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John A. Lewis

expanded bio

Mission

To make a difference, and to help others make a difference.

Background & Experience

August 15, 1994 – September 30, 2011 (Retired) Orlando, Florida

Economic Development Administrator, Orange County, Florida

- First and only Economic Development Administrator of Orange County, Florida USA for 17 years, serving both Republican and democratic administrations.
- Note: Counties in Florida operate very much like cities in many other states. Orange County, in effect, is the “City of Orange County” and operates under a strong mayor form of government. With a population of over one million, Orange County is at the heart of a metro area of over two million people. The City of Orlando, within Orange County, has a population of about 220,000.
- The Economic Development Administrator develops and implements the Orange County Mayor’s economic development program, provides advice and consultation to other county departments, and contributes Orange County leadership for outside and community-wide economic development efforts. Every program, incentives package, or economic development proposal ever brought before the Orange County Board of County Commissioners was approved—most every time unanimously.
- Responsibilities include advising County officials on economic development issues, and serving as a liaison with the business community—as examples, serving on the Boards of Directors of the Disney Entrepreneur Center and the Manufacturing Association of Central Florida, the Regional Advisory Board of the Academy of Information Technology, the Advisory Board of the Central Florida Technology Incubator, and the Advisory Committee of the University of Central Florida Economics Department.
- Spearheaded the development and implementation of Orange County’s **Cleantech Initiatives** to attract, create, and grow high value innovative companies that produce the products and provide the services that will allow Orange County and the rest of the world to go green. Resulted in a 182-Page report, *Metro Orlando Cleantech: Assets, Capabilities, Presence & Potential*, and four cleantech symposiums by February 2010. These efforts have produced 17 specific recommendations for growing cleantech, all of which were included as part of the 2010 legislative priorities of Orange County Commissioners. Cleantech symposiums are continuing, concentrating on the specific recommendations of the Cleantech Report. The report can be downloaded at www.iec.ucf.edu.

Documents, videos, and PowerPoints of all cleantech symposiums are available at www.venturelab.ucf.edu. Click on Workshops & Events and then on Cleantech Symposium.

- Developed and administered two Orange County **economic stimulus packages** after 911 and the downturn in the economy—among the most far-reaching and innovative local economic development efforts in the nation. These packages represented expenditures on economic infrastructure beyond “business as usual.” The 23 projects included in these packages ranged from the creation of an Institute of Economic Competitiveness at the University of Central Florida and free advisory boards for Orange County businesses, to the creation of Academies of Information Technology in Orange County high schools and the construction of a Bio-Tech Research Greenhouse at the University of Central Florida. Title of an Orlando Sentinel editorial regarding Orange County Economic Stimulus Package 2.0: “Good Economics.”
- Through Orange County’s economic stimulus packages, **brought 6 key university-related economic development programs together—and kept them together— to build our community’s support for invention, innovation, and entrepreneurship.** Only one of these programs existed before Orange County’s support. One of them, the Institute for Economic Competitiveness, was the idea of John Lewis. Since 2002, Orange County has contributed over \$8 million to these programs. In 2009, the county received a technical assistance award from Harvard University/Living Cities, Inc., to further develop these programs. They include:
 - UCF (University of Central Florida) Institute for Economic Competitiveness
www.iec.ucf.edu
 - UCF Small Business Development Center (expanded programs)
www.bus.ucf.edu/sbdc/strategic.html
 - UCF Small Business Advisory Board Council Program
www.advisoryboardcouncil.com
 - UCF Business Incubation Program
www.incubator.ucf.edu
 - UCF Orange County Venture Lab
www.venturelab.ucf.edu
 - National Entrepreneur Center (formerly Disney Entrepreneur Center) – a super-sized one-stop center for small business in downtown Orlando that brings together. www.nationalec.com
- Developed Orange County **economic incentives packages and agreements** that serve as a model for other communities. In the 90s, brought two major expansions of Cirent Semiconductor and a Bell Labs

facility to Orange County. Developed a County incentives award in 2003 that brought the National Training Center of JetBlue Airways to Orange County. In 2006, developed an incentives package for the new headquarters campus of Darden Restaurants, Inc., which includes over \$100 million in new investment and 500 new high-paying jobs. Also administer County financial support/economic incentives agreements with many companies and organizations; e.g. to the Metro Orlando Economic Development Commission, the National Center for Simulation, Mitsubishi Power Systems, Hewitt Associates, the HBO Series “From Earth to the Moon,” and many others. Brought incentives proposals for four different companies to the Board of County Commissioners in the first month of 2010. These included expansions of two modeling and simulation companies, relocation of SAIC’s IT Headquarters and 120 jobs from San Diego, and the first facility in the U.S. of an international manufacturing company. Each incentive was unanimously approved by Orange County Commissioners.

