

# 2026 Semi-Annual Report



**Marshall**  
ECONOMIC DEVELOPMENT

# Current Board and Staff



**Colin Brady**  
*Chairman*



**Keith Hill**  
*Vice-Chairman*



**Orlando Valle**  
*Secretary/Treasurer*



**Amy Hooper**  
*Director*



**Doug Lewis**  
*Director*



**Rush Harris, CEcD**  
*Executive Director*



**Dr. Felecia Herndon, CEcD**  
*Vice President*



**Teresa Wright**  
*Assistant to the  
Executive Director*

# 2026 Career Expo

**Theme: Imagine Your Future**

**Attendance: 800+ Students & 37 Businesses**

**Representing 11 Industries**

**Schools: 7 Local High Schools**

**Partners:**



# WE Align

Since January- 3 meetings

**Topics:** Workforce Solutions East Texas Employer Resources  
Teacher Externships  
Entrepreneurship

**Average Attendance-** 27 per meeting

**Industries Represented:** Agriculture, Economic Development/Workforce, Education, Energy, Finance, Healthcare, Manufacturing, Media/Technology, Personal Care, Local Government, and Community Organizations.



**WE Align**  
Workforce & Education Alignment Group

# Strategic Plan

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**Momentum Marshall**

- Marshall Economic Development has completed its comprehensive five-year strategic plan in partnership with Boyette Strategic Advisors. The plan will be formally presented at the Stakeholder Luncheon on June 2 and will serve as a roadmap for guiding Marshall's economic growth over the next several years.
- The plan outlines key priorities for strengthening business retention and expansion, attracting targeted industries, improving site readiness, supporting workforce development, and aligning community partners around shared goals. As MEDC moves from planning to implementation, the organization will remain focused on supporting quality job creation, encouraging private investment, and positioning Marshall for long-term, sustainable growth.

# Harrison County Texas 250 Freedom Fest

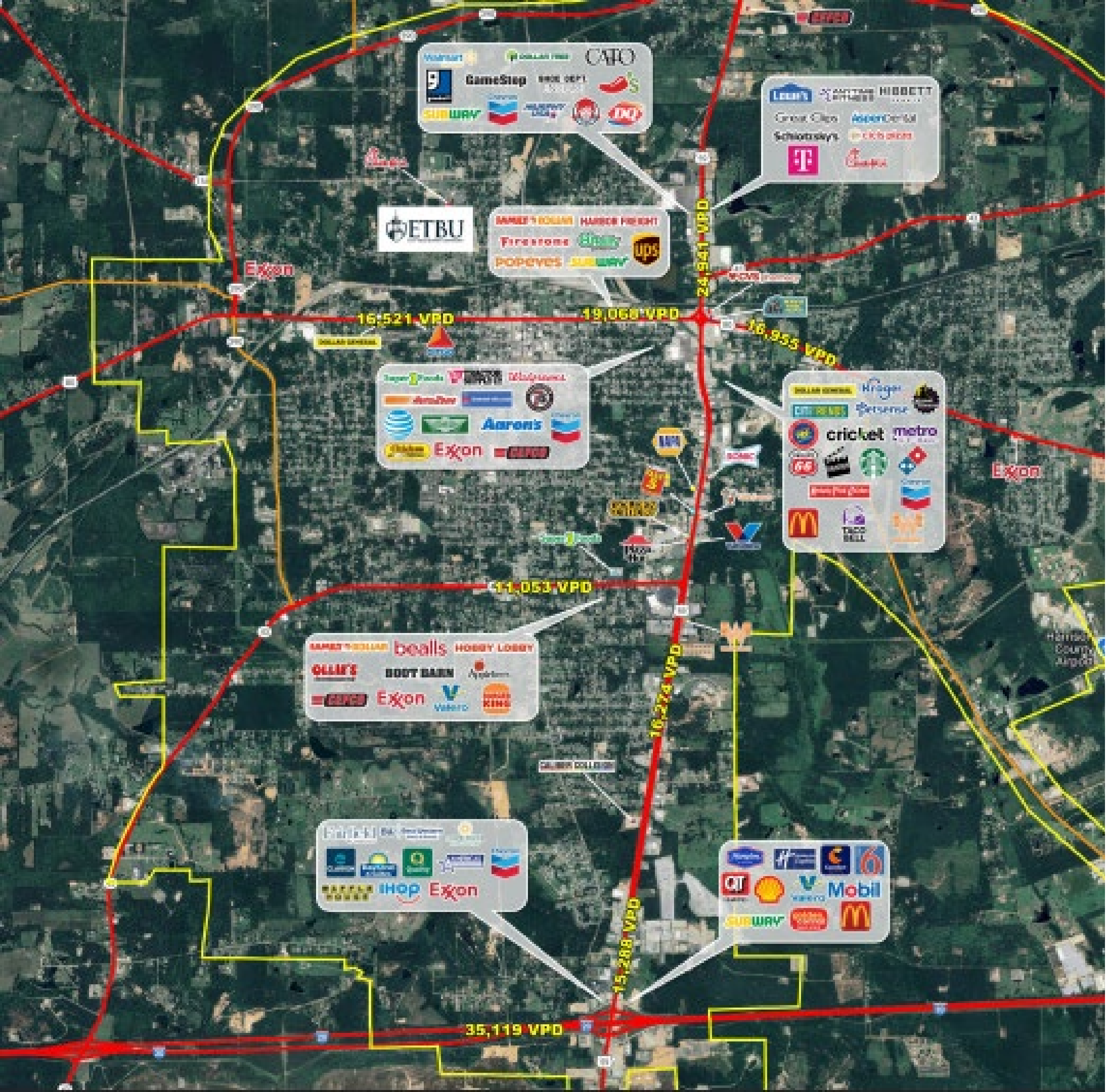
<https://harrisontx250.com/>

Harrison County America 250 Committee, Marshall EDC, and the City of Marshall have partnered to present a community-wide celebration commemorating America's 250th anniversary on July 4, 2026.



