintain an economic development page on the city's website or a separate website to include current figures, pictures, and other information related to economic development	X	X	X	City	Staff/ Volunteers	N/A
Strengthen Jonestown's brand by developing scenic overlook sites. Add educational signage where possible.	X	X	X	City	Variable	GEN, EDC, Local
Maintain conversations with Balcones Canyonlands groups in order to coordinate efforts and needs to support wildlife tourism	X	X	X	City	Staff	GEN
Diversify recreational activities and amenities at Jones Brothers Park	X	X	X	City	N/A	GEN, TPWD
As per Chapter 4: Land Use Study recommendations, adopt ordinances that will preserve the scenic views of the Hill Country	X	X		P&Z	Variable	GEN, Local

Develop an overall Economic Development Plan to incentivize the Town Center, jobs, attracting business and tourism	X	X	X	City	Variable	GEN, EDC
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Explore options for creating a Visitors & Tourism Bureau or expanding the existing VTB with Lago Vista with a focus on Changing the scope of services to the North Shore.	X	X	X	City	Staff	EDC
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**Goal 1.2** Create a support system for existing businesses, resources for business startup/recruitment, and information readily available on the local economy

Develop and implement strategy for capital improvements for infrastructure	X	X	X	City	Staff	GEN
Establish cadre of expert consultant resources to assist with financing plans that are less dependent on residential property taxes to ensure the sustainability of existing and new city programs.	X	X	X	City	Staff	GEN EDC
Create a sales tax Type B Economic Development Corporation	X			City	Variable (staff, legal fees, election cost)	GEN
Survey local businesses annually about city services and general business needs.	X	X	X	City	Staff	N/A
Host annual "business appreciation" breakfast or lunch for area companies	X	X	X	City	\$250, Staff	GEN
Prioritize capital improvements for infrastructure throughout the planning period	X	X	X	City	N/A	N/A

Update city website or create economic development section/site with resource information for business owners, and potential investors, including job training organizations, small business financing opportunities, and "prospect kit"	X	X	X	City	Staff, Volunteers	GEN
Create a "resource center" in City Hall that supplies information about workforce solutions of the Capital Area, the Small Business Development Center, and the Prospect Kit (can also include housing resource information)	X	X		City	Staff/ Volunteers	N/A
Launch a "Buy Local" campaign to raise the profile of local businesses (reference "how to" document in digital appendices)		X	X	City	Staff	GEN
Connect youth to local business owners/managers through a mentoring or internship program		X	X	EDC, ISD	Staff	EDC, ISD

**Goal 1.3 Turn the Town Center District into a destination**

Develop a Town Center District feasibility study as recommended in Chapter 4: Land Use Study

X

P&Z

N/A

N/A

Redevelop or relocate City Hall to promote commercial/retail development in the Town Center District

X

X

P&Z

Variable

GEN

Ensure that new commercial development enhances the existing character and scenery of Jonestown

X

X

X

City, EDC

Staff

GEN

Define and design a Town Center District Long Term Outlook and Development Program

X

X

X

City

Variable

EDC

Explore long-term options for use of City Hall and Plaza areas

X

X

X

City

Variable

EDC

Sources: GEN = Municipal funds; Staff = Staff time (City); Local = donations of time/money/goods from private citizens, charitable organizations, and local businesses; ISD= Lago Vista/Leander Independent School District; EDC = Jonestown Economic Development Corporation; TPWD = Texas Parks and Wildlife, P&Z = Planning and Zoning Commission

## 1.6 Appendix 1A: Establishments by Industry (Detailed)

Table 5A.1: Detailed Establishments by Industry

<b>Agriculture, Forestry, Fishing, and Hunting</b>	29	15%
All Other Miscellaneous Crop Farming	29	
<b>Accommodation and Food Services</b>	21	11%
All Other Traveler Accommodation	1	
Caterers	6	
Drinking Places (Alcoholic Beverages)	7	
Rooming and Boarding Houses	7	
<b>Administrative and Support and Waste Management and Remediation Services</b>	4	2%
Janitorial Services	4	
<b>Arts, Entertainment, and Recreation</b>	8	4%
Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	2	
All Other Amusement and Recreation Industries	3	
Marinas	1	
Musical Groups and Artists	1	
Other Performing Arts Companies	1	
<b>Construction</b>	8	4%
All Other Specialty Trade Contractors	1	
Electrical Contractors and Other Wiring Installation Contractors	5	
Framing Contractors	1	
Water and Sewer Line and Related Structures Construction	1	
<b>Educational Services</b>	2	1%
All Other Miscellaneous Schools and Instruction	2	
<b>Finance and Insurance</b>	1	1%
Commercial Banking	1	
<b>Health Care and Social Assistance</b>	1	1%
Medical Laboratories	1	
<b>Information</b>	2	1%
All Other Information Services	1	
Integrated Record Production/Distribution	1	
<b>Management of Companies and Enterprises</b>	1	1%
Offices of Other Holding Companies	1	
<b>Manufacturing</b>	4	2%

