



BAYLOR
RESEARCH
& INNOVATION
COLLABORATIVE



a New Beginning

BY JENNIFER KUNARD

General Tire latest in series of shutdowns

By ALAN NELSON
Tribune-Herald business editor

The closing of the General Tire plant is the latest in a series of layoffs and shutdowns that have hit the Waco area in the past year. Levi Strauss is completing the shutdown of its national women's-wear distribution center, which cost the Waco area 350 jobs. American Solar King of Waco, which is engaged in a lawsuit with West...

...sion was motivated by the world economic situation." Mitchell said the closings and layoffs were not part of a trend. "The closings we have had have not been related to one another," he said. "But certainly, it is an area for concern."

"This (General Tire shutdown) won't be devastating," he said. "The economy is too diverse and will grow. All signs...

Officials gear up for ripple effect

By TOMMY WITHERSPOON and CARL HOOVER
Tribune-Herald staff writers

McLennan County taxing entities, merchants and school administrators are gearing up for the ripple effect expected to be created by the closing of General Tire, one of the county's leading employers.

GENERAL TIRE TAXES	
Following is a list of taxes paid by General Tire to:	
McLennan County	\$12,262
City of Waco	\$272,411
WISD	\$375,050
MCC	\$28,500
The total amount paid	\$688,223

Waco tries to regroup after layoffs

By DREW PARMA and DARRELL DUNN
Tribune-Herald staff writers

For the second time in four months, a Waco task force has been formed to deal with the shutdown of a major Waco plant — this time the closing of General Tire and the loss of 1,405 local jobs.

A task force made up of representatives of the Chamber of Commerce and city and county government announced at a Friday news conference they will keep a scheduled appointment Monday with top GenCorp officials in Akron, Ohio.

Chamber chairman Alton Pearson said the meeting with GenCorp executive officer William Reynolds has become a recruiting mission.

Originally, local officials were to offer tax breaks and incentives to attract new businesses in the area.

...now is to Waco." But that is not tires, Cullen Smith, chief of getting things in view said in the past.

Pearson said other, more profitable plant facilities. He said that might be offered. He said he still is offering interest in...

Closing expected to cost town \$80 million or more

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Aug. 22, when Goodrich announced the plant closing, the town lost a fourth of its tax base.

...on the assumption that the downturn in the economy would be at least 20 percent. I think we're conservative in that estimate. I think the Q3 report shows that.

...main a problem even after the plant closes and families with school-age children move away in search of work. Earlier this year, voters turned down a \$3.2 million bond issue that "would have fixed things nicely," Head said. Now, he...

Plant closing will impact Waco firms

By ALAN NELSON
Tribune-Herald business editor

The shutdown of General Tire will leave skid marks across the financial fortunes of several Waco businesses.

Among those directly affected will be Texas Power & Light, Lone Star Gas, the Texas Energy Bureau and Central...

GENERAL TIRE FACTS	
Location:	603 General Parkway
Product:	Bias-ply tires, ranging from 13-inch passenger tires to huge off-road tires



BAPTISTS EMPHASIZE UNITY AT CONVENTION — LOCAL, 1B

Waco Tribune-Herald

General Tire shutdown to affect 1,405 workers

By ALAN NELSON
Tribune-Herald business editor

General Tire, the city's largest manufacturing plant and one of its largest employers, will shut down in about six months, officials announced today.

The shutdown will affect 1,405 workers, including 1,000 hourly employees and 400 salaried employees.

A LOOK BACK
In 1985,
General Tire had recently renovated the Waco plant's building interior and employed more than 1400 workers. Shortly after the renovation was complete, employees reported to work and read a corporate notice and press release stating that General Tire had decided to close the Waco plant.

"We were in complete shock when General Tire announced they were closing the plant," says Dr. Elton Stuckly, current Texas State Technical College Waco president and Waco General Tire industrial maintenance electrician from 1979-1986. "It's not fun to walk into work and see a big sign on the wall that says you're going to lose your job." In addition, workers were left in the dark on how the staggered layoffs were going to happen and when they would lose their jobs.

"Morale at the plant was bad," recalls Stuckly. "You never knew when your time was going to come or when your final day was. Everyone started looking for a job after the announcement was made to close the plant."

At the time, the General Tire plant was Waco's largest manufacturing facility and one of the city's largest employers. Waco had to absorb the influx of people looking for jobs and many suffered a pay decrease from \$13 to \$5 an hour, says Joe Dickau, General Tire maintenance worker for 14 years and building caretaker since 1995. "It was disastrous," he says.

Dr. Elton Stuckly

president of Texas State Technical College Waco

Even though the plant's closing cast a shadow on the community, Stuckly continues to remember his time working at the plant fondly. "I still have a special place in my heart every time I drive by that plant because it was such a good job," he says.