# Retail Strategies Report and Contract of Services

Retail development became a key focus following the approval of a retail recruitment strategy. Marshall EDC is assisting the City of Marshall in this effort through its engagement with Retail Strategies to help identify retail gaps, analyze market demand, and support targeted outreach to retailers that align with Marshall's growth objectives, traffic patterns, and consumer needs.



# MARSHALL HOUSING STUDY

## Housing Study

*Understanding Today.  
Planning for Tomorrow.*



ASSESS  
NEEDS



ANALYZE  
TRENDS



SUPPORT  
COMMUNITY



PLAN FOR  
GROWTH

Marshall Economic Development is partnering with the City of Marshall to conduct a community housing study. The study will help identify housing gaps, market needs, and development opportunities that may impact workforce attraction and retention. As business recruitment and expansion efforts continue, housing availability remains an important factor in supporting employers, employees, and long-term community growth.



STRONG HOMES.

STRONG COMMUNITY.

STRONG MARSHALL.

# Projects



# Lyte Fiber

## Projects



## Lyte Fiber

Cap Ex: \$11 Million

Lyte Fiber's decision to establish its headquarters in Marshall underscores the company's commitment to expanding high-speed, reliable fiber internet services while strengthening the local economy. The investment will support the continued buildout and enhancement of Marshall's fiber network, improving connectivity for residents, businesses, healthcare providers, and educational institutions. The company is expected to invest \$11M and create 24 new jobs.

# Projects



## New Expansion

## Sonoco Products Company



Sonoco is a global leader in sustainable metal and fiber consumer and industrial packaging, with 285 operations across 40 countries. The company has entered into a lease agreement with Marshall EDC for the former Black and Decker building at 1108 Commerce to assemble wooden reels/spools. Sonoco's nailed wood and plywood reels are used for a wide range of wire and cable applications.

# Projects

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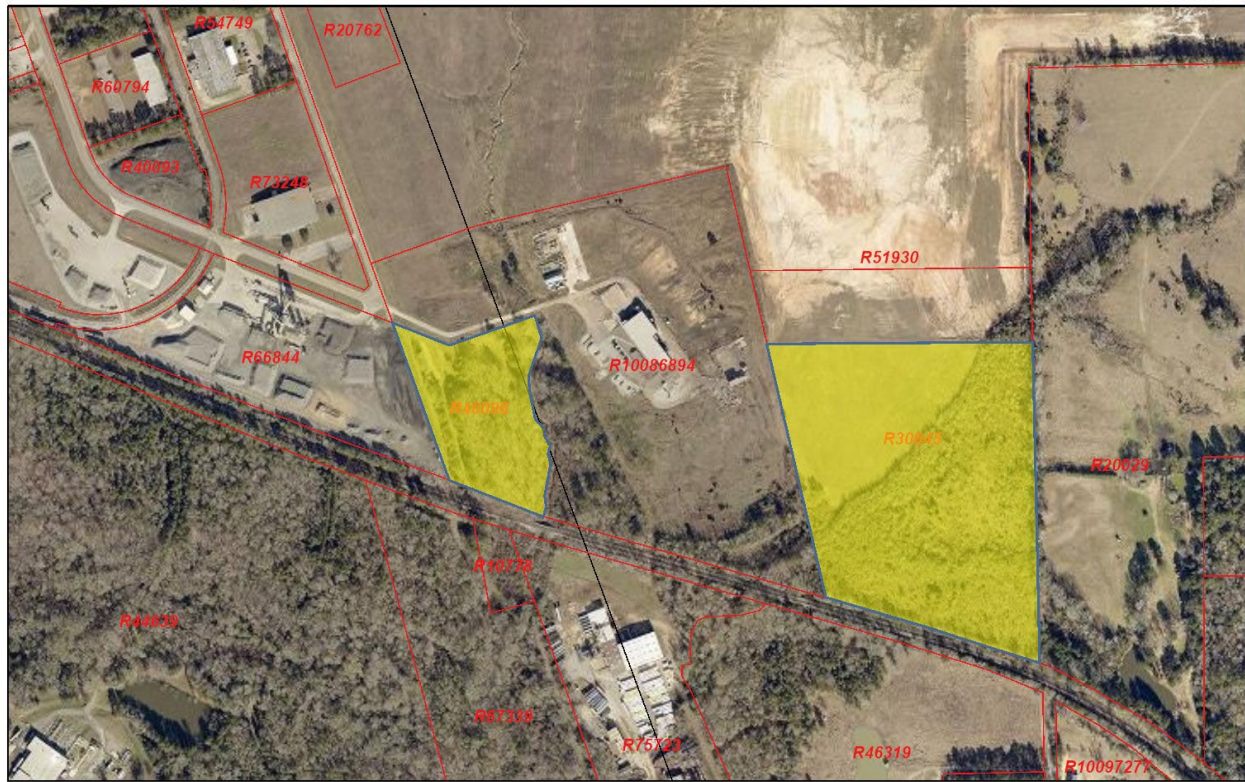
## Academy Sports + Outdoors