All Other Miscellaneous Textile Product Mills	1	
Electronic Computer Manufacturing	1	
Plate Work Manufacturing	1	
Sporting and Athletic Goods Manufacturing	1	
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>1</b>	<b>1%</b>
Support Activities for Coal Mining	1	
<b>Other Services (except Public Administration)</b>	<b>17</b>	<b>9%</b>
All Other Personal Services	1	
Appliance Repair and Maintenance	1	
Barber Shops	2	
Coin-Operated Laundries and Drycleaners	1	
Consumer Electronics Repair and Maintenance	2	
Drinking Places (Alcoholic Beverages)	3	
Home and Garden Equipment Repair and Maintenance	1	
Other Automotive Mechanical and Electrical Repair and Maintenance	1	
Other Personal and Household Goods Repair and Maintenance	5	
<b>Professional, Scientific, and Technical Services</b>	<b>13</b>	<b>7%</b>
Advertising Agencies	1	
All Other Professional, Scientific, and Technical Services	1	
Computer Systems Design Services	3	
Custom Computer Programming Services	1	
Industrial Design Services	1	
Interior Design Services	2	
Marketing Consulting Services	1	
Marketing Research and Public Opinion Polling	1	
Other Computer Related Services	1	
Other Management Consulting Services	1	
<b>Real Estate and Rental and Leasing</b>	<b>4</b>	<b>2%</b>
Lessors of Other Real Estate Property	1	
Recreational Goods Rental	2	
Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	1	
<b>Retail Trade</b>	<b>68</b>	<b>36%</b>
All Other Motor Vehicle Dealers	1	
Beer, Wine, and Liquor Stores	2	
Children's and Infants' Clothing Stores	3	
Confectionery and Nut Stores	3	

Cosmetics, Beauty Supplies, and Perfume Stores	1	
Electronic Auctions	1	
Electronic Shopping	5	
Food (Health) Supplement Stores	7	
Hardware Stores	1	
Luggage and Leather Goods Stores	2	
Musical Instrument and Supplies Stores	3	
Nursery, Garden Center, and Farm Supply Stores	1	
Office Supplies and Stationery Stores	8	
Optical Goods Stores	1	
Other Fuel Dealers	7	
Pet and Pet Supplies Stores	5	
Prerecorded Tape, Compact Disc, and Record Stores	2	
Sewing, Needlework, and Piece Goods Stores	2	
Shoe Stores	1	
Used Car Dealers	2	
Warehouse Clubs and Supercenters	8	
Window Treatment Stores	2	
<b>Transportation and Warehousing</b>	1	1%
Scenic and Sightseeing Transportation, Land	1	
<b>Wholesale Trade</b>	6	3%
Grain and Field Bean Merchant Wholesalers	1	
Home Furnishing Merchant Wholesalers	2	
Recyclable Material Merchant Wholesalers	2	
Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers	1	
<b>TOTAL</b>	191	

Source: Texas State Comptroller's office, Sales Tax Division, open records request (2016)

## 1.7 Appendix 1B: Occupation by Education Tables

Table 1B.1: Detailed Occupation by Education

	Occupation	City	% of	County	% of	Texas	% of
			City		County		County
			Total		Total		Total
High Education	Management occupations	220	22.3%	72,989	12.2%	1,176,136	9.7%
	Business and financial operations occupations	74	7.5%	37,364	6.2%	574,636	4.8%
	Computer and mathematical occupations	56	5.7%	33,827	5.6%	311,385	2.6%
	Architecture and engineering occupations	15	1.5%	17,507	2.9%	246,461	2.0%
	Life, physical, and social science occupations	11	1.1%	6,662	1.1%	84,651	0.7%
	Community and social service occupations	6	0.6%	9,914	1.7%	166,650	1.4%
	Legal occupations	0	0.0%	10,875	1.8%	124,992	1.0%
	Education, training, and library occupations	32	3.2%	40,531	6.8%	759,431	6.3%
	Arts, design, entertainment, sports, and media occupations	21	2.1%	21,021	3.5%	186,442	1.5%
	Health diagnosing and treating practitioners and other technical occupations	58	5.9%	19,182	3.2%	404,119	3.3%
	Health technologists and technicians	0	0.0%	7,063	1.2%	211,515	1.7%
Moderate Education	Healthcare support occupations	0	0.0%	10,169	1.7%	277,159	2.3%
	Fire fighting and prevention, and other protective service workers including supervisors	5	0.5%	5,404	0.9%	139,850	1.2%
	Law enforcement workers including supervisors	14	1.4%	2,836	0.5%	137,876	1.1%
	Personal care and service occupations	28	2.8%	19,529	3.3%	397,085	3.3%
	Sales and related occupations	128	13.0%	64,911	10.8%	1,344,972	11.1%
	Office and administrative support occupations	152	15.4%	70,275	11.7%	1,606,023	13.3%
	Production occupations	21	2.1%	17,906	3.0%	677,837	5.6%
Low Education	Farming, fishing, and forestry occupations	0	0.0%	884	0.1%	60,079	0.5%

