



**FIVE – YEAR
STRATEGIC
PLAN
2019 – 2023**



Our Mission: To plan, promote, finance, and create opportunities for the retention, growth, and attraction of enterprises that enhance the tax base, quality of life, and level of employment for the citizens of DeSoto, TX.

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Five-Year Goals

Strategic Initiatives

1. Attract a net, minimum outside investment of \$275 million within next five years
2. Increase the city's net sales tax revenue by 25% from \$13.6 million to \$17 million
3. Encourage development of I-35 corridor and remaining vacant industrial properties
4. Encourage retail development of shopping centers (i.e. former Albertson's and Kmart sites)
5. Enhance development opportunities for Eagle Industrial Park to include manufacturing and distribution opportunities.
6. Increase the proportion of the non-residential tax base relative to residential to help reduce homeowner's taxes.
7. Continue role in collaborative marketing efforts and facilitate relationships within the region.

Five-Year Goals Action Plan

Strategic Initiative 1: Attract a net, minimum outside investment of \$275 million within 5 years.

2019-2023

Actively promote 400+ vacant acreage at Eagle Business and Industrial Park.

Participate in annual trade shows for targeted

businesses CCIM (Commercial Investment
Managers)

NTCAR (North Texas Commercial Association of Realtors) ICSC
(International Council of Shopping Centers)

IAMC (Industrial Asset Management Council Spring and/or Fall programs)

SIOR (Society of Industrial and Office Realtors) BIO
(Biotechnology Innovation Organization)

Continue strategic alliances with local organizations such as The Real Estate Council, NTCAR, and CCIM.

Enhance network of medical/health related organizations to increase additional investment in medical community.

Continue marketing missions and consultant visits via Team Texas program with the State of Texas Governor's office.

Continue annual marketing program to regional brokers and developers.

Establish an incentive program for brokers and developers responsible for bringing new business to DeSoto.

Strategic Initiative 2: Increase the net sales tax revenue by 25% from \$13.6 million to 17 million

2019-2023

Commit to continued efforts to enhance daytime traffic in community.

Continue participation in International Council of Shopping Centers (ICSC) programs

Continue marketing DeSoto Town Center and enhance tenant activity on Hampton Road side. Continue to promote DeSoto as a viable family entertainment destination.

Promote and position vacant spaces (former Kmart and Albertson's) as potential sites

Strategic Initiative 3: Encourage development of I-35 corridor including former Kmart.

2019

Develop master plan of area to promote to potential developers.

Host broker/developer event to obtain feedback regarding causes for halted development. 2020-2023

Consider Tax Increment Reinvestment Zone

Work with city to develop public/private partnership to develop property and attract future development.

Promote site at ICSC trade shows

Promote to national and regional developers.

Continue efforts to pursue major national retailer to develop power center on I-35 and Beltline.

Strategic Initiative 4: Encourage retail development of shopping centers (i.e. former Albertson's, former Kmart)

2019

Perform market demand analysis to determine appropriate uses.

Participate in Bisnow Retail Summit to enhance and heighten visibility of community.

2020-2023

Promote centers at ICSC conferences and market properties to potential developers. Provide updated 2020 Census, JobsEQ, and ESRI information to national retailers.

Promote potential use of centers as family entertainment destinations.

Strategic Initiative 5: Enhance development opportunities for Eagle Industrial Park to include light manufacturing and distribution opportunities.

2019

Profile existing companies and complete needs assessment for future growth opportunities.

Work with City's Development Services staff on current ordinances to include a more diverse range of acceptable building types.

Work with City's Planning and Zoning department on current land uses to prevent non-commercial development

2020-2023

Proactive marketing via sales missions

Continue strategic partnerships with organizations such as Team Texas, The Dallas Regional Chamber, NTCAR, Industrial Assets Management Council and CCIM.

Promote development and training opportunities surrounding heliport.

With City's support, seek federal grant opportunities to feasibly open a training academy in con-junction with existing academic institutions.

Strategic Initiative 6: Increase the proportion of the non-residential tax base relative to residential.

2020-2023

Further develop relationships with existing businesses and corporate residents in Eagle Industrial Park.

Continue to research viable opportunities related to inland port.

Strategic Initiative 7: Continue role in collaborative marketing efforts and facilitate relationships within the region.

2020-2023

Participate in Best Southwest marketing programs.

Partner with DeSoto Chamber of Commerce and City of DeSoto to obtain branding and provide pro-grams to enhance growth for existing businesses in community.

Participate in Dallas Regional Chamber marketing programs.

COMMERCIAL/ INDUSTRIAL



Executive Summary

Currently, DeSoto does not have a vast amount of available industrial space for lease or purchase.

This presents the community with the unique challenge of accommodating potential projects or leads requesting existing space.

DeSoto currently has 948,000 square feet of space available for lease in Hillwood's Crossroads Trade Center and other smaller spaces available. Therefore the potential to accommodate projects with needs between those two spectrums is minimal. With a large amount of existing space available in competing communities, DeSoto lacks the ability to compete for these projects.



DeSoto...positioned for light manufacturing and distribution

Once the remaining 948,000 square feet of space in Crossroads Trade Center is fully leased, there is the potential for Hillwood to develop additional speculative space to market. A key challenge to leasing this space is that there can not be a subdivision of space. Therefore, a single user must be recruited to the space. The DeSoto EDC is currently collaborating with brokers representing Crossroads Trade Center to find potential users of the remaining space. A key distribution advantage to the property is accessibility since it is located west of I-35 and south of I-20.



Eagle Business & Industrial Park

The city of DeSoto is well-positioned for future growth and development. This success will be catapulted by the fact that DeSoto is strategically located near major transportation hubs of I-35 and I-20.



Figure 1: Available land parcels (retail and commercial) in the city of DeSoto

For this reason, the city of DeSoto should continue to focus marketing efforts to target light manufacturing companies and distribution opportunities. These opportunities will increase daytime traffic due to the enhanced presence of primary jobs. The DEDC should continue to strengthen ties with existing businesses that are in growth mode through the existing retention program.

Another manufacturing opportunity falls in the category of food and beverage manufacturing. This area of manufacturing is one of the few that has not been transported to markets overseas.

Land availability for new development -

In addition to the lack of large available parcels available for development, there is a shortage of existing inventory which limits DeSoto's capability of competing for projects within certain parameters. Currently, the vacancy rate is 71.8% for DeSoto industrial properties.

Neighboring communities in Dallas have massive amounts of available existing inventory and land acreage to attract customers seeking space and build-to-suit opportunities. Until a significant percentage of existing space is occupied, developers will continue to be resistant to develop additional property on a speculative basis.

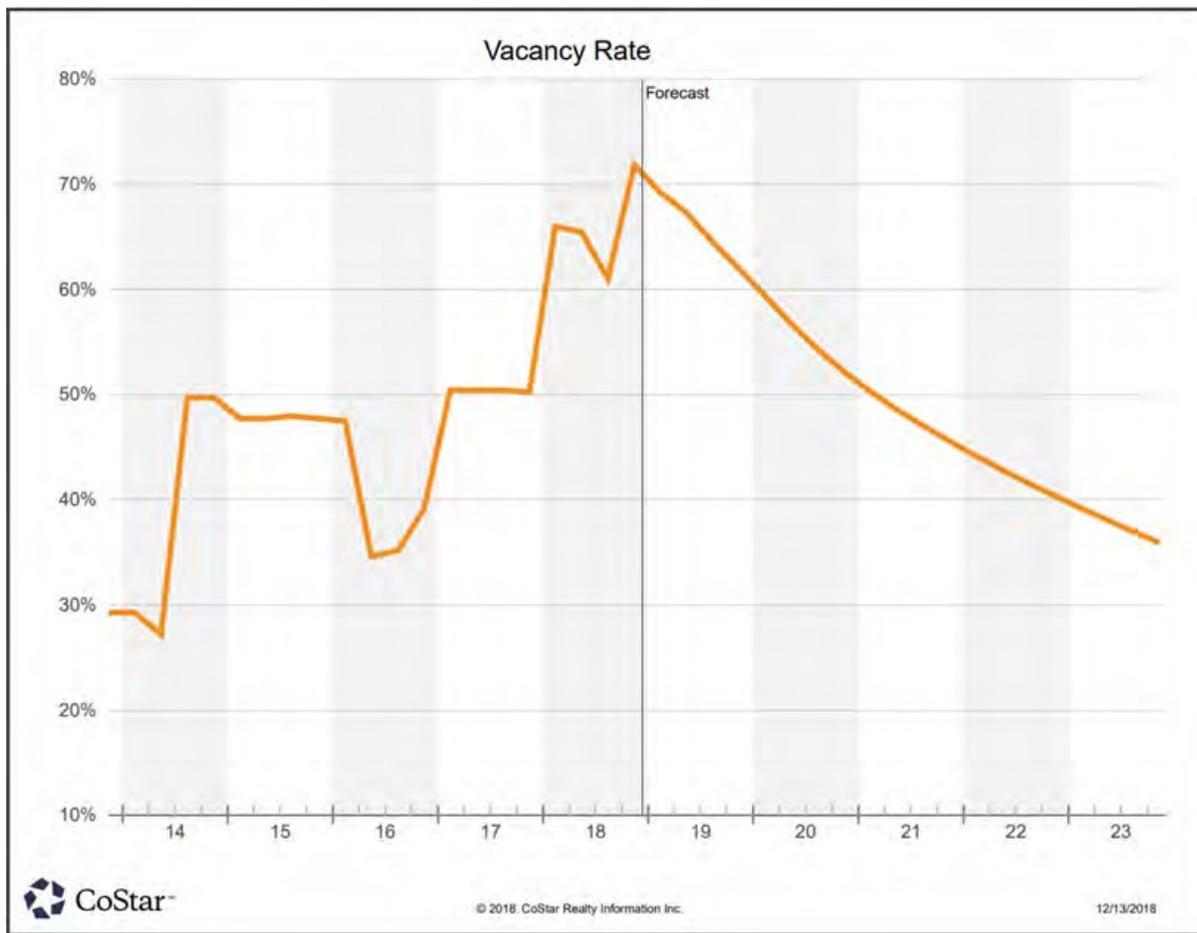


Figure 2: DeSoto's current vacancy rates for the city of DeSoto hover at 71.8% as the above chart indicates.
(Source: CoStar)

Growing Margins in the Economy

Forbes Magazine recently ranked businesses and industries that have managed to survive and grow. The top ten industries (with corresponding NAICS codes) are:

Percentage Growth in Adjusted Net Profit before Taxes

NAICS Code-Industry	Percent Change
2131 – Support Activities for Mining	44.9%
2379-Heavy and Civil Engineering	17.1%
3121-Beverage Manufacturing	17.1%
8129-Other Personal Services	16.5%
4543-Direct Selling Establishments	16.0%
2383-Building Finishing Contracts	15.5%
5312-Offices of Real Estate Agents and Brokers	15.1%
4239-Miscellaneous Durable Goods Merchant Wholesalers	15.0%
4842-Specialized Freight Trucking	14.9%
5413-Architectural, Engineering, and Related Services	13.7%

Source: Sageworks, a financial information company, 5-13-2018

Most of the industries that made the list are not heavily dependent upon machinery or inventory to deliver their services. Unlike high-capital businesses that do not rely heavily on employees and their skill sets, these industries cannot easily tweak their margin. For example, these industries can use equipment a little longer than expected or maintain it to prevent replacement costs. They can reduce inventories to improve holding costs.

Whether their increasing margin is an indicator of precautionary strategy in light of the economy or just a honed focus on profitability, these industries are prepared to drive their leaner operations through potential economic troubles.

The DeSoto EDC was instrumental in the recruitment of Kohler, Co. and most recently LabelCraft. Since the beverage manufacturing category was #3 on the list above, it would be to DeSoto's benefit to capitalize on this industry and seek to recruit more companies which fall into this category.

Just-in-time is a management concept that is not limited to manufacturing. Retailers have adopted this concept to minimize distribution costs by getting products to their stores just as they are needed. To implement just-in-time, many retailers rely on large-scale distribution centers to receive products from suppliers, consolidate products by store, and then make customized shipments to each store.

On the surface, this may appear to be a threat to the industry. However, a recent landing of a major facility

(WayFair) in the southern sector indicates, there is ample opportunity for DeSoto and the Best Southwest to capitalize on this concept. Since these operations tend to cluster in one area, this could be the start of momentum gaining in the area.

As these centers are built larger and larger (often exceeding 1 million square feet and employing over 1,000), they have become an increasingly sought after economic development objective for states and localities. Pay is generally above minimum wage in the \$15-\$20 range with benefits in areas that typically have low-moderate living costs. A high school or two-year technical degree is usually required. A partnership with the University of North Texas at Dallas could feasibly be established to support the burgeoning industry. Although, not “high-tech”, the centers use conveyor systems (business personal property tax income generator) and bar code technology in addition to the forklifts and racking (two more potential income generators). Distribution centers also offer the advantage of less intensive water and sewer infrastructure requirements than for the typical manufacturing plant. Traffic impacts from trucks and employee vehicles are lessened by multiple work shifts.

As a transportation-intensive business, distribution is very sensitive to transportation cost factors such as travel time to stores, access to Interstate highways, and the ability of the host state and locality to make needed access improvements. In addition, non-transportation factors such as business climate and workforce play an important role in these decisions as well.

The warehouse/distribution cluster has several components: warehouses, trucking, air cargo, and a portion of wholesale employment that is considered to be serving a regional or national market. For DeSoto, this region could encompass the five-state region that surrounds the state of Texas (Arizona, New Mexico, Oklahoma, Louisiana, Arkansas) since DeSoto is strategically surrounded by I-35 (North/South) and I-20 (East/West).

Transportation infrastructure is an important factor in site selection decisions in many industries, as is seen in the prominence of transportation in executive polls conducted by site selection trade magazines. One would expect transportation to be especially critical in the case of distribution centers, which may have hundreds of truck arrivals/departures every day.

The decision of where to locate a distribution center is a complex one involving consideration of transportation and non-transportation factors, including retailer culture. Regarding government’s role in the process, both transportation and economic development officials need to be involved, as well as other officials such as labor or education representatives.

Each center includes a community profile, the transportation issues involved in the project and the non-transportation issues that were involved (which often are workforce-related). Although the exact reasons are never shared, the company generally selects a community based upon their corporate culture and customer base. This signifies the importance of DeSoto to be branded.

Community Profile

Typically companies are seeking communities with a positive business climate. It is necessary for DeSoto to continue to convey a positive business climate to potential companies. Business climate is more likely to eliminate a location from consideration than to generate interest in a site.

For DeSoto, this means an aggressive and compelling incentives policy to include grants, Freeport tax exemp-

tion, and abatements. If companies are aware of the policy, it will significantly improve the probability of companies locating to the community. These incentives, coupled with any incentives offered by the state will help attract additional distribution/warehouse facilities of this nature to the community.