This proposed \$9 million project involves the comprehensive reconstruction and rehabilitation of the building and property at 2400 E End Blvd. This site has remained underdeveloped and off the tax rolls for over three decades. The redevelopment of this property marks an important step in returning a highly visible, underutilized site to productive use. Once complete, the new Academy Sports + Outdoors location is expected to generate new employment opportunities, increase local sales tax activity, and contribute to renewed investment in the surrounding area.

**National Retailer  
Expansion**

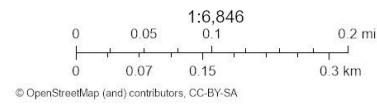


HarrisonCAD Web Map



2/10/2026, 10:02:39 AM

- Parcels
- Abstracts



Harrison County Appraisal District, BIS Consulting - www.bisconsulting.com  
Disclaimer: This product is for informational purposes only and has not been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of boundaries.

# Projects

Board discussions focused on land and rail expansion opportunities in the Marshall Industrial Park, with continued work needed to finalize terms and complete the related survey.

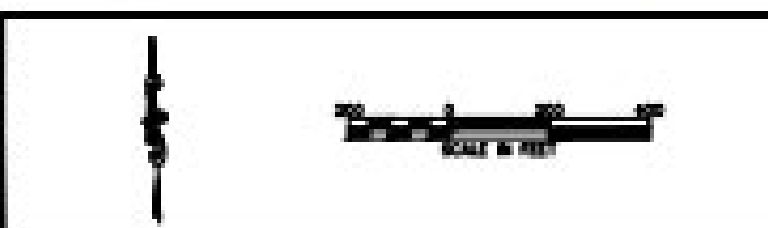
Capital Improvements

# FM 31 Land Study

- Marshall Economic Development Corporation (MEDCO) is advancing planning efforts for an approximate 78-acre tract located adjacent to Interstate 20 and Highway 31 at 3568 Brown Road. As part of the development process, MEDCO is pursuing a comprehensive land use study to evaluate the site's development potential and support long-term planning efforts.
- A hydraulics and hydrology study is currently being finalized to identify drainage conditions, floodplain considerations, and the maximum amount of developable acreage. In addition, a wetlands investigation is being proposed to further assess environmental conditions and guide future site planning, infrastructure placement, and development strategies.



| NO. | DATE | BY | CHKD. | APP. | REV. |
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MARSHALL ECONOMIC DEVELOPMENT CORPORATION  
3568 BROWN ROAD  
FLOOD STUDY  
OVERLAY