	Construction and extraction occupations	30	3.0%	34,139	5.7%	808,733	6.7%
	Transportation occupations	24	2.4%	13,101	2.2%	462,727	3.8%
<b>Low Education</b>	Food preparation and serving related occupations	19	1.9%	38,427	6.4%	679,277	5.6%
	Building and grounds cleaning and maintenance occupations	33	3.4%	23,766	4.0%	506,388	4.2%
	Installation, maintenance, and repair occupations	17	1.7%	13,679	2.3%	445,475	3.7%
	Material moving occupations	21	2.1%	7,636	1.3%	304,363	2.5%

Source: Summarized from 2011-2015 American Community Survey, Table C24010

Table 1B.2: Detailed Occupation by Gender (Jonestown)

	<b>Occupation</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>% Total</b>
<b>High Education</b>	Management occupations	171	49	220	22.3%
	Business and financial operations occupations	51	23	74	7.5%
	Computer and mathematical occupations	35	21	56	5.7%
	Architecture and engineering occupations	15	0	15	1.5%
	Life, physical, and social science occupations	4	7	11	1.1%
	Community and social service occupations	0	6	6	0.6%
	Legal occupations	0	0	0	0.0%
	Education, training, and library occupations	0	32	32	3.2%
	Arts, design, entertainment, sports, and media occupations	9	12	21	2.1%
	Health diagnosing and treating practitioners and other technical occupations	6	52	58	5.9%
<b>Moderate Education</b>	Health technologists and technicians	0	0	0	0.0%
	Healthcare support occupations	0	0	0	0.0%
	Fire fighting and prevention, and other protective service workers including supervisors	5	0	5	0.5%
	Law enforcement workers including supervisors	14	0	14	1.4%

	Personal care and service occupations	9	19	28	2.8%
	Sales and related occupations	30	98	128	13.0%
	Office and administrative support occupations	14	138	152	15.4%
	Production occupations	21	0	21	2.1%
<b>Moderate - Low Education</b>	Farming, fishing, and forestry occupations	0	0	0	0.0%
	Construction and extraction occupations	30	0	30	3.0%
	Transportation occupations	16	8	24	2.4%
<b>Low Education</b>	Food preparation and serving related occupations	12	7	19	1.9%
	Building and grounds cleaning and maintenance occupations	23	10	33	3.4%
	Installation, maintenance, and repair occupations	17	0	17	1.7%
	Material moving occupations	21	0	21	2.1%
	Total:	503	482	985	

Source: Summarized from 2011-2015 American Community Survey, Table C24010

## 1.8 Appendix 1C: HomeTown Competitiveness Approach

The HomeTown Competitiveness approach to rural community development emphasizes strong community involvement by creating interconnected committees and task forces centered around four pillars: Entrepreneurship, Charity (Transfer of Wealth), Youth Engagement, and Leadership. The pillars were specifically designed to deal with the four critical issues that are inhibiting rural America—the generational wealth transfer problem, the historical youth out-migration trend, the loss of farms and small businesses, and the erosion of leadership capacity. The approach is one of intense community involvement and so the types of people who lead the task forces need to be passionate, invested in community progress, and willing to work.

The primary objectives of each task force are summarized below:

- Entrepreneurial Task Force: Focuses on growing businesses within the community and expanding existing businesses. Develops strategies for producing increased entrepreneurial activity, fostering an entrepreneurial culture, and helping the community realize economic goals.
- Charitable Assets Task Force: Establishes a Community Affiliated Fund governed by a Fund Advisory Committee in order to capture the transfer of wealth from rural America to larger cities over generations. It accomplishes this by encouraging resident and business donations to the Fund.
- Youth Task Force: Mobilizes youth engagement and cross generational collaboration on community projects and assists youth in putting their ideas into action. The primary goal here is to encourage youth to return to their communities after college. The innovation center is a good resource for youth engagement ([www.theinnovationcenter.org](http://www.theinnovationcenter.org)).
- Leadership Task Force: Cultivates leadership within the community through training and awareness in order to share leadership roles and smoothly transition leadership to new generations. There are two main leadership programs: "skill-based" emphasizes conflict

management, and "civic-based" emphasizes learning detailed knowledge about the community to more effectively live/work in it.