Transportation Factors

The key transportation factors which companies are seeking are found in DeSoto—interstate highway access and store travel cost minimization. There are more opportunities for large distribution centers of this nature to be based in the southern sector than in northern areas due to land availability. The good news for DeSoto is that rail service, is relevant in few distribution center-siting decisions.

Non-Transportation Factors and Retailer Culture

Beyond transportation issues, business climate may get DeSoto to the final round. The current tax structure is competitive in relation to other communities in the Best Southwest. Given that these centers employ so many people, evidence of an adequate supply of quality workers is expected. At the time of this writing, unemployment in the area still hovers around the national average of 3.9 percent. When defining a company's culture, examples should be noted. WayFair's culture of openness could have led to their recent selection of the southern sector. The cultures of the companies that have been identified as potential targets in this plan fit the community of DeSoto.



Initial contact of the companies typically involves an internal real estate contact since a majority of distribution-related decisions are ones of strategy for the company. Secondly, committees comprised of key company stakeholders are involved in the decision. It is crucial for DeSoto EDC to research those individuals and committees and determine the factors that will drive the decision to relocate the facility.

Overall, recruitment for retail distribution or logistics companies to DeSoto relies upon DeSoto's ability to compete with surrounding communities which have greater resources of land, existing space and better accessibility. The good news is that DeSoto is strategically positioned near Interstate 35 which connects key northern and southern suburban markets.

The DEDC will continue to attend trade shows highlighting logistics and distribution. In addition, it will be imperative to network with key contacts of companies which rely heavily on efficient distribution networks to drive overall savings.

Target Light Manufacturing and Distribution Industries and Companies for DeSoto

Listed below are some broad categories for DeSoto followed by a few specific companies to pursue. Some companies mentioned have been contacted by the DEDC.

Grocery/Foodservice

Trader Joe's (distribution center)

HEB

Whole Foods

Target

Tom Thumb

Aldi

Clothing

Banana Republic/Old Navy/Gap

Lulu Lemon

H&M

Urban Outfitters

Medical/Medical device

Abbott

ATEK Medical

Pharmaceutical

Clean Energy

Renewable energy equipment (i.e. wind farm equipment, solar panels)

Food manufacturing

Papa John's Pizza

Pizza Hut

Domino's

Aviation (specifically vertical flight)

Transportation

RETAIL



Retail Strategic Plan

Executive Summary

Typically, retail activity is not something that communities focus on to measure economic development success. Yet, a strong and vibrant retail community is something that does enhance residential quality of life and certainly is an indicator of a healthy economic base. Adding to that, retailers are seeking areas with high growth potential and income levels that support their bottom-line revenue projections. Therefore, there are some recommendations that were identified that can provide benefits to the retail community.

Based upon candid feedback from brokers, site selectors, and developers, DeSoto faces what many surrounding communities face when attempting to attract high quality retail that is common in the northern suburbs- perception. The perception is that the southern Dallas suburban communities are laden with crime and low income. While there are some incidents of crime, the demographic and income profile of the community and communities that surround DeSoto have incomes that are surprisingly close to counterparts of similar populations in the northern sector.

Given that, the evidence supports the fact that high quality retail should be supported in the community. There is much demand for quality retail and services throughout the area. The average household income is \$70,000+ which should translate into potential revenue dollars for retailers.

Key Challenges to address:

Specific areas with the most potential for development include the DeSoto Town Center and pivotal corridors located along I-35 (Wintergreen Road, Pleasant Run Road, Beltline Road, Parkerville Road). DeSoto's counterparts - Lancaster and Cedar Hill - have managed to attract quality restaurants and facilities. However, DeSoto has not been as successful in matching those wins. DeSoto is also flanked by neighboring community Cedar Hill which boasts Hillside Village. Although the center faces some issues and constraints, DeSoto's most probable strategy for success would not be to duplicate those successes but to market to retailers that would complement existing retail in those communities.

In addition, DeSoto is strategically located in the center of both communities. As mentioned previously, a weakness in DeSoto is the lack of family and recreational entertainment in the community. From a strategic perspective, DeSoto should actively market to developments which highlight family entertainment and those centers which drive daytime traffic to the community. For example, children's museums, aquariums, Lego-land, Studio Movie Grill, Dave & Buster's. DeSoto has several existing vacant options which could be transformed to accommodate these facilities.

Studies have shown that these venues attract a diverse group of families from across the metroplex and not necessarily the residents of the community. These venues also transcend the notions that families are not willing to drive more than a certain distance for entertainment options for their children.

One major obstacle that exists in DeSoto is the fact that the vacant properties are under ownership based out of the state of Texas. Further, there is not an immediate motivation by these owners to sell or

Retail Strategic Plan (continued)

aggressively market the properties. The rental and sales prices are substantially more than market rate for comparable properties. Therefore, the one remaining option is for the community to be engaged in purchasing the properties through the \$6.3M available for land acquisition and economic development. This would allow the community control over the type of retail or business establishment(s) that are ultimately placed on the properties. It would be in DeSoto's best interest to use Tax increment financing (TIF) to form a Tax Increment Reinvestment Zone (TIRZ) to alleviate this barrier. Tax increment financing (TIF) is a financing method local governments can use to pay for public improvements that will draw private investment to an area. Tax increment financing redirects some of the ad valorem tax increases from property in a geographic area designated as a Tax Increment Reinvestment Zone (TIRZ) to pay for improvements in the zone.

When a municipality or county creates a TIRZ, it records the total taxable value of all real property within the zone. It's like a snapshot in time of what the property values are at that specific moment. That snapshot is the zone's base value.

Each year, property taxes collected in the zone on base value continue to go into the municipality's or county's general fund, as most property taxes do.

But as property in the TIRZ develops and becomes more valuable, a portion of the taxes collected on property above the base value is deposited into a tax increment fund. Revenue deposited in the tax increment fund can be only used to financing projects within the zone, including infrastructure, facade programs, landscaping, streetscaping or practically any type of public enhancement.

In this case, a major portion of the I-35 corridor should be included. Property owners would have to agree to a marginal increase in property taxes to fund projects such as land/property acquisition, landscaping and/or infrastructure improvements. Since the I-35 corridor is the entrance to the community, it is imperative that improvements and key investments be made to significantly enhance this area. However, the communities who have adopted this financing mechanism as a part of their overall strategy have witnessed some success.

The I-35 corridor receives a significant amount of traffic due to the north-south orientation. Not only does it actively serve the local communities, it serves travelers commuting from the northern to the southern areas and vice versa. Therefore, a significant amount of attention and resources by the DEDC and the community should be expended on this area.

In the beginning, DeSoto should focus resources on attracting key national retailers and restaurants in order to gain some initial momentum and build upon that momentum to recruit additional retail. Additionally, some focus should be expended upon regional retailers that have recently gained a large presence in the metroplex.

Retail Target List

Based on the current market, national retailers seek areas of high growth and certain demographic and income profiles. For DeSoto to achieve success, it is imperative to focus (and agree) on a specific type of retail that would be attracted to the demographics included in this report. Resources expended otherwise

may produce marginal results at best.

According to the expenditure analysis following this page, there is a high demand for apparel products & services in the area. Surprisingly, there appears to be a large demand for children's apparel in the area which denotes the potential success of more specialty stores catering to children's clothing. In addition, entertainment & recreation is in high demand in the area. *(continued on page 21)*

Top Tapestry Segments	Percen	Demographic Summary	2018	2023
Home Improvement (4B)	19.2%	Population	55,783	59,727
Family Foundations (12A)	13.3%	Households	20,297	21,488
Soccer Moms (4A)	13.0%	Families	15,097	16,089
Middleburg (4C)	11.7%	Median Age	38.0	38.4
Savvy Suburbanites (1D)	10.5%	Median Household	\$63,393	\$69,440
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		97	\$2,119.18	\$43,012,944
Men's		96	\$396.64	\$8,050,627
Women's		97	\$721.17	\$14,637,659
Children's		99	\$319.54	\$6,485,792
Footwear		97	\$455.40	\$9,243,182
Watches & Jewelry		98	\$140.94	\$2,860,659
Apparel Products and Services (1)		103	\$85.48	\$1,735,024
Computer				
Computers and Hardware for Home Use		97	\$165.09	\$3,350,898
Portable Memory		99	\$5.38	\$109,185
Computer Software		95	\$10.06	\$204,263
Computer Accessories		98	\$18.44	\$374,270
Entertainment & Recreation		96	\$3,101.42	\$62,949,448
Fees and Admissions		98	\$670.57	\$13,610,596
Membership Fees for Clubs (2)		98	\$221.11	\$4,487,844
Fees for Participant Sports, excl. Trips		101	\$113.88	\$2,311,450
Tickets to Theatre/Operas/Concerts		94	\$62.53	\$1,269,090
Tickets to Movies/Museums/Parks		96	\$76.27	\$1,548,126
Admission to Sporting Events, excl. Trips		100	\$59.15	\$1,200,478
Fees for Recreational Lessons		99	\$136.97	\$2,780,031
Dating Services		100	\$0.67	\$13,576
TV/Video/Audio		96	\$1,255.48	\$25,482,379
Cable and Satellite Television Services		96	\$927.10	\$18,817,365
Televisions		97	\$115.02	\$2,334,629
Satellite Dishes		96	\$1.68	\$34,133
VCRs, Video Cameras, and DVD Players		97	\$5.37	\$109,004
Miscellaneous Video Equipment		98	\$14.21	\$288,371
Video Cassettes and DVDs		97	\$12.02	\$244,062
Video Game Hardware/Accessories		97	\$28.78	\$584,141
Video Game Software		96	\$14.42	\$292,611
Streaming/Downloaded Video		97	\$32.03	\$650,185
Rental of Video Cassettes and DVDs		94	\$12.05	\$244,526
Installation of Televisions		99	\$0.91	\$18,415
Audio (3)		95	\$88.60	\$1,798,217
Rental and Repair of TV/Radio/Sound Equipment		96	\$3.29	\$66,721
Pets		95	\$601.74	\$12,213,601
Toys/Games/Crafts/Hobbies (4)		97	\$111.70	\$2,267,267
Recreational Vehicles and Fees (5)		94	\$102.99	\$2,090,365
Sports/Recreation/Exercise Equipment (6)		98	\$174.16	\$3,534,928
Photo Equipment and Supplies (7)		99	\$52.81	\$1,071,823
Reading (8)		94	\$106.33	\$2,158,122
Catered Affairs (9)		95	\$25.64	\$520,367
Food		96	\$8,230.36	\$167,051,517
Food at Home		96	\$4,812.22	\$97,673,623
Bakery and Cereal Products		96	\$633.07	\$12,849,476
Meats, Poultry, Fish, and Eggs		96	\$1,080.78	\$21,936,520
Dairy Products		95	\$490.66	\$9,958,852
Fruits and Vegetables		96	\$942.98	\$19,139,622
Snacks and Other Food at Home (10)		96	\$1,664.74	\$33,789,154
Food Away from Home		97	\$3,418.14	\$69,377,894
Alcoholic Beverages		97	\$541.56	\$10,991,946

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2018 and 2023; Consumer Spending data are derived from the 2015 and 2016 Consumer Expenditure Surveys, Bureau of Labor Statistics.

December 10, 2018

75115 (Desoto)
 75115 (Desoto)
 Geography: ZIP Code

Demographic reports for EDC

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	96	\$4,824.92	\$97,931,408
Value of Retirement Plans	99	\$22,944.94	\$465,713,512
Value of Other Financial Assets	94	\$1,330.23	\$26,999,629
Vehicle Loan Amount excluding Interest	97	\$2,705.59	\$54,915,459
Value of Credit Card Debt	99	\$580.65	\$11,785,515
Health			
Nonprescription Drugs	97	\$129.25	\$2,623,414
Prescription Drugs	96	\$346.03	\$7,023,394
Eyeglasses and Contact Lenses	96	\$89.57	\$1,817,943
Home			
Mortgage Payment and Basics (11)	101	\$8,714.09	\$176,869,901
Maintenance and Remodeling Services	100	\$2,048.54	\$41,579,300
Maintenance and Remodeling Materials (12)	98	\$478.06	\$9,703,103
Utilities, Fuel, and Public Services	97	\$4,791.74	\$97,258,017
Household Furnishings and Equipment			
Household Textiles (13)	97	\$96.03	\$1,949,127
Furniture	99	\$606.91	\$12,318,526
Rugs	94	\$23.24	\$471,623
Major Appliances (14)	99	\$345.02	\$7,002,914
Housewares (15)	96	\$99.68	\$2,023,177
Small Appliances	94	\$45.88	\$931,152
Luggage	98	\$13.46	\$273,266
Telephones and Accessories	94	\$66.01	\$1,339,777
Household Operations			
Child Care	99	\$511.69	\$10,385,815
Lawn and Garden (16)	98	\$420.64	\$8,537,766
Moving/Storage/Freight Express	98	\$63.08	\$1,280,404
Housekeeping Supplies (17)	96	\$691.61	\$14,037,631
Insurance			
Owners and Renters Insurance	99	\$563.84	\$11,444,306
Vehicle Insurance	96	\$1,210.22	\$24,563,768
Life/Other Insurance	98	\$407.20	\$8,264,883
Health Insurance	97	\$3,653.90	\$74,163,133
Personal Care Products (18)	97	\$470.42	\$9,548,168
School Books and Supplies (19)	97	\$145.37	\$2,950,477
Smoking Products	93	\$384.74	\$7,808,978
Transportation			
Payments on Vehicles excluding Leases	98	\$2,347.04	\$47,637,872
Gasoline and Motor Oil	96	\$2,305.04	\$46,785,332
Vehicle Maintenance and Repairs	97	\$1,040.60	\$21,121,077
Travel			
Airline Fares	96	\$506.05	\$10,271,252
Lodging on Trips	98	\$559.04	\$11,346,734
Auto/Truck Rental on Trips	98	\$27.11	\$550,234
Food and Drink on Trips	97	\$501.35	\$10,175,997

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2018 and 2023; Consumer Spending data are derived from the 2015 and 2016 Consumer Expenditure Surveys, Bureau of Labor Statistics.

December 10, 2018

75115 (Desoto)
75115 (Desoto)
Geography: ZIP Code

Demographic reports for EDC

- (1) Apparel Products and Services** includes shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) Membership Fees for Clubs** includes membership fees for social, recreational, and civic clubs.
- (3) Audio** includes satellite radio service, radios, stereos, sound components, equipment and accessories, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, musical instruments and accessories, and rental and repair of musical instruments.
- (4) Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, online entertainment and games, and stamp and coin collecting.
- (5) Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, payments on boats, trailers, campers and RVs, rental of boats, trailers, campers and RVs, and camp fees.
- (6) Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers.
- (9) Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fats and oils, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips and other snacks, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent on owned dwellings.
- (12) Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers and decorative pillows.
- (14) Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) Housewares** includes flatware, dishes, cups glasses, serving pieces, nonelectric cookware, and tableware.
- (16) Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, other miscellaneous care products and personal care appliances.
- (19) School Books and Supplies** includes school books and supplies for college, elementary school, high school, vocational/technical school, preschool and other schools.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2018 and 2023; Consumer Spending data are derived from the 2015 and 2016 Consumer Expenditure Surveys, Bureau of Labor Statistics.