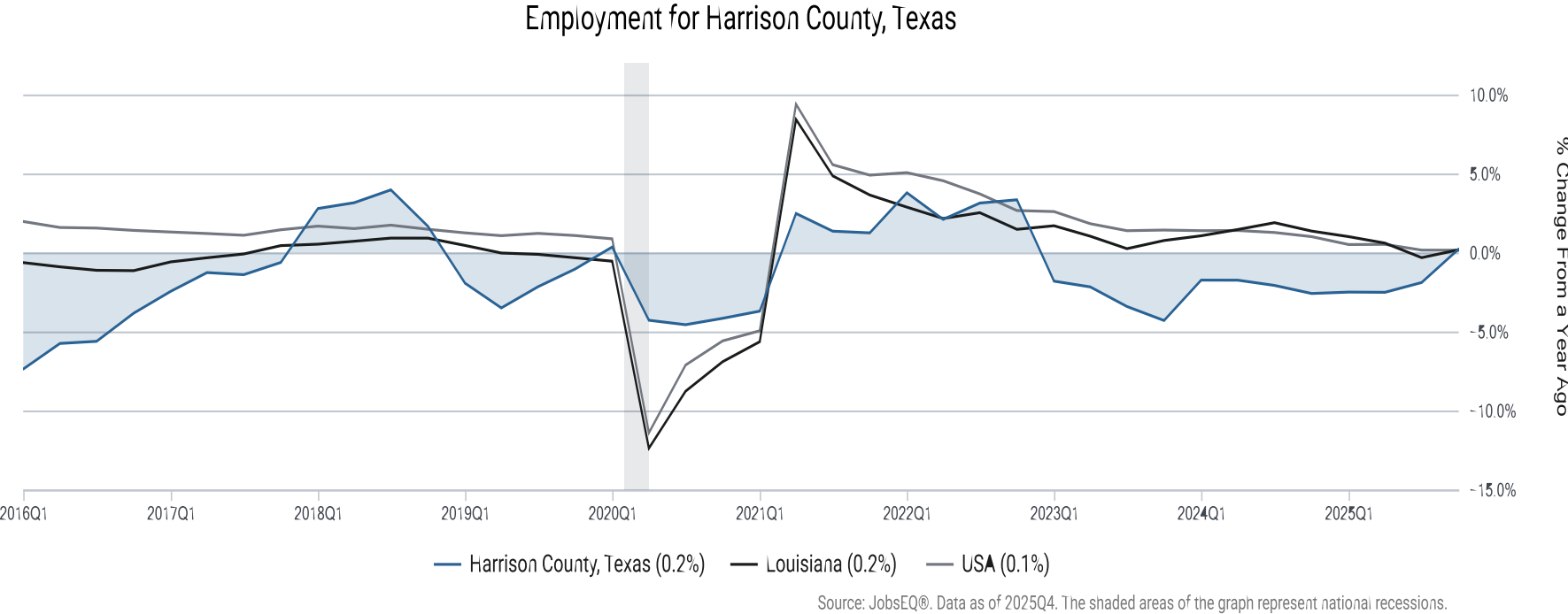


# Regional Trends

# Economic Overview

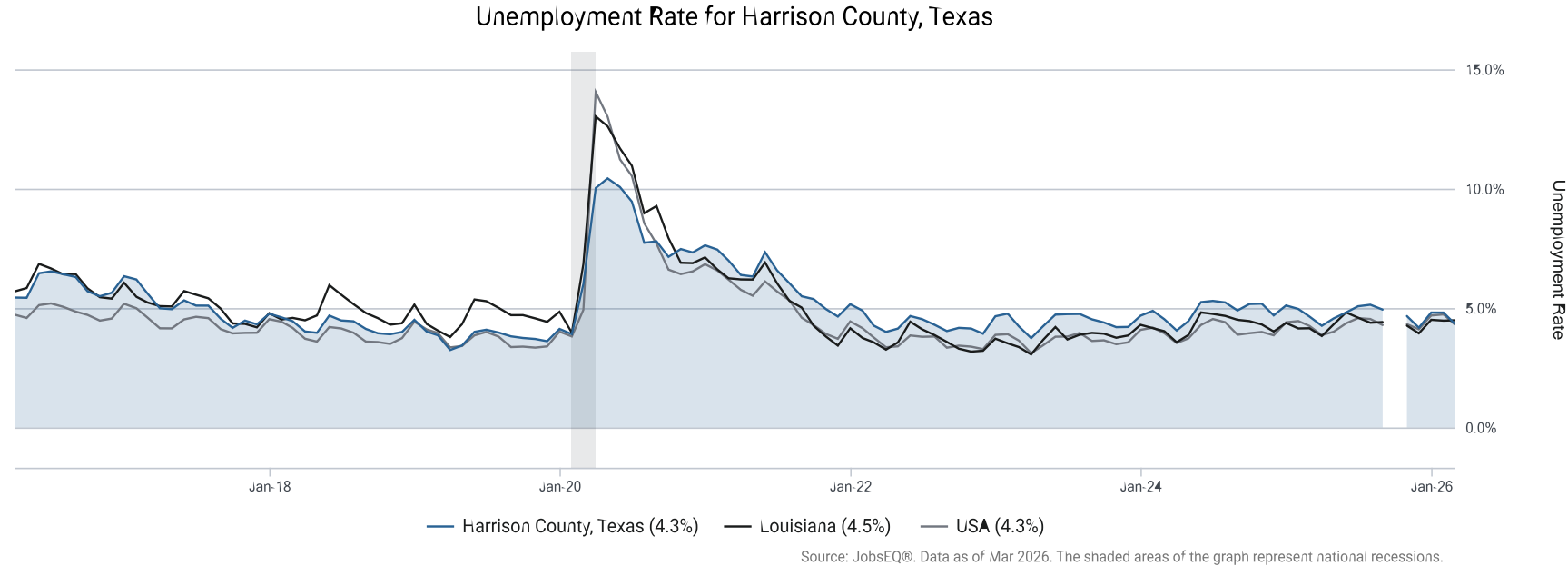
## Employment Trends

As of 2025Q4, total employment for Harrison County, Texas was 24,066 (based on a four-quarter moving average). Over the year ending 2025Q4, employment increased 0.2% in the region.