- Initiated the partnership between Orange County, the City of Orlando, the Metro Orlando Economic Development Commission, and Angelou Economic Advisors, Inc., which led to the **Metro Orlando Technology Strategy** that guided regional economic development efforts for ten years. Identified the consultant and was personally involved in the research that formed the basis for this strategy.
- Organized and staged **six regional economic summits**, with attendance growing from four hundred persons to over six hundred—consistently the most widely attended economic development event in Central Florida. Keynote speakers have included John Naisbitt, and Rosabeth Moss Kantor.
- Envisioned, developed, and published ***The Networked Community of Central Florida CD-ROM***. Contains more information about all aspects of eight counties in Central Florida than was ever been available before in one place—1,500 web links, 10 virtual reality tours, 29 videos, an internal search engine, a companion website, and more. Over 30,000 copies have been distributed. It is an important marketing tool for Orange County and the region. Received a 1998 Achievement Award from the National Association of Counties, which recognized the CD as an innovation that contributes to and enhances county government in the United States.
- Prepared **economic analysis**, such as *The Economic Impact on Orange County of a Muck Farm Buyout*, and *The Economic Impact on Orange County of Conversion of the Navy Sound Lab to Residential Use*.
- Guided two University of Central Florida economic graduate students in the development and presentation of a 150-page report, “**Components of Change: the Growth of High-Tech in Central Florida Since 2000.**” From the *Orlando Business Journal*: “An economic assessment of Orlando’s technology businesses showed some surprisingly encouraging results. While the broad field referred to as high tech has stumbled in the past two years, Central Florida’s tech operations have picked up some steam....”

1997 — Present Altamonte Springs, Florida (Orlando)

CEO, GoodQuestion, Inc.

- Provides strategic and economic planning services to communities and organizations.
- Process consultant in the development of the **Downtown Orlando 20-Point Strategic Plan**.
<http://www.cityoforlando.net/elected/mayor/pdf/dsttreport.pdf>
- Process, planning and economic consultant in the development of the **2007 Community Redevelopment Agency Strategic Plan for the City of Winter Park**.
http://www.cityofwinterpark.org/2005/depts/CRA_StratReportLARGEweb.pdf
- Twice a consultant in the development and deployment of a comprehensive worldwide membership survey for **Applied Client System Network**, and international association of over 6,000 insurance agents and brokers.

1993 — 1994 Dallas, Texas

President, John A. Lewis & Associates

- Provided strategic planning and information management services to communities, organizations, and businesses.
- Process consultant to 112-member San Diego Compass in developing regional approaches to visioning, goal setting, and planning.
- Retreat facilitator for Destination 2000, the strategic planning process of the Corpus Christi, Texas Chamber of Commerce.
- Planning consultant to the Dallas Convention & Visitors Bureau during an update of its marketing plan.
- Installed computer system, trained employees on computer software, conducted market surveys, and established a marketing database for the Iguana Mirage, a \$1.5 million Dallas restaurant and entertainment complex.

1981 — 1993 Dallas, Texas

Executive Director, Goals for Dallas

- Goals for Dallas was started by Texas Instruments cofounder J. Erik Jonsson in 1964 when he became the Mayor of Dallas following the Kennedy assassination. A nonprofit organization, its sole mission was to assist citizens in setting and achieving common goals. Over 150 communities have emulated the Goals for Dallas program. It is used as a Case Study at the John F. Kennedy School of Government at Harvard

University.

- As executive director, oversaw the design and implementation of two full cycles of the Goals for Dallas program, each cycle including goal setting, development of plans, and follow-through to achieve results. Over 100,000 citizens were involved in Goals for Dallas. Responsible for board development, citizen involvement, recruitment and training of hundreds of volunteers, public awareness, media coverage, fund-raising, special events, and program planning.
- Examples of goals achieved include: construction of Dallas/Fort Worth International Airport and the Dallas Downtown Central Library, a coordinating body for higher education, a Dallas Together Forum of CEOs to improve race relations, and opening an Academy of Travel & Tourism simultaneously on four campuses of the Dallas public school system.
- Worked with a broad cross-section of community leaders and hundreds of organizations, including the City of Dallas, the Dallas Chamber, and the Dallas Citizens Council (CEOs of Dallas' largest companies).
- C.J. Thomsen, General Director, Texas Instruments, and Goals for Dallas Chairman from 1981 to 1983: "I have often said that you are one of the very few most knowledgeable persons in the country about systems to sense, express, communicate, and achieve community goals."