December 10, 2018

Retail Strategic Plan (continued)

Based upon DeSoto's current demographic profile and a demand analysis, a target list of the following should be a goal of the community:

Potential anchors:
 Super Target
 Dick's Sporting Goods
 24 Hour Fitness/Lifetime Fitness
 Academy/Sports Authority
 Rooms to Go Furniture
 Best Buy

Potential ancillary stores/restaurants/family entertainment venues:

Main Event
 Studio Movie Grill
 Corner Bakery
 Chipotle
 Kohl's
 Stein Mart
 Marshall's
 Ross
 Bath and Body Works
 Children's Place
 BJ's Brewery
 PetsMart/Petco
 DSW (Discount Shoe Warehouse)
 Einstein's Bagels
 Alamo Draft House
 Chick Fil-A

Typically, these stores typically follow stores listed above. Therefore, if a strong anchor is attracted, momentum will naturally guide these stores to follow

The retailers listed above can be recruited through relationships with real estate brokers representing the individual companies and through organizations such as ICSC (International Council of Shopping Centers). ICSC has one major national show in May in Las Vegas, Nevada and one state-supported show in Texas in January. In addition, staff members should be involved in various levels of the organization including committee assignments and networking sponsorships.

Once attracted, what next?—Retention strategy

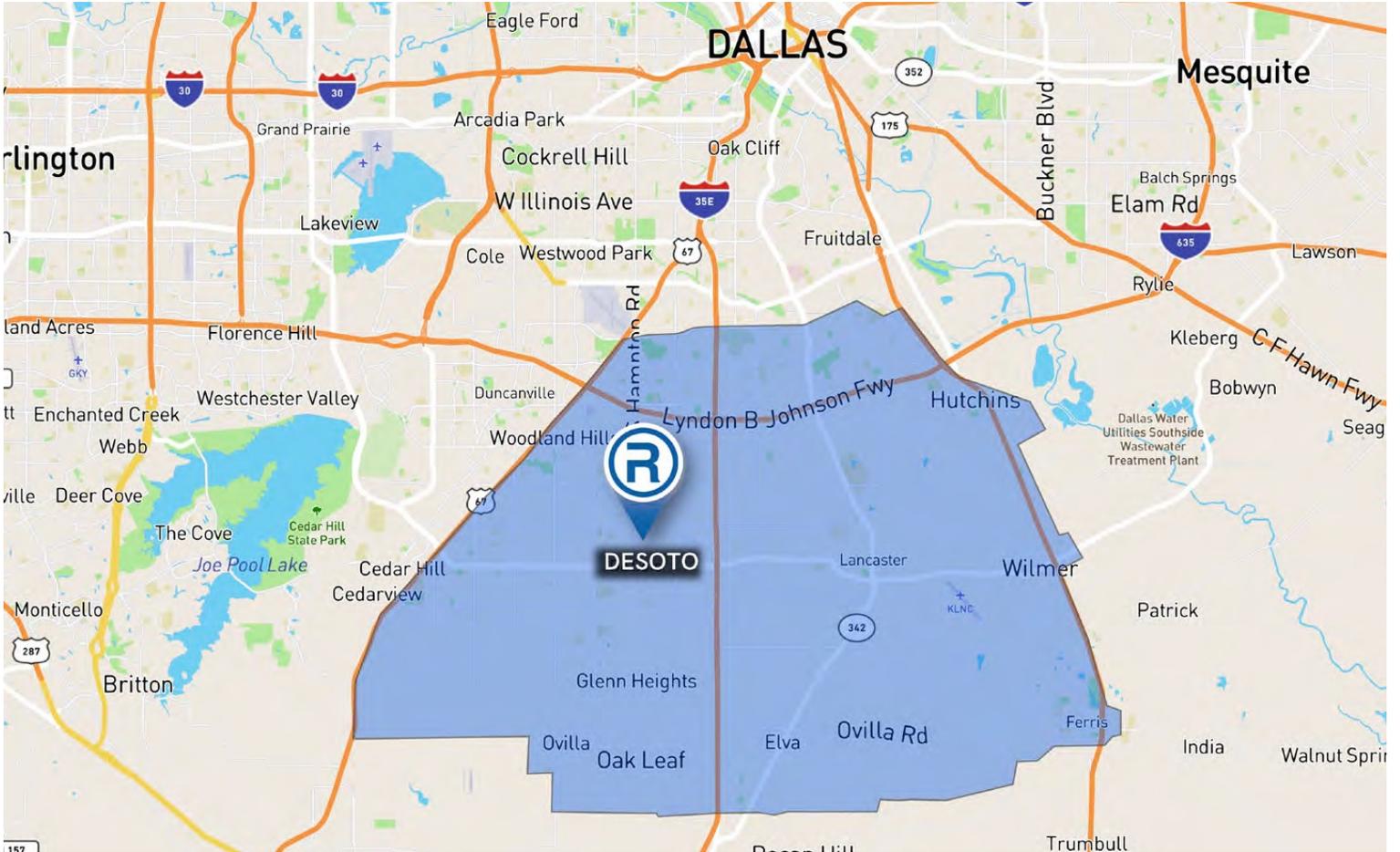
One of the key issues raised by developers and national retailers was concern that once retailers decide to locate in the community, there would be a lack of ongoing support. In such a commuter-oriented community, an average person spends 35 to 40 minutes traveling alone in their car to work. While DeSoto hopes to transform into a community in which people can both live and work, that transformation has not

Retail Strategic Plan (continued)

yet fully occurred and many people travel into the City of Dallas or other surrounding metroplex communities for their jobs. As a result, there is not as much familiarity with the local retail establishments near where they work.

To enhance productivity, many large employers in the community (i.e. Solar Turbines, Kohl's, DeSoto ISD) provide spaces at work that keep employees at their place of employment during lunch. This is coupled by the fact that the average employee may only have 30 minutes to spend on a lunch or dinner break depending upon the shift that is worked. It is often difficult for small retailers to reach out to larger businesses and provide special pricing options for employees. However, with the City's and DEDC's support a coordinated approach could facilitate specific "shop where you work" types of opportunities. This could be as simple as working with the retailers to reach out and host a networking event at a local retailer where other retailers could provide coupons or other inducements to increase familiarity with their offerings. A concerted effort to work with the local chamber of commerce via Shop DeSoto First campaigns should also be a priority to garner additional support from the local community. The DEDC could also consider incorporating a prize/incentive program for consumers who effectively utilize their disposable income in the DeSoto community.

RETAIL TRADE AREA
DeSoto, Texas



HELIPORT



Executive Summary

The DeSoto EDC conducted a feasibility study for a heliport operation in DeSoto in October 2009. It was determined that there was a market for a vertical flight facility in DeSoto's Eagle Industrial Park, with the possibility of ancillary projects and businesses that would be supported by the new heliport. As a result, the City of DeSoto in cooperation with the DeSoto EDC applied for a grant from the Texas Department of Transportation to fund a vertical flight facility.

The City of DeSoto received a \$500,000 grant from the Texas Department of Transportation to support the construction of a heliport in the community. This grant was coupled with dollars from the City and the DeSoto Economic Development Corporation. The DeSoto heliport is located on the corners of Danieldale Road and Kestrel strategically located in the Eagle Industrial Park. As a result, the city benefits from additional revenue from the collection of business personal property taxes, attraction of ancillary businesses and increased traffic in the community.

The design and construction of the facility was completed in 2012. The DeSoto EDC budgets about \$35,000 annually for the Heliport note payment.



The DeSoto Economic Development Corporation is a member of the Helicopter Association International and is currently maximizing benefits associated with membership.

The heliport benefits the City of DeSoto as an economic and transportation entity but, also contribute to the growth of the aviation industry in the North Central Texas region. The aerospace and aviation industry, according to a 2017 Texas Department of Transportation impact study, creates over 48,000 jobs, a \$2.5 billion payroll and has a total economic impact of over \$9.3 billion.

In 2018, the DeSoto Heliport had 37 full-time equivalent (FTE) jobs, had a total payroll -or measure of the total annual salary, wages, and benefits paid to all workers whose livelihoods are directly attributable to airport activity- of \$1,766,000. Output measure the value of goods and services related to airports in Texas. The Total Output of the DeSoto Heliport was \$7,090,000 in 2018.



DeSoto Heliport SWOT Analysis

Strengths:

Only heliport located within Best Southwest boundaries
Fueling station
Strategically located in Eagle Industrial Park
Proximity to downtown Dallas and surrounding DFW metroplex

Weaknesses:

Somewhat limited capacity in initial phases

Opportunities:

Potential revenue stream in the form of business personal property, ground lease, and fuel sur- charges to the City of DeSoto.
Opportunities to submit future grant proposals for expansion to Texas Department of Transporta- tion and Federal Aviation Administration.
Potential attraction of outside businesses that support vertical flight
Potential use by area corporate executives
Potential portal for educational and other training opportunities
Tremendous growth potential

Threats:

Potential for surrounding communities to adopt plans for heliports
Overall decline in use of vertical flight aviation
Increasing use of new technology to gain timely information



DeSoto Heliport Strategic Marketing Plan

Action Steps:

- Design and create new panel depicting new heliport for DEDC booth.
 - Submit articles, press releases to Helicopter International Association through rotornews.com
 - Perform cluster analysis of existing membership of Helicopter International Association and schedule visits with prospect companies
 - Sponsorship of events associated with vertical flight organizations.
 - Attend and participate in annual trade shows specifically related to vertical flight aviation
 - Establish relationships with local media organizations to promote heliport.
 - Strategically place advertisements in aviation industry magazines in United States and Canada
- Potential companies (with heliport affiliation) to target for relocation/expansion into DeSoto:
- CareFlite
 - Emergency Medical Services Corporation which operates under two entities:
 - American Medical Response
 - EmCare Holdings, Inc.
 - Angel MedFlight
 - Helicopter assembly and manufacturing companies
 - Area news stations
 - Area radio stations
 - Miscellaneous companies specializing in repair and maintenance operations

APPENDIX



Demographic and Income Profile

City of DeSoto
 City of DeSoto, Texas Ring:
 3 mile radius

Prepared by Jerry Hicklen
 Latitude: 32.59923
 Longitude: -96.86339

Summary	Census 2010	2018	2023
Population	64,534	73,520	78,981
Households	23,118	25,782	27,372
Families	16,858	19,040	20,348
Average Household Size	2.77	2.83	2.87
Owner Occupied Housing Units	14,802	15,868	17,301
Renter Occupied Housing Units	8,316	9,914	10,071
Median Age	35.4	36.5	36.8
Trends: 2018 - 2023 Annual Rate	Area	State	National
Population	1.44%	1.65%	0.83%
Households	1.20%	1.62%	0.79%
Families	1.34%	1.58%	0.71%
Owner HHs	1.74%	2.09%	1.16%
Median Household Income	1.71%	2.23%	2.50%

Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	2,555	9.9%	2,339	8.5%
\$15,000 - \$24,999	2,162	8.4%	2,056	7.5%
\$25,000 - \$34,999	2,602	10.1%	2,597	9.5%
\$35,000 - \$49,999	3,212	12.5%	3,251	11.9%
\$50,000 - \$74,999	4,776	18.5%	4,954	18.1%
\$75,000 - \$99,999	3,594	13.9%	3,899	14.2%
\$100,000 - \$149,999	4,290	16.6%	5,113	18.7%
\$150,000 - \$199,999	1,670	6.5%	1,991	7.3%
\$200,000+	921	3.6%	1,170	4.3%
Median Household Income	\$59,948		\$65,265	
Average Household Income	\$76,989		\$85,378	
Per Capita Income	\$27,359		\$29,941	

Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	4,629	7.2%	4,867	6.6%	5,225	6.6%
5 - 9	5,169	8.0%	5,129	7.0%	5,321	6.7%
10 - 14	5,569	8.6%	5,410	7.4%	5,638	7.1%
15 - 19	5,000	7.7%	5,144	7.0%	5,261	6.7%
20 - 24	3,604	5.6%	4,740	6.4%	4,517	5.7%
25 - 34	7,901	12.2%	10,037	13.7%	11,515	14.6%
35 - 44	9,551	14.8%	9,288	12.6%	10,383	13.1%
45 - 54	9,534	14.8%	9,806	13.3%	9,692	12.3%
55 - 64	7,575	11.7%	9,338	12.7%	9,530	12.1%
65 - 74	3,544	5.5%	6,403	8.7%	7,415	9.4%
75 - 84	1,765	2.7%	2,448	3.3%	3,498	4.4%
85+	693	1.1%	910	1.2%	986	1.2%

Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	14,846	23.0%	14,666	19.9%	14,462	18.3%
Black Alone	43,417	67.3%	50,978	69.3%	55,578	70.4%
American Indian Alone	265	0.4%	275	0.4%	283	0.4%
Asian Alone	571	0.9%	763	1.0%	909	1.2%
Pacific Islander Alone	30	0.0%	36	0.0%	39	0.0%
Some Other Race Alone	4,077	6.3%	5,086	6.9%	5,758	7.3%
Two or More Races	1,329	2.1%	1,718	2.3%	1,951	2.5%
Hispanic Origin (Any Race)	9,444	14.6%	11,663	15.9%	13,318	16.9%

Data Note: Income is expressed in current dollars.