## Unemployment Rate

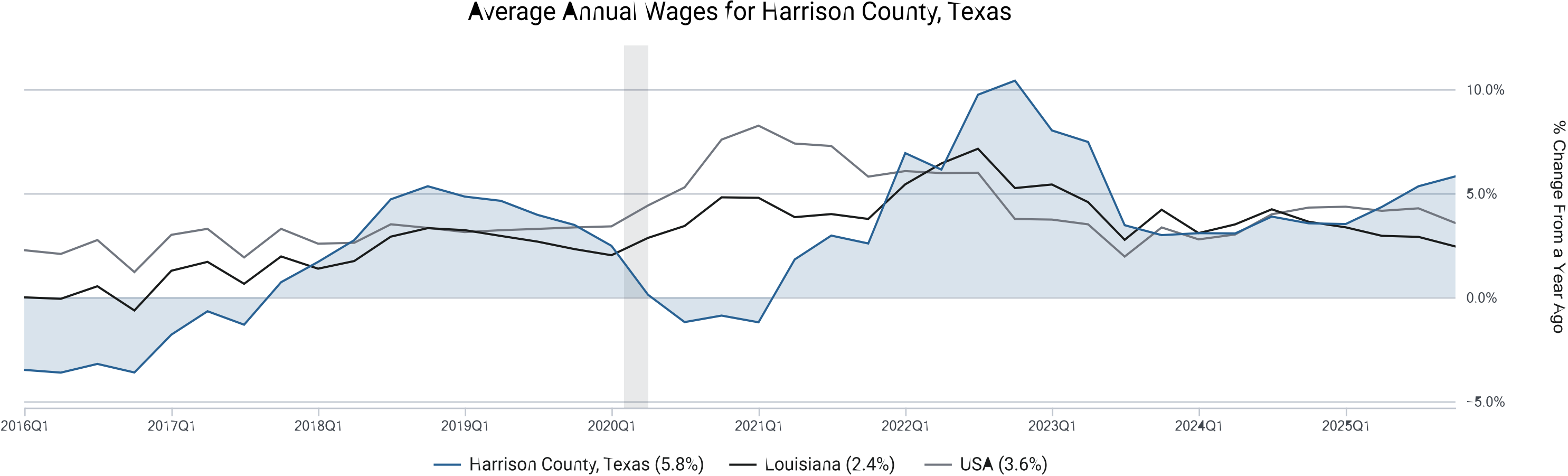
The unemployment rate for Harrison County, Texas was 4.3% as of March 2026. The regional unemployment rate was the same as the national rate of 4.3%. One year earlier, in March 2025, the unemployment rate in Harrison County, Texas was 4.6%.



# Economic Overview

## Wage Trends

The average worker in Harrison County, Texas earned annual wages of \$62,104 as of 2025Q4. Average annual wages per worker increased 5.8% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$76,205 in the nation as of 2025Q4.



Source: JobsEQ®. Data as of 2025Q4. The shaded areas of the graph represent national recessions.

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 2025Q3 with preliminary estimates updated to 2025Q4.

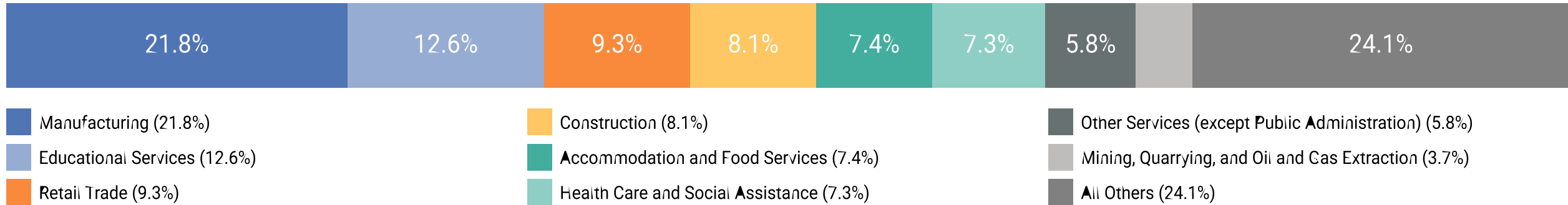


# Economic Overview

## Industry Snapshot

The largest sector in Harrison County, Texas is Manufacturing, employing 5,252 workers. The next-largest sectors in the region are Educational Services (3,037 workers) and Retail Trade (2,231). 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 Mining, Quarrying, and Oil and Gas Extraction (LQ = 10.47), Manufacturing (2.82), and Utilities (2.25).

Total Workers for Harrison County, Texas by Industry



Source: JobsEQ®  
 Data as of 2025Q4  
 Note: Figures may not sum due to rounding.

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 2025Q3 with preliminary estimates updated to 2025Q4.

Sectors in Harrison County, Texas with the highest average wages per worker are Utilities (\$143,744), Mining, Quarrying, and Oil and Gas Extraction (\$114,525), and Management of Companies and Enterprises (\$104,455). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Construction (+194 jobs), Educational Services (+165), and Accommodation and Food Services (+109).

Over the next 1 year, employment in Harrison County, Texas is projected to expand by 35 jobs. The fastest growing sector in the region is expected to be Arts, Entertainment, and Recreation with a +0.7% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Construction (+11 jobs), Health Care and Social Assistance (+11), and Accommodation and Food Services (+7).



# Occupation Snapshot

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- The largest major occupation group in Harrison County, Texas is Production Occupations, employing 2,970 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (2,415 workers) and Management Occupations (2,339).
- Occupation groups in Harrison County, Texas with the highest average wages per worker are Legal Occupations (\$108,900), Management Occupations (\$108,100), and Healthcare Practitioners and Technical Occupations (\$105,000).
- Over the next 1 year, the fastest growing occupation group in Harrison County, Texas is expected to be Healthcare Practitioners and Technical Occupations with a +0.8% year-over-year rate of growth.
- The strongest forecast by number of jobs over this period is expected for Management Occupations (+7 jobs) and Transportation and Material Moving Occupations (+7).
- Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (314 jobs) and Production Occupations (309).