1979 — 1981

Wichita Falls, Texas

Executive Director, Goals for Wichita Falls, Texas

- Designed and directed a community goals-setting and achievement program to assist in rebuilding Wichita Falls, Texas after it was devastated by a killer tornado on April 10, 1979. Financed mostly by the city, county and Board of Commerce and Industry. Almost 10,000 citizens participated. This from a Scripps media syndicated column on the twentieth anniversary of the tornado: "...Wichita Falls didn't just recover from April 10, 1979. That momentous tragedy spurred the entire community to look hard at itself and create a new vision for the future." In the same column, Wichita Falls architect Charles Harper stated: "It was one of the best things we ever did." And this about Goals for Wichita Falls from a resident who huddled under a staircase as her house collapsed around her during the tornado: "The folks here, we'd always been known for living in Tornado Alley. All of a sudden, we were proud of what a town could do. There was just real pride in being here."
- During this time, also served as Program Coordinator of Goals for Graham, Texas, a town of 8,500 about thirty miles east of Fort Worth. Directly involved 1,200 citizens, and resulted in park improvements, support for a street development plan, and a 24-hour crisis center. Program Chairman: "With a little help from John, we were able to make this program work ourselves, without a full-time consultant or staff."

1976 — 1979

The Woodlands, Texas

Executive Director, The Woodlands Community Association

- Employed by Mitchell Energy & Development Corporation as “City Manager” in the early years of a 27,000-acre master planned community nestled in the forests 27 miles from downtown Houston. Involved in the planning, construction, and management of community facilities and services.
- Responsible for enforcement of restrictive covenants and the collection of property assessment fees thereunder. Handled resident complaints against builders, the developers, the police, and others. Managed the fire department, and the contract with Montgomery County to provide police protection. Oversaw a \$2 million Swim & Athletic Center, health facilities planning, trash pickup, street lighting, a hike-and-bikeway system, traffic control signage, and special events—including the 1978 National AAU Swimming Championships. Managed approximately 70 full-time and part-time employees.
- Heading an organization supported by resident assessment fees though controlled by the developer, gained the support of five resident advisory committees to raise property assessment fees by 10%, and to raise membership fees at recreational facilities.
- Mitchell Energy & Development Corp. Chairman: “It is a pleasure to present to you this bonus for your excellent contribution to the Company’s success during fiscal year 1978...You are among the very limited number of employees who were singled out for special consideration because of your truly outstanding service in the year just ended.”

1974 — 1976

Corpus Christi, Texas

Executive Director, Goals for Corpus Christi

- Headed a two-year community goals program funded by the city, county, and business and civic groups.
- The Goals for Corpus Christi process included ten television specials on community issues that were broadcast on all four local television stations, and a community balloting process on these issues. It also included publication of a 300-page book, *Choices Facing Corpus Christi*. Results were incorporated into the City of Corpus Christi Master Plan, and adopted by the Area Development Committee (business persons) for implementation.

1973 — 1974

San Antonio, Texas

Economist, Clifford Cason & Associates

- Prepared economic base, economic impact, neighborhood renewal, and other studies for cities and business groups. See publications listed below for examples.

1972 — 1973 Corpus Christi, Texas

Economist, City of Corpus Christi, Texas

- Prepared a major economic study for the Corpus Christi, Texas region, including employment and population projections; an analysis of migration patterns; and implications for manpower planning and other elements of a community renewal program.

1971 — 1972 Houston, Texas

Consulting Economist, Houston-Galveston Area Council of Governments

- Prepared employment and population projections for Houston and thirteen counties in Southeast Texas, based on a comprehensive review of the history and structure of the regional economy. Funded by the U.S. Department of Transportation. Projected the region's population to increase 37% by 1980. Actual increase was 38%.

1969 — 1971 Nacogdoches, Texas

Assistant Professor of Economics, Stephen F. Austin State University

- Teaching fields: urban economics, economic development, economic history, and principles of economics.
- First speech ever: campus gathering on the very first Earth Day, 1970. Remarks were published as the lead op-ed piece in *The New York Times*.