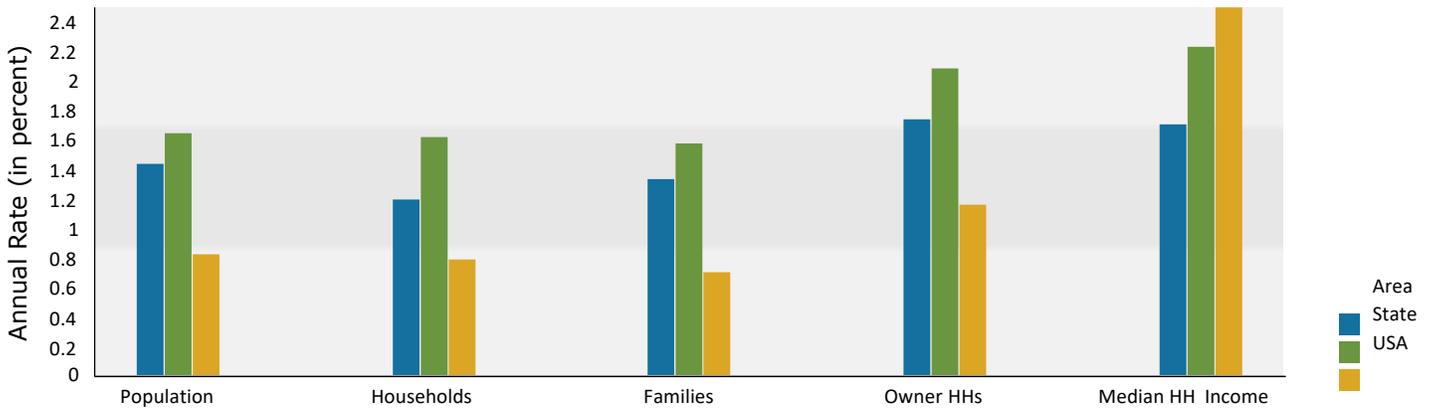
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

Demographic and Income Profile

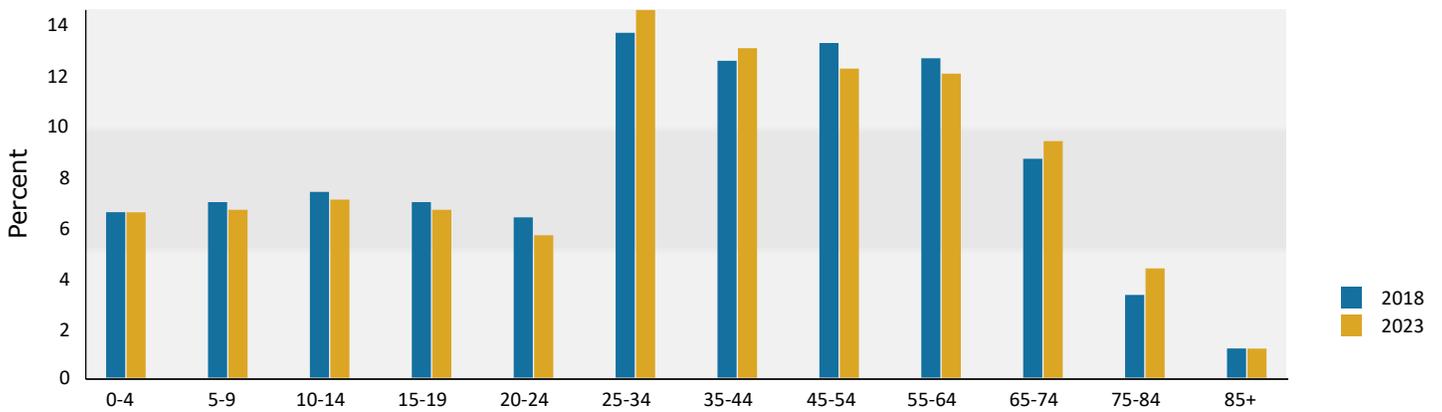
City of DeSoto
 City of DeSoto, Texas
 Ring: 3 mile radius

Prepared by Jerry Hicklen
 Latitude: 32.59923
 Longitude: -96.86339

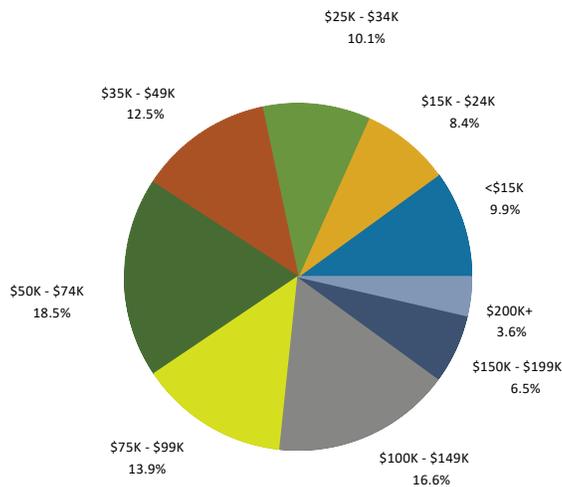
Trends 2018-2023



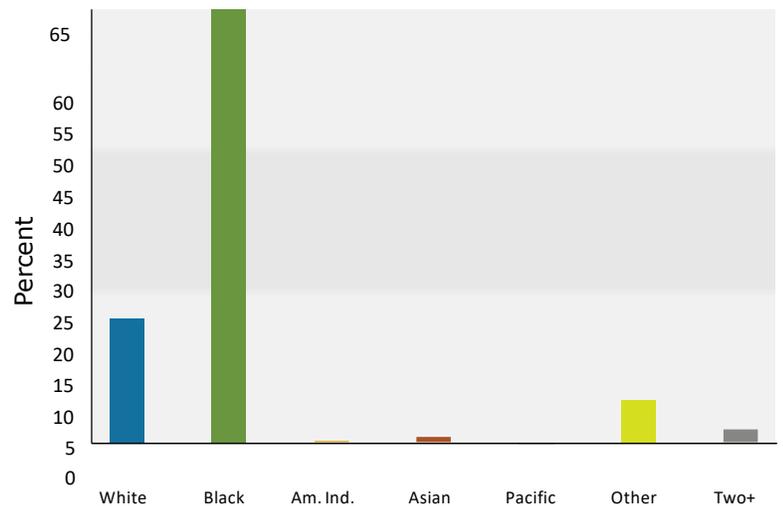
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 15.9%



December 11, 2018

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Demographic and Income Profile

City of DeSoto
City of DeSoto, Texas
Ring: 3 mile radius

Prepared by Jerry Hicklen
Latitude: 32.59923
Longitude: -96.86339



Demographic and Income Profile

City of DeSoto
 City of DeSoto, Texas
 Ring: 5 mile radius

Prepared by Jerry Hicklen
 Latitude: 32.59923
 Longitude: -96.86339

Summary	Census 2010	2018	2023
Population	174,032	194,092	206,986
Households	62,058	67,792	71,526
Families	45,035	49,780	52,848
Average Household Size	2.79	2.85	2.88
Owner Occupied Housing Units	38,050	39,593	43,125
Renter Occupied Housing Units	24,008	28,199	28,402
Median Age	33.5	34.7	34.9
Trends: 2018 - 2023 Annual Rate	Area	State	National
Population	1.29%	1.65%	0.83%
Households	1.08%	1.62%	0.79%
Families	1.20%	1.58%	0.71%
Owner HHs	1.72%	2.09%	1.16%
Median Household Income	1.57%	2.23%	2.50%

Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	6,954	10.3%	6,334	8.9%
\$15,000 - \$24,999	6,263	9.2%	5,884	8.2%
\$25,000 - \$34,999	7,513	11.1%	7,388	10.3%
\$35,000 - \$49,999	9,437	13.9%	9,491	13.3%
\$50,000 - \$74,999	13,530	20.0%	14,029	19.6%
\$75,000 - \$99,999	9,249	13.6%	10,172	14.2%
\$100,000 - \$149,999	9,415	13.9%	11,470	16.0%
\$150,000 - \$199,999	3,274	4.8%	3,934	5.5%
\$200,000+	2,156	3.2%	2,823	3.9%
Median Household Income	\$54,980		\$59,420	
Average Household Income	\$71,352		\$79,794	
Per Capita Income	\$25,098		\$27,734	

Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	13,675	7.9%	13,984	7.2%	14,875	7.2%
5 - 9	14,434	8.3%	14,224	7.3%	14,753	7.1%
10 - 14	14,868	8.5%	14,652	7.5%	15,333	7.4%
15 - 19	13,874	8.0%	13,773	7.1%	14,259	6.9%
20 - 24	10,776	6.2%	13,215	6.8%	12,666	6.1%
25 - 34	23,016	13.2%	28,040	14.4%	31,812	15.4%
35 - 44	25,814	14.8%	24,970	12.9%	27,578	13.3%
45 - 54	24,606	14.1%	25,157	13.0%	24,684	11.9%
55 - 64	18,411	10.6%	23,054	11.9%	23,258	11.2%
65 - 74	8,802	5.1%	15,175	7.8%	17,532	8.5%
75 - 84	4,161	2.4%	5,746	3.0%	7,964	3.8%
85+	1,595	0.9%	2,102	1.1%	2,273	1.1%

Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	45,771	26.3%	45,888	23.6%	45,793	22.1%
Black Alone	107,223	61.6%	122,802	63.3%	132,813	64.2%
American Indian Alone	826	0.5%	846	0.4%	876	0.4%
Asian Alone	1,531	0.9%	2,007	1.0%	2,379	1.1%
Pacific Islander Alone	84	0.0%	99	0.1%	107	0.1%
Some Other Race Alone	14,806	8.5%	17,700	9.1%	19,676	9.5%
Two or More Races	3,791	2.2%	4,750	2.4%	5,343	2.6%
Hispanic Origin (Any Race)	33,252	19.1%	39,479	20.3%	44,330	21.4%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.



Demographic and Income Profile

City of DeSoto
City of DeSoto, Texas
Ring: 5 mile radius

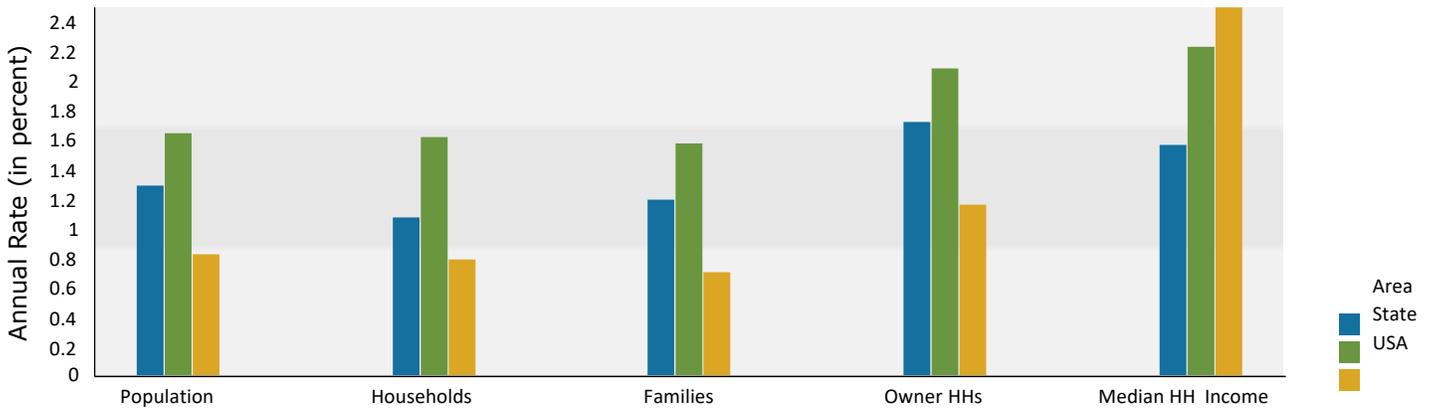
Prepared by Jerry Hicklen
Latitude: 32.59923
Longitude: -96.86339

Demographic and Income Profile

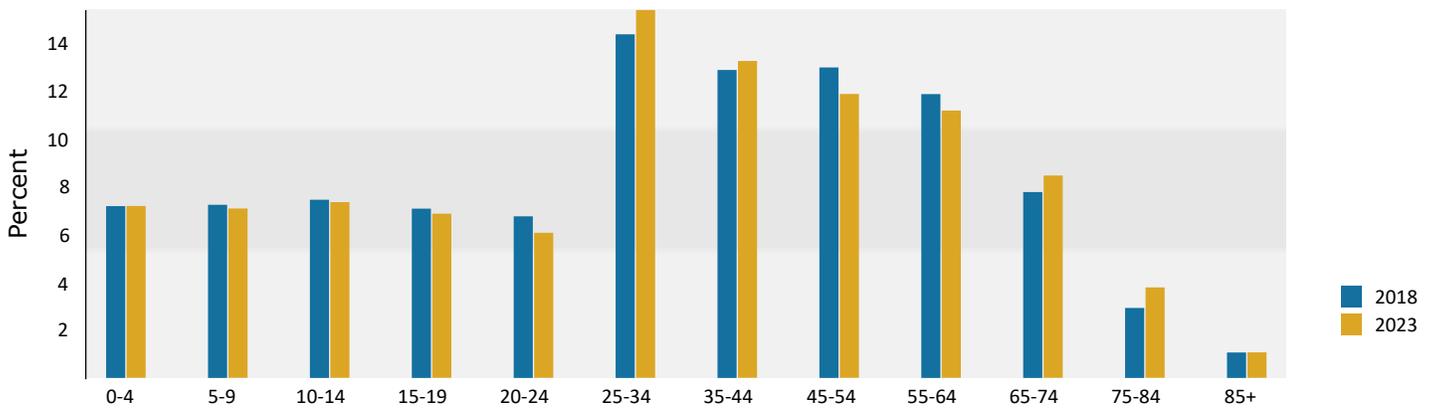
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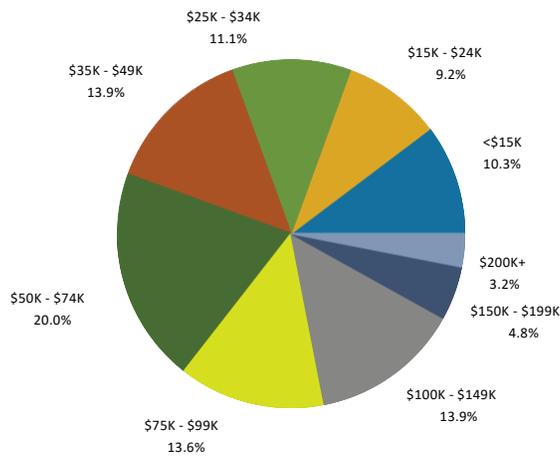
Trends 2018-2023



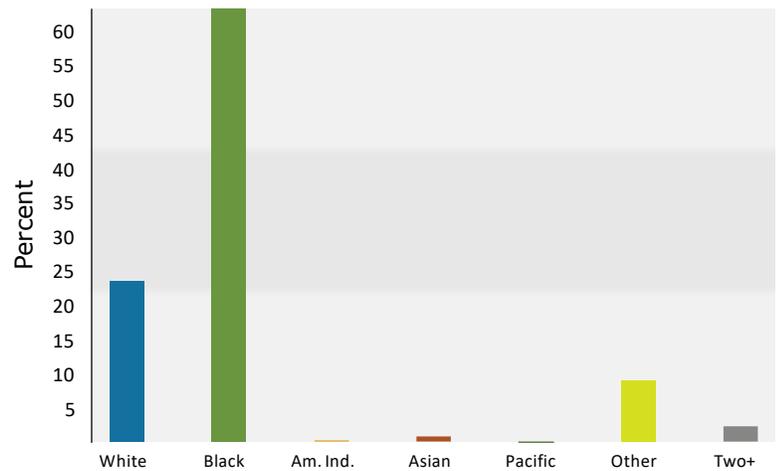
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 20.3%



December 11, 2018

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Demographic and Income Profile