# Industry Spotlight Report

## Spotlight Summary

Total - All Industries  
 Harrison County, Texas –  
 2025Q4

### EMPLOYMENT



**24,066**

Regional employment / **166,987,728** in the nation

### WAGES



**\$62,104**

Avg Wages per Worker / **\$76,205** in the nation

**-1.3%** ↓

Avg Ann % Change Last 10  
 Years / **+1.0%** in the U.S. 12



**100.0%**

% of Total Employment /  
**100.0%** in the U.S.



**3.0%** ↑

Avg Ann % Change Last 10  
 Years / **+3.9%** in the U.S.

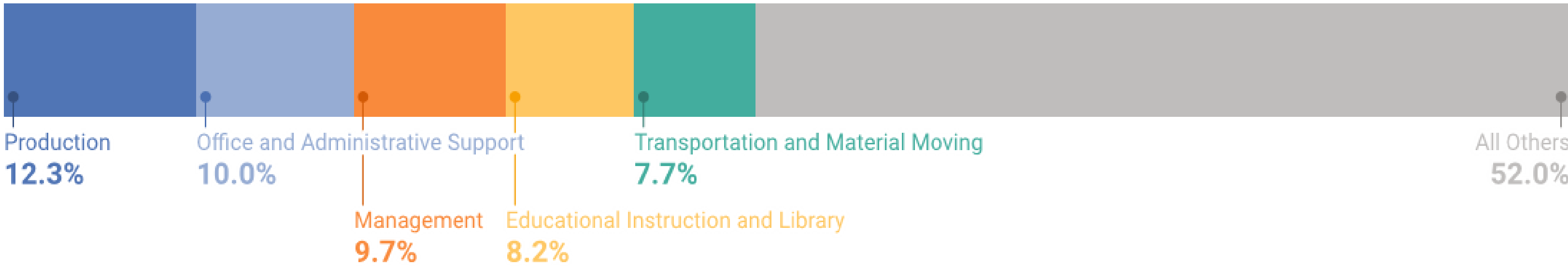


J O B S e Q

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

# Industry Spotlight

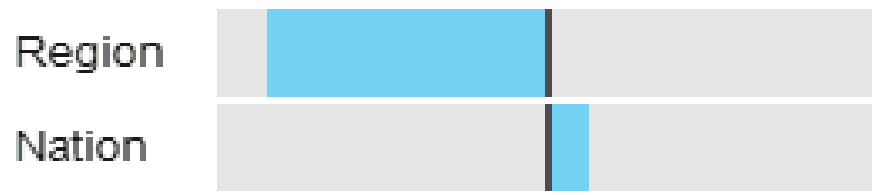
## TOP OCCUPATION GROUPS



## TOP INDUSTRIES

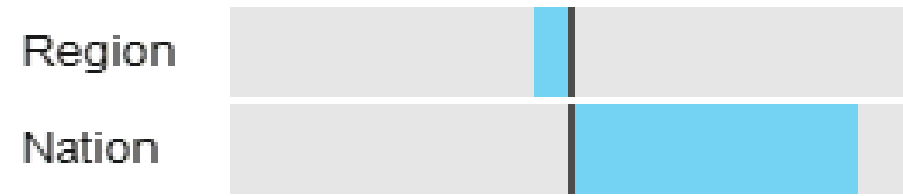
Avg Ann % Change in Employment, Last 10 Years

**-1.4%** ↓



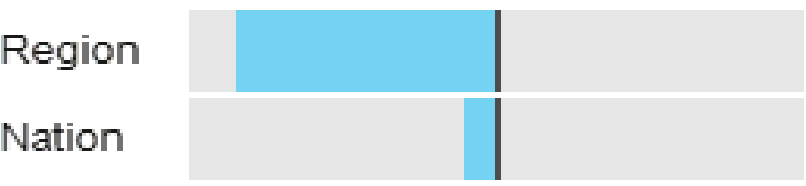
Manufacturing

**-0.1%** ↓



Educational Services

**-1.6%** ↓



Retail Trade



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

# Industry Spotlight

## Industry Snapshot EMPLOYMENT



## WAGES



| 2-Digit Industry   | Empl          | Avg Ann Wages   | LQ          | 5yr History | Annual Demand | Forecast Ann Growth |
|--|---------------|-----------------|-------------|-------------|---------------|---------------------|
| Manufacturing  | 5,252         | \$87,224        | 2.82        |             | 510           | -0.2%               |
| Educational Services   | 3,037         | \$50,332        | 1.55        |             | 289           | 0.1%                |
| Retail Trade   | 2,231         | \$35,377        | 0.97        |             | 296           | -0.2%               |
| Construction   | 1,954         | \$63,830        | 1.35        |             | 172           | 0.6%                |
| Accommodation and Food Services  | 1,781         | \$21,020        | 0.85        |             | 315           | 0.4%                |
| Health Care and Social Assistance  | 1,747         | \$53,295        | 0.47        |             | 184           | 0.6%                |
| Other Services (except Public Administration)                            | 1,387         | \$62,012        | 1.36        |             | 160           | 0.3%                |
| Mining, Quarrying, and Oil and Gas Extraction                            | 887           | \$114,525       | 10.47       |             | 76            | -0.3%               |
| Administrative and Support and Waste Management and Remediation Services | 856           | \$38,595        | 0.59        |             | 98            | 0.3%                |
| Finance and Insurance  | 797           | \$68,722        | 0.84        |             | 68            | 0.4%                |
| Remaining Component Industries   | 4,134         | \$68,820        | 0.83        |             | 410           | 0.2%                |
| <b>Total - All Industries</b>  | <b>24,066</b> | <b>\$62,104</b> | <b>1.00</b> |             | <b>2,607</b>  | <b>0.1%</b>         |