These task forces work best when in collaboration with one another and in conjunction with an oversight committee. More information on the Home Town Competitiveness Approach and success stories can be found at <http://htccommunity.org/>.

## 1.9 Appendix 1D: Local & Regional Economic Development Resources

The following is a summary of local and regional technical and support resources available to the City of Jonestown or residents of Jonestown.

### **Resources Currently Available/Active near Jonestown**

AGE of Central Texas: AGE is a regional nonprofit organization that provides education and support to people dealing with age-related health issues.

Contact:

AGE

512-451-4611

info@ageofcentraltx.org

Website: <http://www.ageofcentraltx.org/index.php>

Capital Area Economic Development District: The Capital Area Economic Development District (CAEDD) is a nonprofit corporation, funded by the U.S. Economic Development Administration that encompasses a 10-county area in Central Texas. The Capital Area Council of Governments (CAPCOG) staff provide administrative and technical support. The most recent 5-year Comprehensive Economic Development Strategy was published in 2015.

Contact:

Chris Schreck

CAPCOG Planning and Economic Development, Director

512-916-6183

cschreck@capcog.org

Website: [http://www.pbrpc.org/economic\\_development.php](http://www.pbrpc.org/economic_development.php)

Travis County Agrilife Extension: The Travis County AgriLife Extension Service of Texas A&M University provides free and low-cost educational programs and manages the 4-H programs in Travis County.

Contact:

Travis County Office  
1600B Smith Road  
Austin, TX  
512-854-9611  
travis-tx@tamu.edu  
<http://travis-tx.tamu.edu/>

### **Organizational Resources Available to the City**

Texas Center for Rural Entrepreneurship (TCRE): TCRE is a non-profit corporation that seeks to provide educational and technical support to meet the needs of rural entrepreneurs and organizations supporting entrepreneurship in their communities. The main services provided through this organization pertain to small business development and funding and must be initiated by residents or businesses. However, TCRE does provide a number of free online courses to community economic development leaders such as "Developing Entrepreneur Ready Communities" and "Developing Diversified and Value-Added Agribusiness."

Contact:

Greg Clary, Chairman  
3115 Fall Crest Dr.  
San Antonio, TX 78247  
903-714-0232  
info@tcre.org  
<http://www.tcre.org>

Hill Country Alliance: The Hill Country Alliance is a non-profit organization that aims to raise public awareness and build community support around the need to preserve the natural resources and heritage of the Central Texas Hill Country. The HCA hosts community meetings, participates in regional

planning activities, serves as a resource about Hill Country issues for local and state officials, and collaborates with land trusts, universities, groundwater districts, environmental groups and landowners.

Contact:

Hill Country Alliance

15315 Hwy. 71 West Bee Cave, TX

78738 info@hillcountryalliance.org

<http://www.hillcountryalliance.org/>

### **Organizational Resources Available to Residents/Business Owners**

Texas Center for Rural Entrepreneurship (TCRE): TCRE is a non-profit corporation that seeks to provide educational and technical support to meet the needs of rural entrepreneurs and organizations supporting entrepreneurship in their communities. TCRE is a resource for residents seeks to start or grow small businesses in rural communities. The organization provides a number of educational resources including various "how-to" online courses and information about funding options, small business incubators, and Higher Education resources.

Contact:

Greg Clary, Chairman

3115 Fall Crest Dr.

San Antonio, TX 78247

903/714-0232

Website: <http://www.tcre.org>

Travis County Historically Underutilized Business Program: The HUB program was passed as a resolution in Travis County in 1994 to ensure that minority and woman-owned businesses receive a fair and equal opportunity to participate in the county's procurement process. For more information, check Travis County's website:

<https://www.traviscountytx.gov/purchasing/hub>

Property Assessed Clean Energy: Travis County PACE is a financing program that enables commercial, industrial, large multi-family, and agricultural property owners to obtain low-cost, long-term financing for water conservation, energy efficiency, and renewable energy projects. For more information see Travis County's page:

<https://www.traviscountytx.gov/pace>

Workforce Solutions of the Capital Area: This organization serves residents of the Austin/Travis County area and is a part of the larger Texas Workforce System providing one-stop assistance to job seekers and employers in the region. Services include: labor market information, job training skills, youth services, career planning, childcare, and information or referral. There are three offices located in Austin.

Contact:

East Center

3401 Webberville Road, Bldg. 1000

Austin, TX 78702

512-223-5400

<http://www.wfscapitalarea.com/>