City of DeSoto
City of DeSoto, Texas
Ring: 5 mile radius

Prepared by Jerry Hicklen
Latitude: 32.59923
Longitude: -96.86339



Demographic and Income Profile

City of DeSoto
 City of DeSoto, Texas
 Ring: 10 mile radius

Prepared by Jerry Hicklen
 Latitude: 32.59923
 Longitude: -96.86339

Summary	Census 2010	2018	2023
Population	502,266	552,869	585,972
Households	166,718	180,103	189,280
Families	123,966	135,360	143,016
Average Household Size	2.98	3.04	3.06
Owner Occupied Housing Units	106,721	109,487	118,801
Renter Occupied Housing Units	59,997	70,616	70,479
Median Age	32.6	33.8	34.4
Trends: 2018 - 2023 Annual Rate	Area	State	National
Population	1.17%	1.65%	0.83%
Households	1.00%	1.62%	0.79%
Families	1.11%	1.58%	0.71%
Owner HHs	1.65%	2.09%	1.16%
Median Household Income	1.64%	2.23%	2.50%

Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	22,999	12.8%	20,927	11.1%
\$15,000 - \$24,999	19,220	10.7%	17,945	9.5%
\$25,000 - \$34,999	20,718	11.5%	20,159	10.7%
\$35,000 - \$49,999	25,587	14.2%	25,839	13.7%
\$50,000 - \$74,999	33,667	18.7%	35,342	18.7%
\$75,000 - \$99,999	21,804	12.1%	24,351	12.9%
\$100,000 - \$149,999	22,664	12.6%	27,902	14.7%
\$150,000 - \$199,999	7,710	4.3%	9,262	4.9%
\$200,000+	5,733	3.2%	7,552	4.0%
Median Household Income	\$50,749		\$55,060	
Average Household Income	\$67,457		\$76,121	
Per Capita Income	\$22,349		\$24,939	

Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	41,069	8.2%	41,854	7.6%	44,140	7.5%
5 - 9	41,770	8.3%	41,723	7.5%	43,177	7.4%
10 - 14	41,743	8.3%	41,773	7.6%	43,727	7.5%
15 - 19	40,783	8.1%	39,742	7.2%	41,298	7.0%
20 - 24	34,199	6.8%	40,000	7.2%	38,513	6.6%
25 - 34	67,754	13.5%	80,487	14.6%	87,647	15.0%
35 - 44	70,176	14.0%	69,328	12.5%	76,722	13.1%
45 - 54	68,485	13.6%	68,553	12.4%	67,419	11.5%
55 - 64	50,923	10.1%	63,013	11.4%	64,137	10.9%
65 - 74	27,296	5.4%	42,885	7.8%	49,429	8.4%
75 - 84	13,409	2.7%	17,549	3.2%	23,207	4.0%
85+	4,659	0.9%	5,962	1.1%	6,557	1.1%

Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	182,762	36.4%	190,740	34.5%	195,896	33.4%
Black Alone	228,425	45.5%	256,143	46.3%	274,043	46.8%
American Indian Alone	2,788	0.6%	2,864	0.5%	3,006	0.5%
Asian Alone	6,515	1.3%	8,706	1.6%	10,390	1.8%
Pacific Islander Alone	208	0.0%	265	0.0%	304	0.1%
Some Other Race Alone	69,759	13.9%	79,827	14.4%	86,421	14.7%
Two or More Races	11,808	2.4%	14,323	2.6%	15,912	2.7%
Hispanic Origin (Any Race)	167,860	33.4%	190,698	34.5%	208,427	35.6%

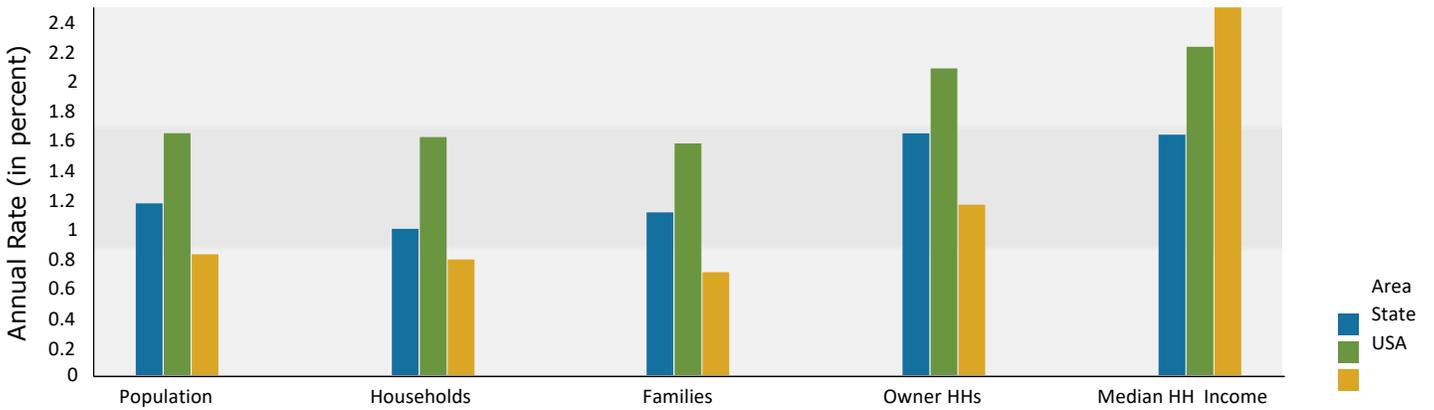
Data Note: Income is expressed in current dollars.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

Demographic and Income Profile

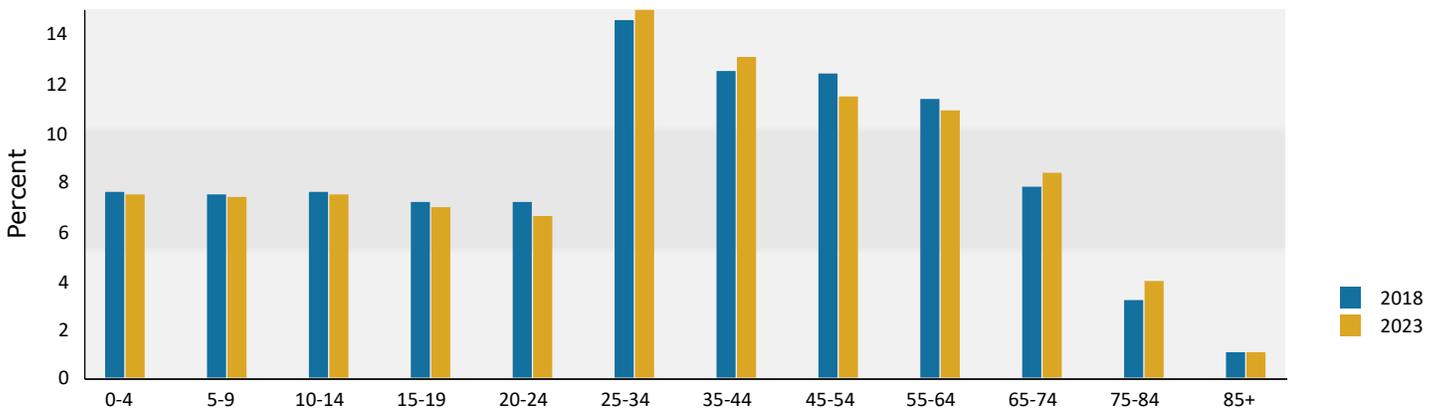
City of DeSoto
 City of DeSoto, Texas
 Ring: 10 mile radius

Prepared by Jerry Hicklen
 Latitude: 32.59923
 Longitude: -96.86339

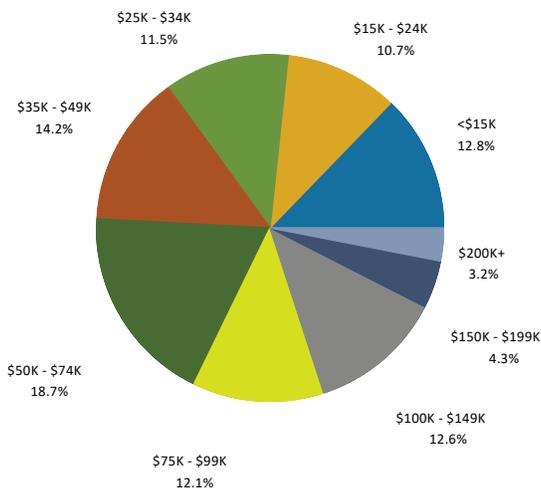
Trends 2018-2023



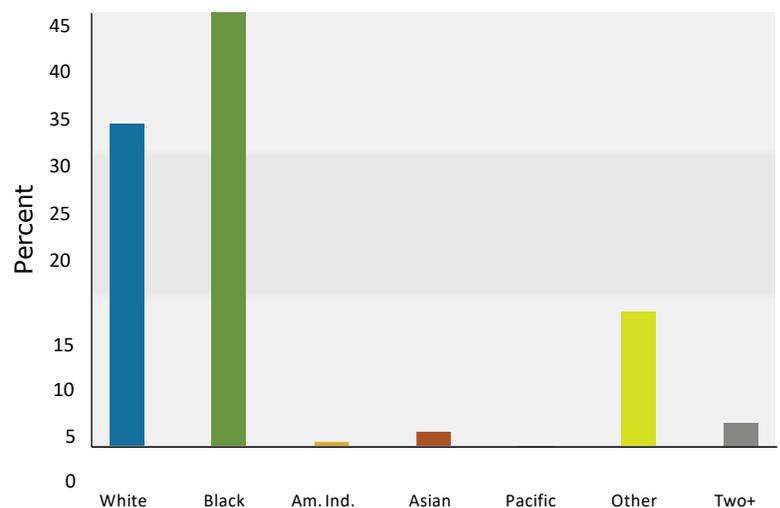
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 34.5%



Source: U.S. Census Bureau, Census 2010 Summary

Demographic and Income Profile

City of DeSoto
City of DeSoto, Texas
Ring: 10 mile radius

Prepared by Jerry Hicklen
Date: 11/2/18
Latitude: 32.59923
Longitude: -96.86339

Primary Goals of the DeSoto Economic Development Corporation

- Increase the size, quality, and diversity of DeSoto’s economic and employment tax base
- Create quality, high-paying, primary jobs for DeSoto citizens.
- Enhance the quality of life for DeSoto citizens with the development of desired restaurants, retail, office, medical services, technology infrastructure, mixed-use, hospitality and entertainment venues, and complementary public spaces.

DeSoto City Council Roles and Responsibilities

- Provide city policy that provides guidelines and working parameters for the DEDC Board of Directors.
- Provide city policy, guidelines, and programs that encourage outside capital investment in DeSoto.
- Enhance the local business environment’s capacity to support and retain local businesses and support the growth and expansion of local businesses.
- Increase and diversify the local tax base, improve the quality of life for the citizens of DeSoto, and create quality, primary jobs for the citizens of DeSoto.
- Annually review and approve, consistent with city policy, the DEDC Board’s five-year strategic plan, annual plan of work, and annual budget.
- Evaluate the DEDC’s performance.
- Require that the DEDC be responsible and accountable to it for the proper discharge of its duties as signed in the Corporation’s By-laws.
- Appoint, and hold accountable, Board Members of the DEDC.

DEDC Board Roles and Responsibilities

- Annually provide ongoing guidance for and approval of a five-year strategic plan, annual plan of work, and annual budget, which is prepared by the DEDC staff for submission to the City Council.
- Provide continuity for the DEDC.
- Select, hire, review, and evaluate the Chief Executive Officer.
- Offer administrative guidance and support for the operation of the DEDC and govern the organization by broad policies and objectives.
- Annually evaluate the DEDC’s performance.
- Annually ensure that the Chief Executive Officer of the DEDC develops procedures and implement programs, within the working parameters of City policy, to encourage outside capital investment in



DeSoto.

- Enhance the business environment's capacity to support and retain local businesses and support the growth and expansion of local businesses.

DEDC Board Responsibilities (continued)

- Increase and diversify the local tax base, improve the quality of life for the citizens of DeSoto, and create quality, primary jobs for the citizens of DeSoto.
- Oversee the acquisition and expenditure of funds from the approved annual budget to accomplish the objectives established in the annual plan of work and the five-year strategic plan.
- Accept responsibility for funding associated with all grants and projects.
- Support and enhance the DEDC's positive public image.
- Adopt a formal policy for investments made by the corporation.
- Hold an annual joint meeting with DeSoto ISD, City Council, DEDC Board, DeSoto Chamber of Commerce.

DEDC Staff Roles and Responsibilities

- Research and develop an ongoing five-year strategic plan, annual plan of work, and an annual budget to ensure consistent and timely progress toward the fulfillment of the DEDC's mission for the DEDC Board's review and approval.
- Evaluate progress toward fulfilling the five-year strategic plan and plan of work and formally report this progress quarterly to the DEDC Board.
- The Executive Director will develop procedures and implement programs of the DEDC Board to encourage outside capital investment in DeSoto and enhance the business environment's capacity to support, retail, and expand local businesses.
- The Chief Executive Officer will also increase and diversify the local tax base, improve the quality of life for the citizens of DeSoto, and create quality, primary jobs for the citizens of DeSoto.
- The Executive Director will recruit, develop, motivate, and retain a quality staff skilled in the art of economic development and fully capable of executing the five-year strategic plan and the annual plan of work.
- The Executive Director will serve as an effective representative and spokesperson for the DEDC by communicating the DEDC's programs in light of the community's initiatives to developers, end users, public and private agencies involved in development, city staff, elected officials, and the general public.
- The Executive Director will administer funds from the approved annual budget to accomplish the objectives established in the annual plan of work and five-year strategic plan.
- Develop a sound working relationship with the DEDC Board by providing appropriate, adequate, and timely



information on the condition of the organization and all important factors that influence it.

Resources

The DEDC gratefully acknowledges the following sources for the preparation and development of this Strategic Plan:

ESRI information

Forbes Magazine

Fortune

Magazine

Dallas County Central Appraisal District

Helicopters Association International

International Council of Shopping Centers

Texas Economic Development Council

International Economic Development Council

CCIM

CoStar

US Census Bureau

Sageworks, a financial information company

City of DeSoto GIS Manager, Jerry Hicklen

Fulcrum Industry Report

Texas Department of Transportation

Economic Overview

City of DeSoto, TX



JOBS **eQ**

December 5, 2018

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Demographic Profile

The population in the City of DeSoto, TX was 51,854 per American Community Survey data for 2012-2016.

The region has a civilian labor force of 27,912 with a participation rate of 69.6%. Of individuals 25 to 64 in the City of DeSoto, TX, 29.6% have a bachelor's degree or higher which compares with 31.8% in the nation.

The median household income in the City of DeSoto, TX is \$60,350 and the median house value is \$147,800.