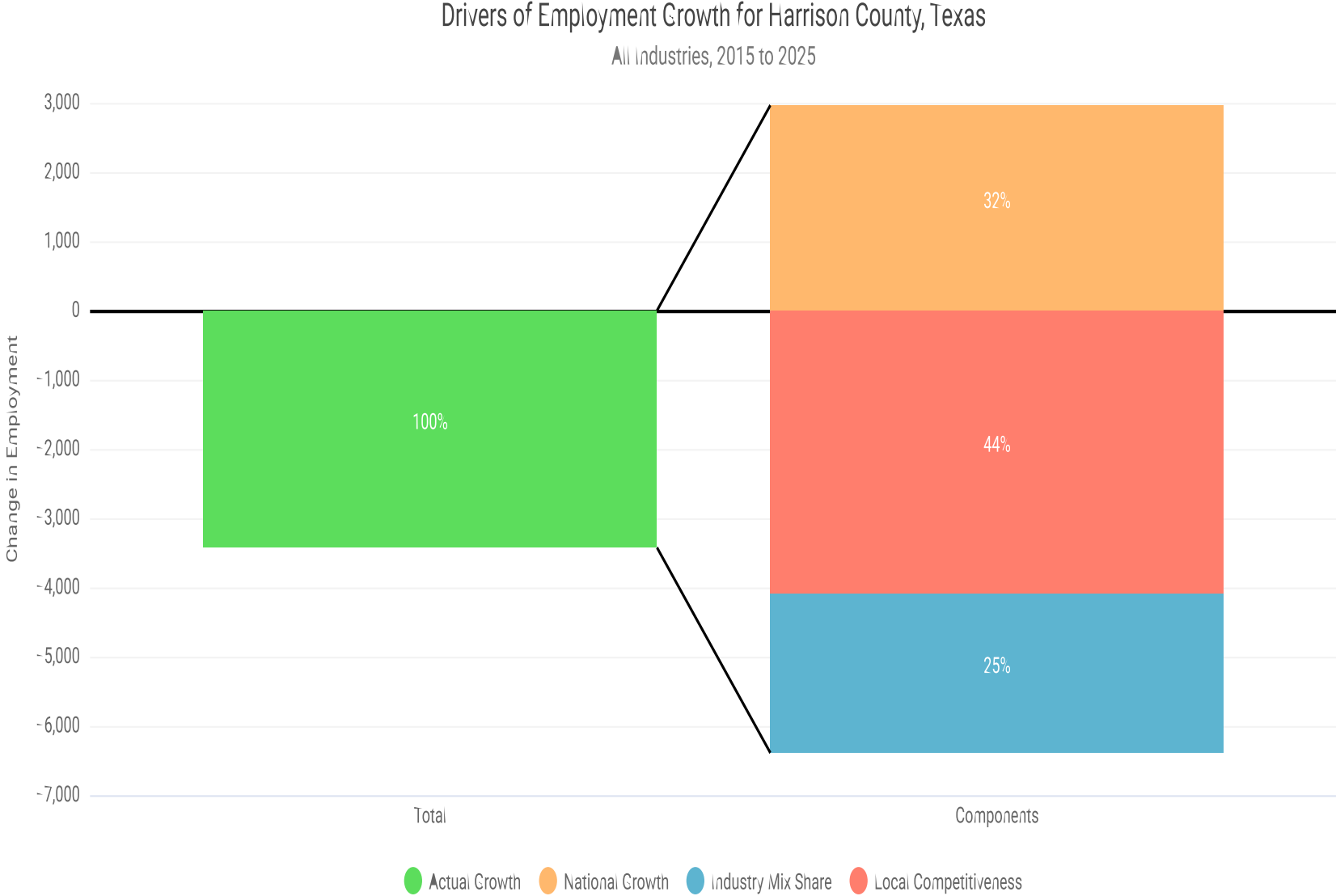
Employment is one of the broadest and most timely measures of a region's economy. Fluctuations in the number of jobs shed light on the health of an industry. A growing employment base creates more opportunities for regional residents and helps a region grow its population.



Since wages and salaries generally compose the majority of a household's income, the annual average wages of a region affect its average household income, housing market, quality of life, and other socioeconomic indicators.

# Drivers of Employment Growth

Over the ten years ending 2025, employment in Total - All Industries for Harrison County, Texas shed 3,422 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 4,078 jobs—meaning this industry was less competitive than its national counterpart during this period.



Source: JobsEQ®  
Data as of 2025Q4

💡 Shift-share analysis sheds light on the factors that drive regional employment growth in an industry. A positive change in local competitiveness indicates advantages that may be due to factors such as superior technology, management, and labor pool, etc.

💡 National growth is due to the overall growth or contraction in the national economy. Industry mix share is the growth attributable to the specific industries examined (based on national industry growth patterns and the industry mix of the region).