Skills Emphasis

Strategic Planning

- Process, planning, and economic consultant for development of the **City of Winter Park Community Redevelopment Agency Strategic Plan**. The plan includes six clear and specific goals and the plans for achieving them. The process included evaluation of existing plans, a Vision Forum, a community-wide survey, a Goals Setting/Planning meeting of CRA board members, staff, and key stakeholders. The final plan was unanimously approved by City of Winter Park Commissioners.
- Process consultant and facilitator in 2003 for the Mayor's Downtown Strategy Development Transition Team. Over a period of about four months, advised and guided this group in all phases of its work, including vision, mission, goals, and the development of plans. The result is publication of a 100-page action plan: "**Downtown Orlando: 20-Point Strategic Plan**." Cari Coats, Transition Team Chair: Thank you for all that you did to rescue us in our process. You came in at the right time and helped us focus on the task at hand. You helped make it manageable, and that's a tall order. I can't tell you how much I appreciate your willingness to participate." This from a Transition Team member: "...in my

judgment, the committee came close to biting off more than it could chew, but your framework allowed it to develop a cohesive and focused set of recommendations. Great work!”

- Created and lead a planning process that directly involved 150 Dallas business and community leaders in developing both a conceptual and operational plan for setting and achieving common goals, which was fully implemented.
- As a consultant beyond Goals for Dallas and the other programs listed above, developed and assisted with goal-setting and other strategic planning programs in many communities across the United States—Jacksonville, Graham, Fort Worth, Texarkana, and San Antonio in Texas; Memphis, Tennessee; Tucson, Arizona; Pensacola, Florida; Carlsbad, New Mexico; Kansas City, Missouri; Louisville, Kentucky; Rochester, New York; Lacey-Thurston County, Washington; and other communities. Linda Bailey, Executive Director, Goals for Memphis: “It is hard to know where to begin to thank you for the tremendous job you did last week. We all feel that the meeting was a huge success. The workshops you conducted were so informative—and with the guides to back them up, everyone should know where we’re going and how to get there.”
- Developed a strategic planning and agenda-setting process used throughout the United States for chapters of the American College of Emergency Physicians.
- January 2001 — contributed a goals-setting and achievement planning process to the Orange County Planning Department for use with citizens in the County’s Safe Neighborhoods Program.

Management

- 1990 – Graduation from the Covey Leadership Center’s “Seven Habits of Highly Effective People” program. I believe that Habit #5 is at the heart of all improvement—seek first to understand and then to be understood.
- Completed the Management Development Program of Mitchell Energy & Development Corporation in 1978. Confidential references from superiors and subordinates were used to determine management style. Evaluation: “Mr. Lewis is moderate in his behavior, without extremes in temperament. He is able to organize his activities so that he earns a good deal of respect. His ability to work with and relate with others is a definite asset. He encourages others to discuss their concerns with him, and then follows through by offering advice and encouragement. His interested manner helps encourage the thinking and action of others toward a particular course of action. Mr. Lewis is extremely versatile, more so than 75% of the population. He is able to deal with many types of interpersonal relationships that confront a manager. Others see him as adaptable, resourceful, and competent.”

Consensus-Building

- This from “Plan of Action – Goals for Memphis Triggered Civic Unity,” two full pages of coverage of the Goals for Memphis program in the Memphis Commercial Appeal, October 9, 1988: “...Goals for Memphis has not taken ideas brought up at public forums to the next stage—implementation. That sent members looking for a method to translate the public’s ideas into action. They found that process in Dallas. John Lewis wrote guidebooks for the Memphis group and provided a day of training in Memphis. Within that framework, Memphians with competing interests found common ground.” Susan Ison, a member of the education committee, said: “I think the part that appealed to me most was that you can have that many people, that each have their own agendas, and yet they all come together to come up with common goals. And they agree. And nobody leaves mad.” The Memphis Goals Program still exists today.
- As Executive Director of Goals for Dallas, recruited and trained 140 volunteers to lead small group meetings with Dallas organizations—each group identifying community needs, matching them to the activities of their organization, and suggesting community-wide goals and priorities to deal with unmet needs. Result: over 4100 citizens participated in 307 meetings to determine new goals for Dallas.
- From *The Graham Leader* newspaper, Graham, Texas: “We could have done the project [Goals for Graham], but it is doubtful it would have been as well organized. The coordinator, John Lewis, has experience in other such programs. He is not here to tell us what our goals ought to be or how we should accomplish them. His job is to provide the framework for the planning. The plan itself is up to the people of Graham.”
- The Kansas City Consensus Program: “Four years ago, your advice...helped our Strategic Planning Focus Group create a strategic planning process we later named COMPASS. Today, Kansas City Consensus has completed this historic, grassroots effort to create a unified vision for our metropolitan area.”
- From the Fort Worth Star Telegram: “All of Fort Worth owes a deep debt of gratitude for the leadership demonstrated by the Goals for East Fort Worth campaign, which has set the standard—and the challenge—for a community’s taking control of its own destiny.”