Summary¹

	Percent			Value		
	City of DeSoto, TX	Dallas-Fort Worth- Arlington, TX MSA	Texas	City of DeSoto, TX	Dallas-Fort Worth- Arlington, TX MSA	Texas
Demographics						
Population (ACS)	—	—	—	51,854	6,957,123	26,956,435
Male	46.2%	49.2%	49.6%	23,955	3,421,036	13,379,165
Female	53.8%	50.8%	50.4%	27,899	3,536,087	13,577,270
Median Age ²	—	—	—	39.4	34.5	34.2
Under 18 Years	25.8%	26.8%	26.5%	13,375	1,864,979	7,132,476
18 to 24 Years	6.8%	9.3%	10.2%	3,545	646,857	2,738,831
25 to 34 Years	11.1%	14.7%	14.5%	5,768	1,021,960	3,915,774
35 to 44 Years	14.1%	14.4%	13.5%	7,320	999,869	3,642,463
45 to 54 Years	13.2%	13.8%	12.9%	6,835	959,505	3,471,589
55 to 64 Years	15.8%	10.8%	11.0%	8,168	751,684	2,958,735
65 to 74 Years	8.0%	6.2%	6.8%	4,147	434,248	1,828,562
75 Years, and Over	5.2%	4.0%	4.7%	2,696	278,021	1,268,005
Race: White	26.0%	69.7%	74.8%	13,464	4,850,749	20,174,403
Race: Black or African American	69.7%	15.3%	11.9%	36,133	1,063,621	3,221,133
Race: American Indian and Alaska Native	0.1%	0.4%	0.5%	51	30,359	128,145
Race: Asian	0.4%	6.1%	4.4%	203	423,296	1,175,423
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.1%	66	6,834	22,248
Race: Some Other Race	1.8%	5.5%	5.8%	944	383,913	1,561,683
Race: Two or More Races	1.9%	2.9%	2.5%	993	198,351	673,400
Hispanic or Latino (of any race)	15.2%	28.2%	38.6%	7,868	1,959,073	10,413,150
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	69.6%	68.7%	64.5%	27,912	3,633,197	13,219,523
Armed Forces Labor Force	0.0%	0.1%	0.5%	15	3,969	92,754
Veterans, Age 18-64	5.9%	4.8%	5.4%	1,864	209,963	895,966
Veterans Labor Force Participation Rate and Size, Age 18-64	75.2%	81.1%	77.5%	1,402	170,366	694,733
Median Household Income ²	—	—	—	\$60,350	\$61,330	\$54,727
Per Capita Income	—	—	—	\$29,119	\$31,143	\$27,828
Poverty Level (of all people)	11.8%	14.0%	16.7%	6,014	964,093	4,397,307
Households Receiving Food Stamps	12.9%	10.9%	13.1%	2,521	268,051	1,220,336
Mean Commute Time (minutes)	—	—	—	31.3	27.8	25.9
Commute via Public Transportation	1.0%	1.5%	1.5%	260	50,255	188,919
Educational Attainment, Age 25-64						
No High School Diploma	9.3%	15.0%	16.5%	2,609	561,093	2,303,492

Summary¹

	Percent			Value		
	City of DeSoto, TX	Dallas-Fort Worth- Arlington, TX MSA	Texas	City of DeSoto, TX	Dallas-Fort Worth- Arlington, TX MSA	Texas
High School Graduate	21.1%	21.9%	24.7%	5,937	815,976	3,452,488
Some College, No Degree	29.0%	22.2%	22.7%	8,157	828,291	3,174,603
Associate's Degree	10.9%	7.0%	7.3%	3,073	262,104	1,015,736
Bachelor's Degree	20.0%	22.8%	19.4%	5,609	849,331	2,710,069
Postgraduate Degree	9.6%	11.1%	9.5%	2,706	416,223	1,332,173
Housing						
Total Housing Units	—	—	—	20,737	2,650,896	10,441,643
Median House Value (of owner-occupied units) ²	—	—	—	\$147,800	\$163,900	\$142,700
Homeowner Vacancy	1.3%	1.2%	1.6%	161	18,359	94,289
Rental Vacancy	9.7%	7.2%	7.6%	812	77,485	294,244
Renter-Occupied Housing Units (% of Occupied Units)	38.6%	40.3%	38.1%	7,533	988,701	3,542,096
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	6.5%	5.0%	5.6%	1,268	121,897	523,186
Social						
Enrolled in Grade 12 (% of total population)	1.8%	1.4%	1.4%	912	98,521	390,416
Disconnected Youth ⁴	3.7%	2.8%	3.2%	111	10,765	48,770
Children in Single Parent Families (% of all children)	43.5%	33.2%	35.2%	5,231	593,776	2,392,053
With a Disability, Age 18-64	11.3%	8.2%	9.8%	3,560	355,365	1,608,392
With a Disability, Age 18-64, Labor Force Participation Rate and Size	49.7%	45.9%	44.2%	1,768	163,275	710,611
Foreign Born	6.8%	17.8%	16.7%	3,514	1,238,600	4,494,345
Speak English Less Than Very Well (population 5 yrs and over)	10.3%	13.6%	14.1%	5,048	879,732	3,518,972
Union Membership						
Total ³	4.8%	4.9%	4.3%	—	—	—
Private Sector ³	3.2%	3.0%	2.3%	—	—	—
Manufacturing ³	4.8%	4.6%	3.5%	—	—	—
Public Sector ³	19.2%	18.5%	15.5%	—	—	—

Source: [JobsEQ®](#)

1. American Community Survey 2012-2016, unless noted otherwise

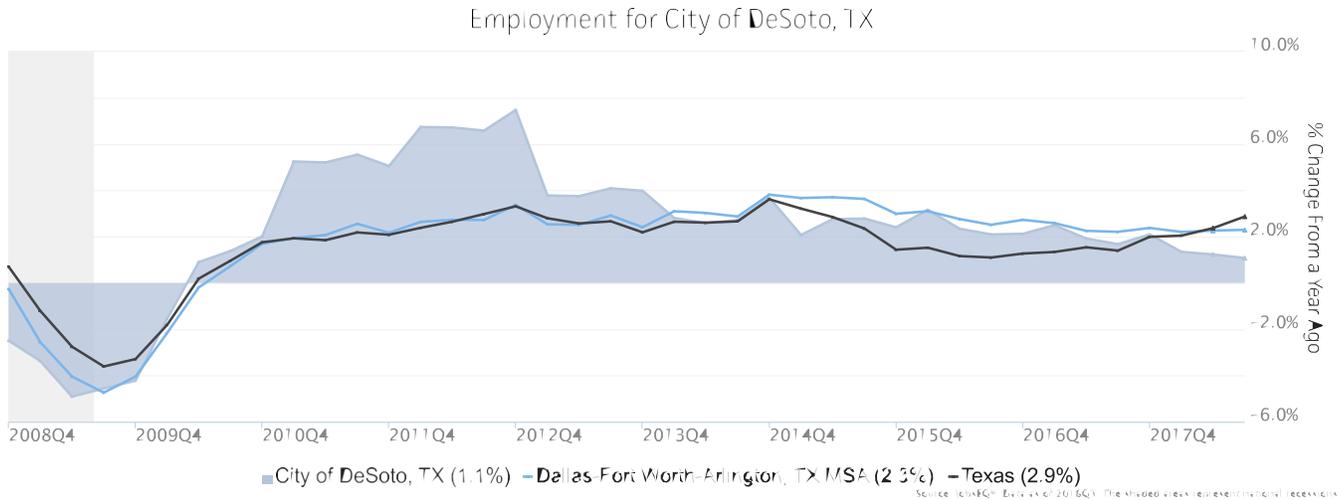
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. 2017; Current Population Survey, unionstats.com, and Chmura; county- and zip-level data are best estimates based upon industry-, MSA-, and state-level data

4. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

Employment Trends

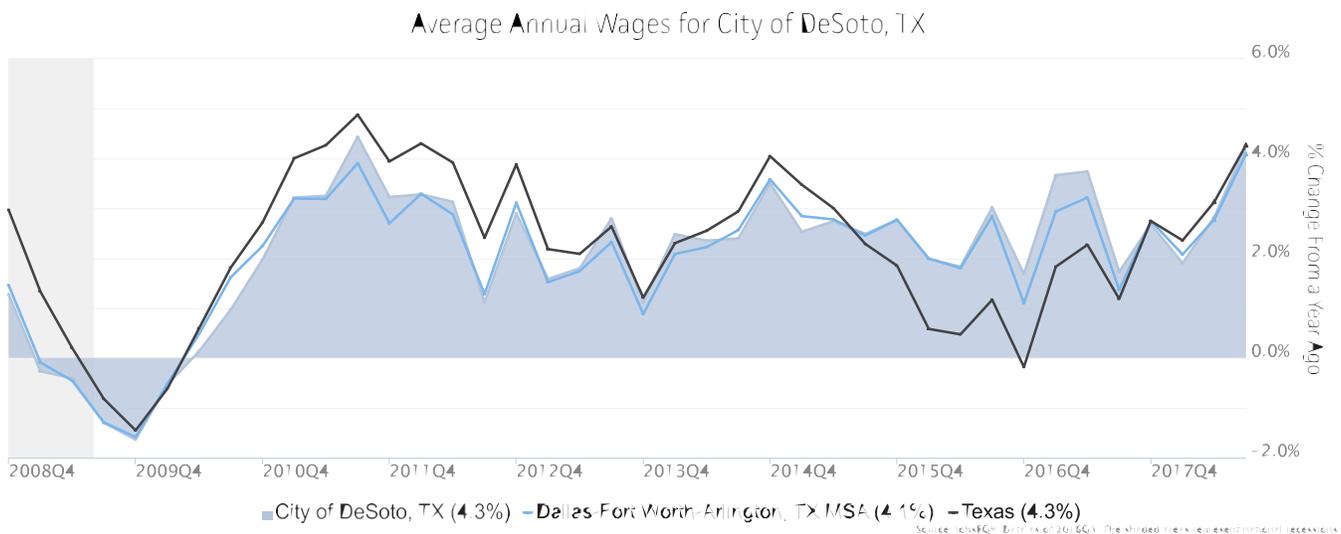
As of 2018Q3, total employment for the City of DeSoto, TX was 16,269 (based on a four-quarter moving average). Over the year ending 2018Q3, employment increased 1.1% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3.

Wage Trends

The average worker in the City of DeSoto, TX earned annual wages of \$67,480 as of 2018Q3. Average annual wages per worker increased 4.3% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$57,265 in the nation as of 2018Q3.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3.

Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 0.3% higher in City of DeSoto, TX than the U.S. average.

Cost of Living Information

	Annual Average Salary	Cost of Living Index	
		(Base US)	US Purchasing Power
City of DeSoto, TX	\$67,480	100.3	\$67,269
Dallas-Fort Worth-Arlington, TX MSA	\$60,660	102.5	\$59,196
Texas	\$56,053	94.3	\$59,419
USA	\$55,994	100.0	\$55,994

Source: [JobsEQ®](#)

Data as of 2018Q3

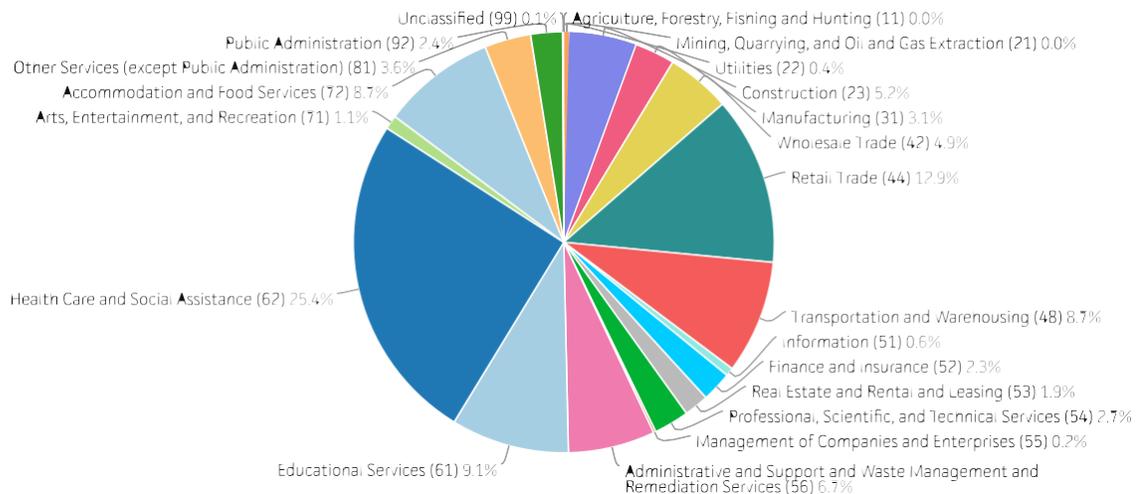
Cost of Living per C2ER, data as of 2018q3, imputed by Chmura where necessary.

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>
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Industry Snapshot

The largest sector in the City of DeSoto, TX is Health Care and Social Assistance, employing 4,132 workers. The next-largest sectors in the region are Retail Trade (2,102 workers) and Educational Services (1,478). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Transportation and Warehousing (LQ = 1.98), Health Care and Social Assistance (1.78), and Wholesale Trade (1.29).

Total Workers for City of DeSoto, TX by industry



SOURCE: JOBSQU*. Data as of 7/1/2013

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3.

Sectors in the City of DeSoto, TX with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$203,665), Management of Companies and Enterprises (\$135,532), and Utilities (\$111,817). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+758 jobs), Transportation and Warehousing (+584), and Retail Trade (+266).

Over the next 10 years, employment in the City of DeSoto, TX is projected to expand by 3,334 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +3.4% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,621 jobs), Transportation and Warehousing (+275), and Retail Trade (+223).