JOBSEQ

Harrison County, Texas, 2025Q4<sup>1</sup>

| NAICS                         | Industry   | Current       |                 |             | 10-Year History |              | 10-Year Forecast |               |               |             |              |
|-------------------------------|--|---------------|-----------------|-------------|-----------------|--------------|------------------|---------------|---------------|-------------|--------------|
|                               |  | Empl          | Avg Ann Wages   | LQ          | Empl Change     | Ann %        | Total Demand     | Exits         | Transfers     | Empl Growth | Ann % Growth |
| 31                            | Manufacturing  | 5,252         | \$87,224        | 2.82        | -793            | -1.4%        | 5,055            | 2,074         | 3,063         | -82         | -0.2%        |
| 61                            | Educational Services   | 3,037         | \$50,332        | 1.55        | -17             | -0.1%        | 2,894            | 1,385         | 1,479         | 31          | 0.1%         |
| 44                            | Retail Trade   | 2,231         | \$35,377        | 0.97        | -380            | -1.6%        | 2,938            | 1,354         | 1,618         | -34         | -0.2%        |
| 23                            | Construction   | 1,954         | \$63,830        | 1.35        | 176             | 1.0%         | 1,765            | 664           | 988           | 114         | 0.6%         |
| 72                            | Accommodation and Food Services  | 1,781         | \$21,020        | 0.85        | 218             | 1.3%         | 3,208            | 1,392         | 1,742         | 74          | 0.4%         |
| 62                            | Health Care and Social Assistance  | 1,747         | \$53,295        | 0.47        | -198            | -1.1%        | 1,889            | 887           | 890           | 113         | 0.6%         |
| 81                            | Other Services (except Public Administration)                            | 1,387         | \$62,012        | 1.36        | -181            | -1.2%        | 1,617            | 695           | 880           | 43          | 0.3%         |
| 21                            | Mining, Quarrying, and Oil and Gas Extraction                            | 887           | \$114,525       | 10.47       | -1,128          | -7.9%        | 750              | 289           | 492           | -30         | -0.3%        |
| 56                            | Administrative and Support and Waste Management and Remediation Services | 856           | \$38,595        | 0.59        | -221            | -2.3%        | 991              | 419           | 548           | 24          | 0.3%         |
| 52                            | Finance and Insurance  | 797           | \$68,722        | 0.84        | -132            | -1.5%        | 689              | 276           | 379           | 35          | 0.4%         |
| 54                            | Professional, Scientific, and Technical Services                         | 786           | \$76,951        | 0.45        | 100             | 1.4%         | 675              | 254           | 378           | 43          | 0.5%         |
| 11                            | Agriculture, Forestry, Fishing and Hunting                               | 646           | \$16,654        | 2.24        | -12             | -0.2%        | 743              | 391           | 368           | -16         | -0.2%        |
| 92                            | Public Administration  | 602           | \$63,952        | 0.53        | -29             | -0.5%        | 560              | 235           | 314           | 11          | 0.2%         |
| 48                            | Transportation and Warehousing   | 536           | \$81,837        | 0.44        | -317            | -4.5%        | 590              | 256           | 319           | 15          | 0.3%         |
| 42                            | Wholesale Trade  | 510           | \$68,068        | 0.58        | -489            | -6.5%        | 521              | 207           | 297           | 17          | 0.3%         |
| 53                            | Real Estate and Rental and Leasing                                       | 382           | \$74,000        | 0.91        | 23              | 0.6%         | 377              | 175           | 192           | 10          | 0.3%         |
| 22                            | Utilities  | 285           | \$143,744       | 2.25        | -129            | -3.7%        | 215              | 93            | 143           | -21         | -0.8%        |
| 71                            | Arts, Entertainment, and Recreation                                      | 173           | \$23,252        | 0.34        | 61              | 4.4%         | 269              | 109           | 147           | 12          | 0.7%         |
| 51                            | Information  | 169           | \$65,423        | 0.37        | -10             | -0.6%        | 137              | 54            | 85            | -2          | -0.1%        |
| 99                            | Unclassified   | 35            | \$38,680        | 1.02        | 32              | 29.4%        | 39               | 17            | 22            | 1           | 0.1%         |
| 55                            | Management of Companies and Enterprises                                  | 10            | \$104,455       | 0.03        | 2               | 2.7%         | 9                | 3             | 5             | 0           | 0.5%         |
| <b>Total - All Industries</b> |  | <b>24,066</b> | <b>\$62,104</b> | <b>1.00</b> | <b>-3,422</b>   | <b>-1.3%</b> | <b>26,201</b>    | <b>11,504</b> | <b>14,340</b> | <b>356</b>  | <b>0.1%</b>  |

# Drivers of Employment Growth



Overall job growth projected to remain relatively flat over the next 10 years (+356 jobs; 0.1% annual growth).



Manufacturing remains the county's economic backbone with strong wages and specialization, despite projected slight employment declines.



Energy-related industries continue to contract, reflecting long-term volatility in oil & gas employment.



Healthcare, construction, and professional services are projected growth sectors.



Retail and logistics remain underdeveloped relative to regional potential.



Workforce replacement demand will be a major challenge due to retirements and labor turnover.



Source: [JobsEQ®](http://www.chmuraecon.com/jobseq) <http://www.chmuraecon.com/jobseq>

**Thank You**