Public Speaking

- Experienced public speaker in communities throughout the United States.
- *Pensacola News Journal*: “After this morning’s brainstorming at the Pensacola Hilton, led by John Lewis of Goals for Dallas, the new leadership of Progress ’90 should be energized to begin anew the next five-year program for the Escambia-Pensacola Citizens Goals program.” Chairman of Progress ’90 before the meeting: “This will be a meeting with the most wide-ranging public interest ever held in Pensacola.”
- *The San Diego Union-Tribune* columnist Neil Morgan: “...our more

restless visionaries [100 San Diegans] passed up the congressional delegation to hear John Lewis talk about grass-roots reform.” Union-Tribune story: “Opinion makers gathered yesterday at two sessions—breakfast at the Hyatt Regency and lunch at the La Jolla Hyatt—to hear an upbeat pitch by professional goalmeister John Lewis.”

Surveys and Polls

- Conducted a wide variety of surveys and polls over a 25-year period. They are an important part of any strategic planning, quality improvement, or customer service effort. Fined-tuned deployment of “Information Polls,” where questions are accompanied by background information, facts, and pluses and minuses associated with choices. Responses in some communities to this type of survey numbered in the tens of thousands.
- Conducted comprehensive worldwide online membership surveys in 1999 and 2002 for the Applied Systems Client Network (ASCnet), an international association of insurance agents and brokers. Each Survey Report was approximately 70 pages and included over one hundred fifty charts, tables, and analysis of write-in comments. These reports were an integral part of ASCnet’s strategic planning process. ASCnet President: “I loved the survey! What a great way to get information and also strut our stuff. Most surveys get rather onerous, tedious and generally aggravating (at least to me). I found this to be anything but that—frankly, it was a great marketing survey.”
- Conducted an online survey in 2003 of Orlando Mayor Buddy Dyer’s Downtown Strategic Development Transition Team as a checkpoint halfway through its work. The purpose was to assist subcommittees in completing goals, priorities and action plans, and to ensure that the views of the Transition Team as a whole were incorporated into the recommendations of each subcommittee.
- In 1997 and 1998, conducted full day “*How to Conduct Your Own Survey*” classes for Orange County employees as part of the County’s Employee Training & Development Program. Prepared a Resource Book for participants that included a section on sampling and statistics, sample survey forms, visual tutorials, tips and tricks, and even an easy-to-use computer survey program.
- Volunteered survey services in 1998 to the Spring Valley Farms Community Association in Seminole County. Received the “Grand Job Award” from the association’s Board of Directors.
- Surveyed persons attending the 1994 Orange County Economic Summit—two months after the summit. The purpose was to determine which aspects of the summit held lasting value. This survey changed the course of future summits.

Technology

- Track record of using technology to improve performance.
- Installed the first computer system at the office of Goals for Dallas in 1984—a 32-bit central processor with 512K of memory and a 9.7 megabyte disk. It handled everything from word processing to sophisticated analysis of the results of hundreds of community meetings.
- Initiated the installation of touch-screen survey stations in the Orange County, Florida Building, Planning, and Zoning Divisions to improve customer service .
- Spearheaded development by Orange County of *The Networked Community of Central Florida* CD-ROM. It won a 1998 Achievement Award for innovation from the National Association of Counties.

Major Events

- Organized and staged many major events, summits, symposia, workshops, training sessions, news conferences, and luncheons—all part of any successful organization.
- Created and staged six successful Orange County and Central Florida Regional Economic Summits. Booked major speakers such John Naisbitt, Chuck Martin, and Rosabeth Moss Kanter. Emphasis always is on take-home value.
- Spearheaded many Goals for Dallas luncheons drawing as many as 1200 persons. Keynote speakers ranged from Peter Ueberoth to Dennis Conner to Peter Grace. Theme-based. For example, Peter Ueberoth spoke at a fund-raising luncheon following his organization of the Los Angeles Olympics and after he became Commissioner of Baseball. Lunch at \$100 and \$200 a plate was hot dogs, apple pie, and Dr. Pepper.
- Managed the 1978 National AAU National Swimming Championships at The Woodlands, Texas—an ABC Wide World of Sports event. Special challenges included cooling the water in a 50-meter outdoor pool during the summer in Houston to a regulation temperature of 78 degrees.