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>
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NAICS	Industry	Current			5-Year History		10-Year Forecast				
		Four Quarters Ending with 2018q3			Total Change	Avg Ann % Chg in Empl	Separations (Approximate)			---Growth---	
		Empl	Avg Ann Wages	LQ	Empl	Region	Total New Demand	Exits	Transfers	Empl	Avg Ann Rate
11	Agriculture, Forestry, Fishing and Hunting	3	\$15,717	0.01	0	0.0%	4	1	2	0	1.4%
21	Mining, Quarrying, and Oil and Gas Extraction	4	\$203,665	0.05	-1	-3.3%	5	1	3	1	2.3%
22	Utilities	60	\$111,817	0.71	-11	-3.4%	75	22	39	14	2.1%
23	Construction	841	\$64,635	0.91	140	3.7%	1,055	322	576	157	1.7%
31	Manufacturing	502	\$85,528	0.38	102	4.6%	525	194	330	1	0.0%
42	Wholesale Trade	803	\$86,714	1.29	-13	-0.3%	924	328	542	53	0.6%
44	Retail Trade	2,102	\$36,779	1.22	266	2.7%	3,166	1,299	1,644	223	1.0%
48	Transportation and Warehousing	1,418	\$52,968	1.98	584	11.2%	1,915	700	939	275	1.8%
51	Information	104	\$90,805	0.32	-83	-11.1%	117	38	67	11	1.0%
52	Finance and Insurance	377	\$107,048	0.59	-18	-0.9%	430	144	234	52	1.3%
53	Real Estate and Rental and Leasing	309	\$87,217	1.11	-10	-0.7%	384	154	183	47	1.4%
54	Professional, Scientific, and Technical Services	440	\$101,899	0.41	55	2.7%	518	156	261	102	2.1%
55	Management of Companies and Enterprises	29	\$135,532	0.12	9	7.7%	32	10	18	4	1.3%
56	Administrative and Support and Waste Management and Remediation Services	1,084	\$46,419	1.03	-40	-0.7%	1,536	573	777	185	1.6%
61	Educational Services	1,478	\$50,521	1.11	-23	-0.3%	1,668	701	755	211	1.3%
62	Health Care and Social Assistance	4,132	\$61,602	1.78	758	4.1%	6,196	2,248	2,327	1,621	3.4%
71	Arts, Entertainment, and Recreation	173	\$41,604	0.53	-33	-3.5%	297	119	146	32	1.7%
72	Accommodation and Food Services	1,418	\$24,191	0.97	48	0.7%	2,687	1,092	1,374	222	1.5%
81	Other Services (except Public Administration)	580	\$38,751	0.82	42	1.5%	777	319	380	77	1.3%
92	Public Administration	396	\$71,488	0.52	10	0.5%	425	162	220	42	1.0%
99	Unclassified	15	\$59,124	0.53	10	23.9%	21	8	11	2	1.5%
Total - All Industries		16,269	\$67,480	1.00	1,792	2.4%	22,787	8,331	11,122	3,334	1.9%

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot

The largest major occupation group in the City of DeSoto, TX is Office and Administrative Support Occupations, employing 2,461 workers. The next-largest occupation groups in the region are Sales and Related Occupations (1,824 workers) and Transportation and Material Moving Occupations (1,658). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Healthcare Support Occupations (LQ = 2.28), Healthcare Practitioners and Technical Occupations (1.64), and Transportation and Material Moving Occupations (1.49).

Occupation groups in the City of DeSoto, TX with the highest average wages per worker are Management Occupations (\$129,500), Legal Occupations (\$127,400), and Architecture and Engineering Occupations (\$93,900). The unemployment rate in the region varied among the major groups from 1.3% among Legal Occupations to 5.5% among Food Preparation and Serving Related Occupations.

Over the next 10 years, the fastest growing occupation group in the City of DeSoto, TX is expected to be Healthcare Support Occupations with a +3.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Practitioners and Technical Occupations (+501 jobs) and Healthcare Support Occupations (+493). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Office and Administrative Support Occupations (2,932 jobs) and Sales and Related Occupations (2,631).

Occupation Snapshot in City of DeSoto, TX, 2018q3

SOC	Occupation	Current					5-Year History		10-Year Forecast				
		Four Quarters Ending with 2018q3			-----2018q3-----		Total Change	Avg Ann % Chg in Empl	Total New Demand	--Separations--		---Growth---	
		Empl	Avg Ann Wages ¹	LQ	Unempl	Rate				Empl	Region	Exits	Transfer
11-0000	Management	637	\$129,500	0.65	19	1.6%	50	1.6%	676	176	366	133	1.9%
13-0000	Business and Financial Operations	522	\$82,700	0.62	32	2.7%	29	1.2%	612	169	337	106	1.9%
15-0000	Computer and Mathematical	249	\$90,700	0.52	19	2.5%	5	0.4%	221	47	129	45	1.7%
17-0000	Architecture and Engineering	112	\$93,900	0.41	18	1.9%	7	1.3%	102	30	55	17	1.4%
19-0000	Life, Physical, and Social Science	61	\$76,700	0.45	2	1.8%	8	3.0%	70	18	39	13	2.0%
21-0000	Community and Social Service	240	\$54,800	0.92	4	1.6%	16	1.4%	351	108	177	66	2.5%
23-0000	Legal	48	\$127,400	0.36	3	1.3%	-8	-3.0%	37	12	16	9	1.7%
25-0000	Education, Training, and Library	1,006	\$53,000	1.11	61	4.4%	-20	-0.4%	1,061	454	448	158	1.5%
27-0000	Arts, Design, Entertainment, Sports, and Media	177	\$54,900	0.61	6	2.0%	-14	-1.5%	212	79	105	28	1.5%
29-0000	Healthcare Practitioners and Technical	1,513	\$86,600	1.64	40	1.6%	294	4.4%	1,408	467	440	501	2.9%
31-0000	Healthcare Support	1,043	\$29,500	2.28	34	2.8%	137	2.9%	1,884	717	673	493	3.9%
33-0000	Protective Service	358	\$44,600	1.03	17	2.0%	66	4.2%	482	199	229	53	1.4%
35-0000	Food Preparation and Serving Related	1,406	\$24,800	1.01	93	5.5%	70	1.0%	2,814	1,177	1,401	235	1.6%
37-0000	Building and Grounds Cleaning and Maintenance	340	\$27,000	0.59	20	4.2%	-27	-1.5%	515	231	228	56	1.5%
39-0000	Personal Care and Service	820	\$23,600	1.29	62	4.6%	68	1.7%	1,701	748	617	335	3.5%
41-0000	Sales and Related	1,824	\$41,400	1.11	103	3.8%	242	2.9%	2,826	1,150	1,481	195	1.0%

Occupation Snapshot in City of DeSoto, TX, 2018q3

SOC	Occupation	Current					5-Year History		10-Year Forecast				
		Four Quarters Ending with 2018q3			-----2018q3-----		Total Change	Avg Ann % Chg in Empl	Total New Demand	--Separations--		---Growth---	
		Empl	Avg Ann Wages ¹	LQ	Unempl	Unempl Rate				Exits	Transfer	Empl	Avg Ann Rate
Empl	Region	Empl	Region	Empl	Region	Empl	Region	Empl	Region	Empl	Region	Empl	Region
43-0000	Office and Administrative Support	2,461	\$38,900	1.02	252	3.9%	289	2.5%	3,272	1,355	1,577	341	1.3%
45-0000	Farming, Fishing, and Forestry	9	\$28,500	0.08	1	4.9%	1	2.4%	15	4	10	1	1.2%
47-0000	Construction and Extraction	619	\$42,900	0.82	28	3.1%	86	3.0%	790	233	444	113	1.7%
49-0000	Installation, Maintenance, and Repair	562	\$47,300	0.90	40	1.9%	40	1.5%	667	211	363	93	1.5%
51-0000	Production	603	\$36,500	0.61	45	3.1%	47	1.6%	775	270	454	51	0.8%
53-0000	Transportation and Material Moving	1,658	\$38,200	1.49	80	3.8%	406	5.8%	2,438	833	1,319	287	1.6%
Total - All Occupations		16,269	\$49,000	1.00	n/a	n/a	1,792	2.4%	22,929	8,688	10,909	3,332	1.9%

Source: [JobsEQ®](#)

Data as of 2018Q3 unless noted otherwise

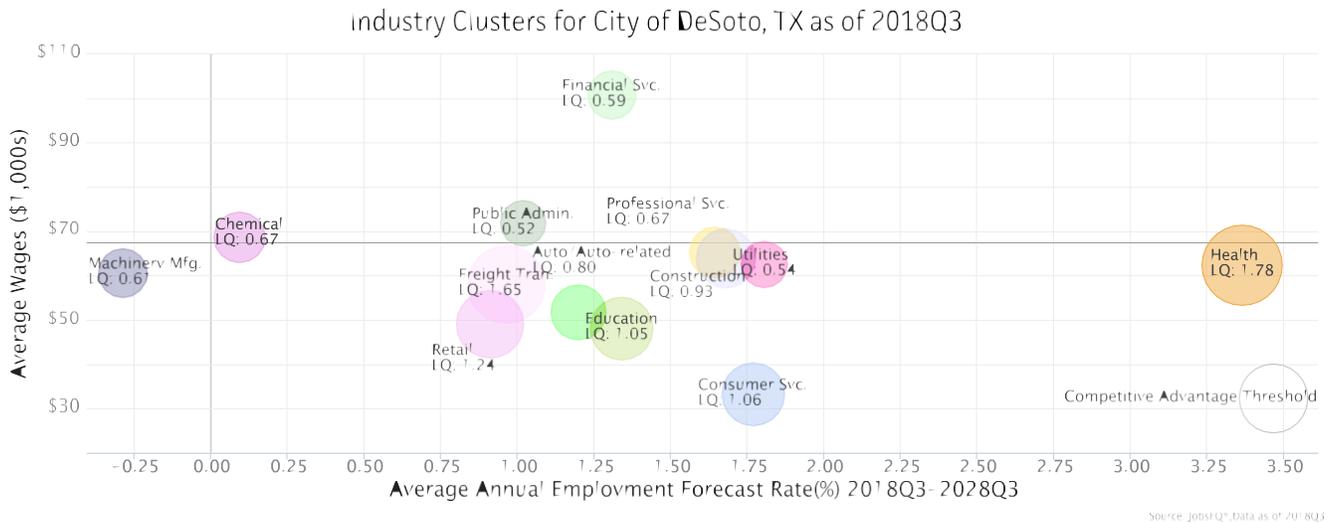
Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2017 and should be taken as the average for all Covered Employment

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2018Q1, imputed where necessary with preliminary estimates updated to 2018Q3. Wages by occupation are as of 2017 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the City of DeSoto, TX with the highest relative concentration is Health with a location quotient of 1.78. This cluster employs 4,132 workers in the region with an average wage of \$62,347. Employment in the Health cluster is projected to expand in the region about 3.4% per year over the next ten years.

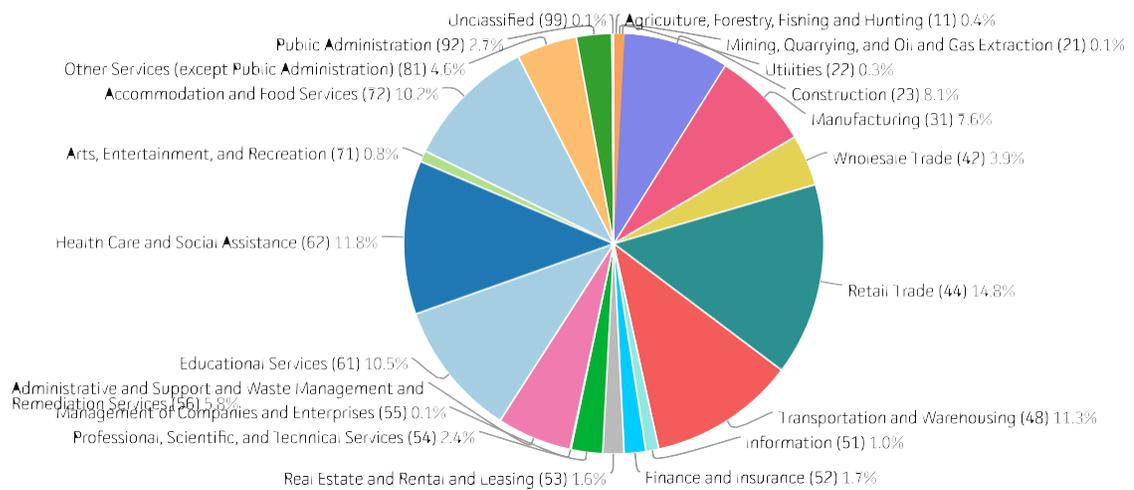


Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q1 with preliminary estimates updated to 2018Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Best Southwest Industry Snapshot

The largest sector in the Best Southwest is Retail Trade, employing 13,915 workers. The next-largest sectors in the region are Health Care and Social Assistance (11,126 workers) and Transportation and Warehousing (10,608). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Transportation and Warehousing (LQ = 2.57), Construction (1.43), and Retail Trade (1.40).

Total Workers for Best Southwest by industry



Source: JobsEQ®, Data as of 2018Q3

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3.

Sectors in the Best Southwest with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$140,915), Management of Companies and Enterprises (\$127,075), and Finance and Insurance (\$98,081). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+3,348 jobs), Health Care and Social Assistance (+1,768), and Accommodation and Food Services (+1,686).

Over the next 10 years, employment in the Best Southwest is projected to expand by 16,185 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +3.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+3,804 jobs), Construction (+1,793), and Accommodation and Food Services (+1,671).

NAICS	Industry	Current			5-Year History		10-Year Forecast				
		Four Quarters Ending with 2018q3			Total Change	Avg Ann % Chg in Empl	Separations (Approximate)			---Growth---	
		Empl	Avg Ann Wages	LQ	Empl	Region	Total New Demand	Exits	Transfers	Empl	Avg Ann Rate
11	Agriculture, Forestry, Fishing and Hunting	355	\$13,235	0.27	26	1.5%	507	184	241	82	2.1%
21	Mining, Quarrying, and Oil and Gas Extraction	121	\$140,915	0.30	28	5.3%	167	45	92	30	2.2%
22	Utilities	305	\$89,670	0.62	-65	-3.8%	357	108	191	57	1.7%
23	Construction	7,590	\$62,001	1.43	1,383	4.1%	10,069	2,969	5,307	1,793	2.1%
31	Manufacturing	7,152	\$76,865	0.92	717	2.1%	8,147	2,839	4,846	462	0.6%
42	Wholesale Trade	3,698	\$83,909	1.03	487	2.9%	4,453	1,535	2,538	379	1.0%
44	Retail Trade	13,915	\$35,300	1.40	1,592	2.5%	21,172	8,637	10,926	1,609	1.1%
48	Transportation and Warehousing	10,608	\$52,727	2.57	3,348	7.9%	13,740	5,155	6,916	1,669	1.5%
51	Information	920	\$95,810	0.50	-60	-1.3%	1,021	339	594	87	0.9%
52	Finance and Insurance	1,570	\$98,081	0.42	-9	-0.1%	1,844	607	983	255	1.5%
53	Real Estate and Rental and Leasing	1,533	\$82,383	0.95	119	1.6%	1,868	757	901	209	1.3%
54	Professional, Scientific, and Technical Services	2,276	\$90,836	0.36	346	3.3%	2,665	804	1,348	514	2.1%
55	Management of Companies and Enterprises	60	\$127,075	0.04	13	5.1%	68	22	37	10	1.5%
56	Administrative and Support and Waste Management and Remediation Services	5,411	\$44,417	0.89	1,169	5.0%	7,791	2,878	3,905	1,008	1.7%
61	Educational Services	9,846	\$48,819	1.28	541	1.1%	10,986	4,655	5,012	1,319	1.3%
62	Health Care and Social Assistance	11,126	\$59,197	0.83	1,768	3.5%	15,896	5,942	6,149	3,804	3.0%
71	Arts, Entertainment, and Recreation	796	\$39,658	0.42	35	0.9%	1,366	546	669	152	1.8%
72	Accommodation and Food Services	9,603	\$22,823	1.13	1,686	3.9%	18,496	7,449	9,375	1,671	1.6%
81	Other Services (except Public Administration)	4,359	\$34,616	1.06	496	2.4%	6,038	2,432	2,896	710	1.5%
92	Public Administration	2,570	\$69,116	0.58	194	1.6%	2,853	1,065	1,445	344	1.3%
99	Unclassified	119	\$46,608	0.73	86	29.2%	168	62	84	22	1.7%
Total - All Industries		93,933	\$62,003	1.00	13,900	3.3%	126,965	47,444	63,336	16,185	1.6%