The plant's history dates back to World War II when the plant was financed under a certificate of necessity by the federal government to produce military tires. After the war, General

Tire reimbursed the government and began producing passenger tires at the Waco plant. It manufactured tires from 1944 to 1986 when it shut down production.

THE Clifton Robinson family and H. Bland Cromwell purchased the plant and land in 1995. In 2009, they donated a portion of it to Baylor University. "Since the closure of General Tire, the more than 600,000 square feet of manufacturing space fronting Highway 77 has remained mainly dormant with the exception of a few small warehouse leases," says Sarah Roberts, senior vice president of economic development at the Greater Waco Chamber of

Commerce. "The front 300,000 square feet is what has been donated to [Baylor]." Many companies have leased space in the 1.1 million square feet of former General Tire distribution space, including Caterpillar Logistics Services and Clarke Products.

GENERAL TIRE FACTS

- Location: 600 General Parkway
- Product: Bias-ply tires, ranging from 13-inch passenger tires to huge, off-road construction tires
- Workforce: 1,405 employees
- Physical plant: Forty-nine acres under roof on 139 acres of land
- Age of plant: 40 years
- Payroll: \$3.5 million monthly
- Total expenditures: \$18 million pumped monthly into the Waco area economy through expenditures



General Tire & Rubber Co.

BAYLOR 2012 VISION BUILDING PURPOSE

Vice Provost for Research Dr. Truell Hyde first envisioned the Baylor Research and Innovation Collaborative (BRIC) in 2002 with the advent of Baylor 2012 and Baylor's commitment to become a top-tier research university, says Jim Kephart, Baylor Advanced Research Institute (BARI) program development director. Baylor 2012's third imperative states that "Baylor



will continue to recruit faculty from a variety of backgrounds capable of achieving the best of scholarship, both in teaching and research. ... A significant number of Baylor faculty will continue to be recognized as leaders in their respective disciplines and in productive, cutting-edge research."

The Robinson family and Cromwell donated the General Tire building and surrounding 21 acres to Baylor. The virtually abandoned building was a nice fit for the BRIC. In October 2009, Baylor, along with state, county and city governments and organizations, and higher educational institutions, announced the formation of the Central Texas Technology and Research Park and its first project, the BRIC.



CITY/COUNTY COLLABORATION

Given Hyde's original vision, Baylor never considered a solely academic focus for the property, says Kephart. "What is apparent from reviews of research parks around the country is that Baylor, by itself, could not create the type of research and economic development engine which the BRIC will embody. A successful research park requires the long term collaboration of a variety of community partners, including other colleges and local school districts, municipal and county leaders, and industry partners who realize the value of combining university research, technology training and broad based community support for competitive economic development incentives to business."

The BRIC will allow collaborative interaction among Baylor researchers and industry, high technology technician training, and work force development, says Kephart. The goal is to "... provide significant economic development gains to the greater Waco region in the form of higher wage scale jobs as new businesses spin out of the BRIC and locate in the region."

The BRIC will be home to innovation, research, technologies, commercial products, collaboration, partnerships and, once again, jobs. Jobs that mean more to Wacoans than simply a means to a paycheck.

The General Tire building represents so much more than tires to Wacoans. "As BRIC discussions with local area residents progressed over the last few years, we began to notice a central theme when the General Tire plant was mentioned," says Kephart. "It seemed that in each discussion, at least one person in the conversation had direct

knowledge of former employees of the General Tire Company."

Stuckly says he frequently runs into former plant coworkers around Waco and recalls old stories with them. In fact, his next door neighbor is also a former plant employee.

"I love Waco and I wouldn't live any other place," says Stuckly. "I want for me personally, and for all the other employees that worked there, for my grandchildren, and their children, to look back and see what the BRIC has brought to the community."

The BRIC project will not happen overnight, but the time invested in making it a success is going to be worth it. "Anytime you bring on a project of this size, it is going to take

time. Sometimes the best things are worth waiting for and in this case, it is going to take some time to do it right," Stuckly says.

The BRIC is already becoming a reality with an anticipated phase one completion date in spring 2012. Planning and fundraising for phase two, which will include equipping research laboratories and recruiting industry and other partners, is underway, says Hyde.

"I'M JUST THRILLED TO BE THE PRESIDENT OF TSTC WACO AND FOR OUR COLLEGE TO PARTNER WITH BAYLOR ON THIS PROJECT," SAYS STUCKLY. "FIVE TO 100 YEARS FROM NOW, PEOPLE WILL LOOK BACK AND SAY THIS IS A GREAT THING FOR CENTRAL TEXAS. IT'S GOING TO BE GREAT."