Corporate and Community Issues

- As the manager of many community goals-setting and achievement programs, am familiar with a broad range of community and corporate issues—from economic development and childcare to race relations.
- Served on the Board of Directors, United Way of Metropolitan Dallas.
- Experience in working with the founders, chairmen, CEOs, and Vice Presidents of some of America's leading corporations, such as Texas Instruments, JCPenney, EDS, Frito-Lay, and the Southland Corporation.

Publications & Presentations

Examples of publications and presentations include:

- *A Decade of Success: Creating Economic Opportunities*, written report and presentation to Orange County Board of County Commissioners, Orlando, Florida, September 14, 2010. Measures and examples of economic successes during the tenure of Orange County Mayor Richard T. Crotty.
- "Visioning for Tangible Results," in *Planners on Planning: Leading Planners Offer Real-Life Lessons on What Works, What Doesn't, and Why*. Jossey-Bass Publishers, 1996 (Bruce McClendon, editor).
- *Orange County, Florida Economic Development Strategy: Building a Sustainable Economy for the 21st Century* (1996)
- "Orange County's Economic Development Strategy," presented at the 8th Annual Growth Management Short Course, Florida Chamber of Commerce, January 1997.
- "The Economic Impact on Orange County of a Muck Farm Buyout," 1996.
- "The Goals for Dallas Program," speech made at the University of Dallas, The Management Classics Lecture Series, Graduate School of Management, 1992.
- "Watchwords for Community Goal-Setting," presented in Orlando, 1992, at The Renewable Community Conference: Local Solutions to National Problems, sponsored by Partners for Livable Places, Washington, D.C.
- *Goals for Jacksonville*, Texas (1992). Booklet presenting fifteen goals and plans to guide Jacksonville to the Year 2000 and beyond. Prepared similar publications for Graham, Texas and other communities.
- "Children and the Changing Family," published in *Places Make a Difference: Social Equity and the American Community*, Partners for Livable Places, Washington, D.C., 1990.
- *Goals for Memphis: Turning Memphis Around*, 1988. An Achievement Committee Guide. Published similar guidebooks for Tucson, Fort Worth, and other communities.
- "Goals for Dallas," published in *Advancing Cleveland: The City's Future as Seen by National and Local Experts*. Cleveland State University, 1986. Presented at the City Club of Cleveland.
- *Goals for Dallas – Achieving the Possible Dreams* (1986). A 205-page book of action plans to achieve goals set by Dallas area citizens during 1993 and 1994.
- "Goals for Corpus Christi: Citizen Participation in Planning," coauthor,

National Civic Review, 1985.

- “The New Goals for Dallas Process,” presented at the 1982 National Conference of the American Planning Association, Dallas, Texas.
- *Goals for Dallas – The Possible Dreams* (1982). A 364-page book presenting a detailed status report on goals set by citizens in 1977.
- “Lessons in Citizen Participation,” presented at the 60th Anniversary Conference of the American Institute of Planners, Kansas City, 1977, and published in *Getting it Together in Regional Planning*, AIP, 1979.
- “Birth Rates and Energy Use: The Questionable Connection,” lead Letter to the Editor, *The New York Times*, January 16, 1974.
- *Neighborhood Analysis & Community Renewal: Report No. 5 of the City of Lubbock, Texas Comprehensive Plan*, 1973. Established a neighborhood-by-neighborhood need for renewal index.
- *The Economic Impact of a Deep Draft Inshore Port on Corpus Christi, Texas*. Prepared for Corpus Christi Area Development Committee, 1973.
- *Waco Economic Base Study*. Prepared for the Heart of Texas Council of Governments, 1973.
- *Corpus Christi’s Economic Development and Population Growth: Trends and Prospects*. Prepared for the City of Corpus Christi, 1973.
- The Emergence and Growth of the Southeast Texas Urban Region with Projections to 1990. Prepared for the Hosuton-Galveston Area Council of Governments, 1971.
- “A Theoretical Background to Florence’s Contingency Chart,” *American Economist*, 1970. A theoretical explanation of industrial agglomeration.

Education

- Post graduate Ph.D. work, Economics, Texas A&M University, 1967-1969.
- Masters of Science, Economics, Florida State University, 1966.
- Bachelor of Arts, Economics, University of South Florida, 1965.
- Graduated from Kingston High School, Kingston, New York, 1962.
- (Born – Binghamton, New York)