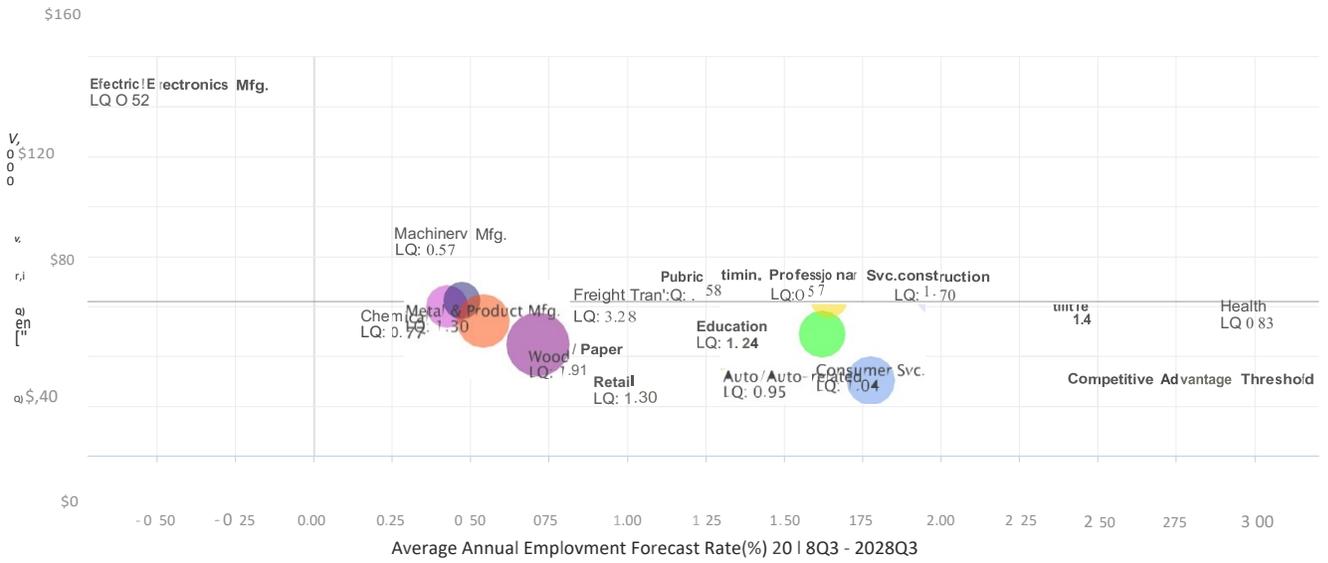
Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Best Southwest Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the Best Southwest with the highest relative concentration is Freight Tran with a location quotient of 3.28. This cluster employs 8,151 workers in the region with an average wage of \$52,420. Employment in the Freight Tran cluster is projected to expand in the region about 1.1% per year over the next ten years.

Industry Clusters for Best Southwest as of 2018Q3



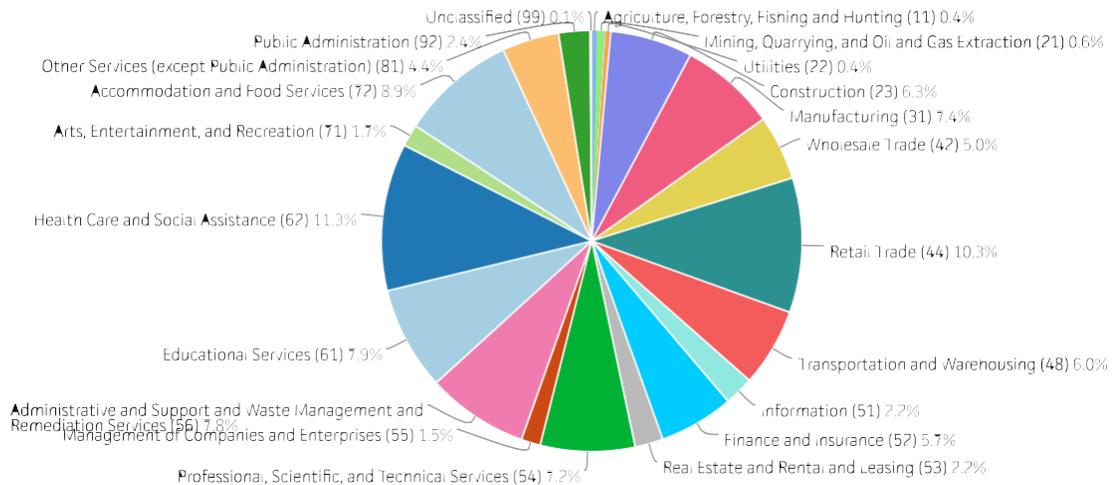
Source: JobsFQ - Data as of 2018Q3

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q1 with preliminary estimates updated to 2018Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

DFW Industry Snapshot

The largest sector in the Dallas-Fort Worth-Arlington, TX MSA is Health Care and Social Assistance, employing 431,225 workers. The next-largest sectors in the region are Retail Trade (393,946 workers) and Accommodation and Food Services (338,203). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Finance and Insurance (LQ = 1.46), Mining, Quarrying, and Oil and Gas Extraction (1.43), and Transportation and Warehousing (1.37).

Total Workers for Dallas-Fort Worth-Arlington, TX MSA by industry



Source: JobsEQ. Data as of 2018Q3.

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q1 with preliminary estimates updated to 2018Q3.

Sectors in the Dallas-Fort Worth-Arlington, TX MSA with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$139,643), Management of Companies and Enterprises (\$129,970), and Finance and Insurance (\$101,784). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+62,855 jobs), Transportation and Warehousing (+60,419), and Accommodation and Food Services (+56,481).

Over the next 10 years, employment in the Dallas-Fort Worth-Arlington, TX MSA is projected to expand by 715,261 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +2.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+140,257 jobs), Professional, Scientific, and Technical Services (+67,775), and Accommodation and Food Services (+64,181).

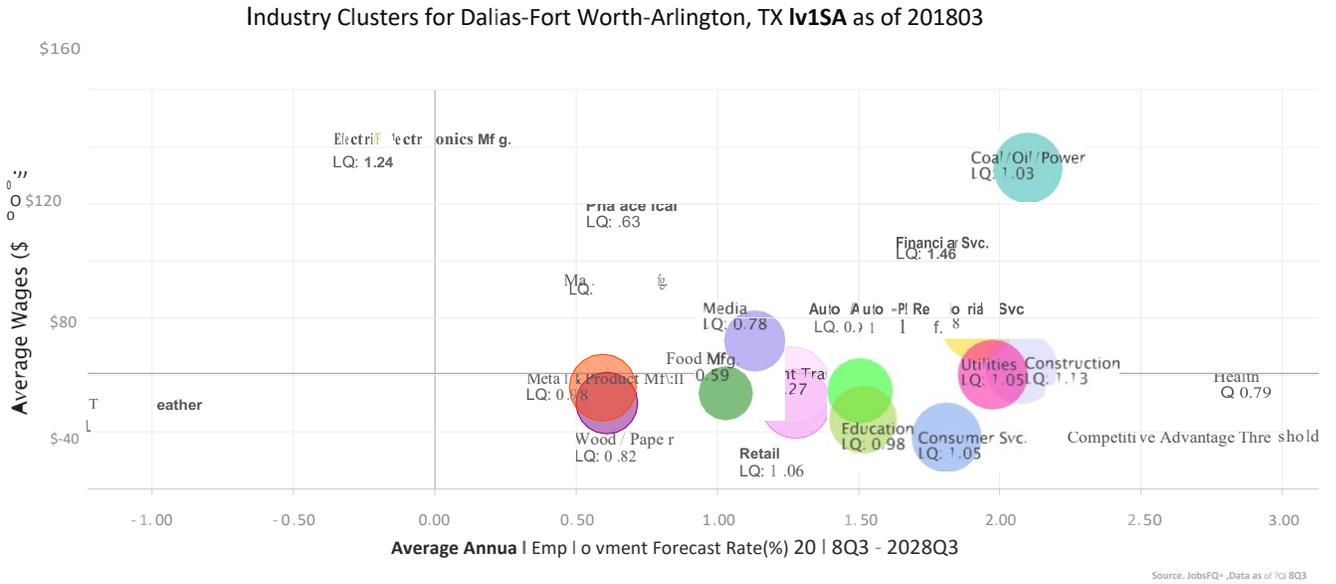
NAICS	Industry	Current			5-Year History		10-Year Forecast				
		Four Quarters Ending with 2018q3			Total Change	Avg Ann % Chg in Empl	Separations (Approximate)			---Growth---	
		Empl	Avg Ann Wages	LQ	Empl	Region	Total New Demand	Exits	Transfers	Empl	Avg Ann Rate
11	Agriculture, Forestry, Fishing and Hunting	15,694	\$14,669	0.30	19	0.0%	21,122	7,937	10,421	2,764	1.6%
21	Mining, Quarrying, and Oil and Gas Extraction	23,514	\$139,643	1.43	-7,517	-5.4%	33,402	8,811	18,093	6,497	2.5%
22	Utilities	16,506	\$96,118	0.83	825	1.0%	18,979	5,829	10,281	2,869	1.6%
23	Construction	240,640	\$62,489	1.12	48,680	4.6%	317,438	93,938	167,892	55,608	2.1%
31	Manufacturing	281,504	\$81,386	0.90	13,437	1.0%	313,621	110,873	189,267	13,481	0.5%
42	Wholesale Trade	189,570	\$82,420	1.30	17,835	2.0%	231,536	79,101	130,804	21,631	1.1%
44	Retail Trade	393,946	\$34,168	0.98	49,053	2.7%	618,335	247,721	313,389	57,225	1.4%
48	Transportation and Warehousing	229,305	\$58,182	1.37	60,419	6.3%	302,177	112,165	150,478	39,534	1.6%
51	Information	85,586	\$100,388	1.14	1,025	0.2%	95,681	31,654	55,418	8,610	1.0%
52	Finance and Insurance	218,770	\$101,784	1.46	20,886	2.0%	267,309	85,724	138,876	42,709	1.8%
53	Real Estate and Rental and Leasing	82,720	\$74,528	1.26	14,886	4.0%	104,233	41,373	49,211	13,649	1.5%
54	Professional, Scientific, and Technical Services	275,930	\$95,958	1.09	42,406	3.4%	330,741	98,241	164,725	67,775	2.2%
55	Management of Companies and Enterprises	56,412	\$129,970	1.00	19,512	8.9%	64,577	20,410	34,630	9,537	1.6%
56	Administrative and Support and Waste Management and Remediation Services	297,726	\$46,481	1.21	29,806	2.1%	441,001	160,180	217,289	63,533	2.0%
61	Educational Services	302,571	\$48,510	0.97	31,848	2.2%	349,536	144,768	155,878	48,890	1.5%
62	Health Care and Social Assistance	431,225	\$56,377	0.79	62,855	3.2%	605,891	228,818	236,816	140,257	2.9%
71	Arts, Entertainment, and Recreation	64,425	\$36,730	0.85	10,522	3.6%	112,805	44,553	54,651	13,601	1.9%
72	Accommodation and Food Services	338,203	\$21,887	0.99	56,481	3.7%	660,702	264,113	332,408	64,181	1.8%
81	Other Services (except Public Administration)	166,746	\$34,374	1.00	11,270	1.4%	234,143	93,519	111,385	29,239	1.6%
92	Public Administration	91,184	\$71,284	0.51	6,136	1.4%	102,040	37,875	51,410	12,755	1.3%
99	Unclassified	4,714	\$48,436	0.71	3,907	42.3%	6,716	2,451	3,349	916	1.8%
Total - All Industries		3,806,892	\$60,660	1.00	494,291	2.8%	5,234,728	1,935,560	2,583,907	715,261	1.7%

Source: [JobsEQ®](#)

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DFW Industry Clusters

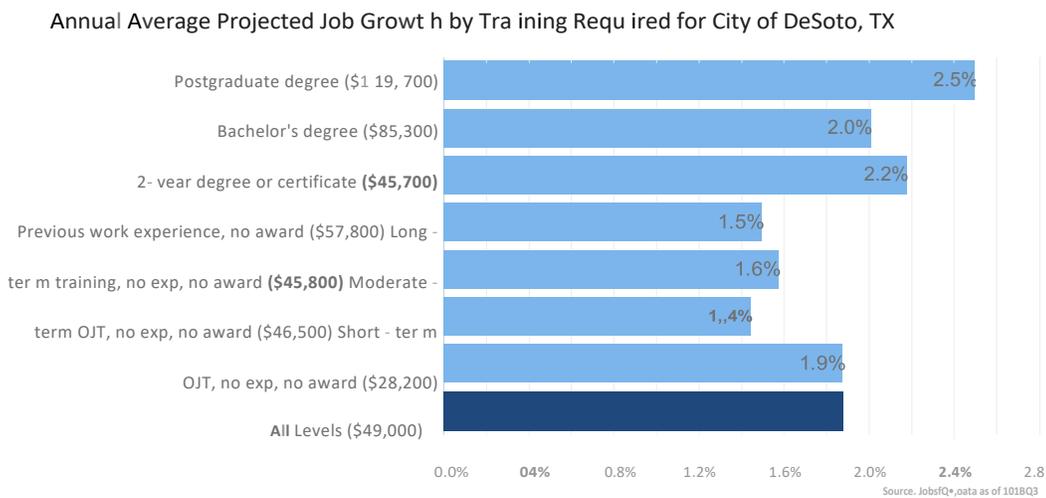
A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the Dallas-Fort Worth-Arlington, TX MSA with the highest relative concentration is Financial Svc. with a location quotient of 1.46. This cluster employs 219,646 workers in the region with an average wage of \$102,522. Employment in the Financial Svc. cluster is projected to expand in the region about 1.8% per year over the next ten years.



Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q1 with preliminary estimates updated to 2018Q3. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the City of DeSoto, TX is projected to grow 1.9% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 2.5% per year, those requiring a bachelor's degree are forecast to grow 2.0% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 2.2% per year.



Employment by occupation data are estimates as of 2018Q3. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Region Definition

Dallas-Fort Worth-Arlington, TX MSA is defined as the following counties: Collin County, Texas; Dallas County, Texas; Denton County, Texas; Ellis County, Texas; Hood County, Texas; Hunt County, Texas; Johnson County, Texas; Kaufman County, Texas; Parker County, Texas; Rockwall County, Texas; Somervell County, Texas; Tarrant County, Texas; Wise County, Texas

FAQ

What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a *competitive advantage* in that cluster.

What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 820 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 23 major groups, 96 minor groups, and 449 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

About This Report

This report and all data herein were produced by JobsEQ®, a product of Chmura Economics & Analytics. The information contained herein was obtained from sources we believe to be reliable. However, we cannot guarantee its accuracy and completeness.