



2020 BUSINESS PLAN (Q3-Q4 REVISED)

Background:

This document is an amendment to the SAEDF 2020 business plan. The original document contains Objectives, Goals, Planning Assumptions, and the original operations plan. Contained here are the shifts in initiatives and KPIs made due to COVID-19 impact, a remote work environment, and heavy BRE and workforce recovery focus through Q2.

SAEDF is a private-public non-profit that’s existed for over 45 years, with the purpose of growing and diversifying the San Antonio regional economy through jobs and capital producing investments. Together with municipal partners, utilities leaders, and more than 165 private companies, SAEDF continues to attract companies into the Greater San Antonio business community and grow the ones that already call it home by focusing primarily on marketing, project management and workforce strategies. It’s our vision to propel the San Antonio region to the forefront of the world’s leading economies. We work toward this goal concentrated on three important areas: Jobs, People & Place.

2020 Tier 1 Goals vs. Actuals

Tier	Indicator	2017 to 2020 Goals	2017 to 2020 Actuals Y-T-D	2020 Goals	2020 Actuals Y-T-D
Business Development	New Jobs	20,000	15,859	4,858	688
	New Target Industry Jobs %	50%	73%	50%	92%
	New High Wage Jobs %	55%	46%	100%	86%
	Local CAPEX	\$1.5B	\$1.91B	--	\$78.2M
	Foreign Direct Investment	\$200M	\$1B	--	\$12M
	Target Sector Employment Growth (NAICS) (yoy) %	12%	4%	5%	1%
	BRE Assists	350	388	200*	144
Workforce	Job Fill Ratio (avg.)	75%	78%	55%	75%
	Educational Attainment*	33.5%	34%	33%	35%
	Post-Secondary Completions (Target Sector)	29,000	44,220	12,000	15,144
	Work-based Learning Opportunities	20,000	23,254	7,520	8,503
Investor & Comm. Relations	Total Revenue Growth (501c6 501c3)	\$2M \$500K	\$1.2M \$1.5M	\$500K \$133K	\$181K \$400K
	Private / Public Funding (501c6)	60/40	50/50	60/40	55/45
	Private / Public Funding (501c3)	60/40	70/30	60/40	70/30

*Due to shift in operations to focus solely on BRE in Q2, this goal increased from 110 to 200.

Revised Initiatives

All initiatives in *green* are partially funded by CARES Act dollars, and partially by annual contract.

All other initiatives are a continuation of the SAEDF operations plan and are funded in part by the existing CoSA investment and in part by other private and public sector investors.

Initiative 1: Enhanced Business Retention & Expansion (BRE)

- Data-driven approach to identify target industry companies for outreach, using Emsi Business Engage tool and business community intel ahead of formal company outreach and to make the program more equitable, offering assistance to a broader variety of businesses.
- Enhance business intelligence to predict companies that may be in need of support. (Emsi)
- Develop and launch Export Leaders Program to provide local small business with expert level support and access.
- *Continue Workforce Asset Mapping: Inventory of training and education resources, advocacy organizations, and funding sources by target industry. (50% CARES)*
- *Produce & publish enhanced year-end local business and industry trends report (20% CARES)*
- Further integrate workforce development team into BRE program; actively participate in company visits, action plans, and follow-up to businesses, for example, convene education and training providers as needed to help provide innovative solutions to BRE company challenges.
- *Develop and launch BRE marketing campaign targeted at local businesses including new collateral (5% CARES)*
- *Develop and distribute training materials to scale BRE program across partner organizations such as SAGE, WEDC, Centro and Southside First. to maximize efficient, effective, geographically needs-specific BRE. (70% CARES)*

Initiative 2: Develop & Execute a Targeted High-Wage Job Attraction Plan

- Develop amplified plan for digital marketing, advertising, paid media, and PR outreach to target markets and industries, replacing outbound travel and face-to-face meetings aimed at attracting high-wage jobs into the region.
- Identify high-wage potential suppliers / services for existing regional companies, with attention to enhancing depressed areas of the community.
- Develop / strengthen relationships with regional military leaders to provide support in potential upcoming projects and expansions.
- Facilitate conversations with high-wage potential companies and education and training providers to grow and expand programs in the region.
- ✓ Participate in the Talent Management Pipeline Academy
- ✓ Develop and launch updated SAEDF website
- ✓ Lead & deliver the Bioscience Workforce Report
- Lead and deliver comprehensive creative development, promotion, and distribution of Bioscience collateral piece in partnership with SA Partnership for Precision Therapeutics.

Initiative 3: Develop & Execute Career Pathways Marketing Plan

- Identify additional employers to invest in expansion of program scope to reach across all target industries; current focus is on advanced manufacturing and skilled trades.
- Deliver manufacturing and skilled trades asset gap inventory identifying additional or improved training and education programs.
- *Identify and articulate career paths into and through advanced manufacturing and skilled trades; includes skills gaps analysis and training / education programs to fill those gaps. (20% CARES)*
- *Identify and articulate career paths and skills transfer opportunity directly focused on shifting COVID-impacted roles into manufacturing and skilled trades training and education programs, and eventually careers. (25% CARES)*
- Job matching online platform integration into new SAEDF site

- ✓ Develop work-based learning impact study with UTSA
- ✓ Virtual & digital work-based learning employer recruitment & engagement activity
- Develop and execute a multi-channel marketing and communications Career Pathways campaign to include targeted outreach to high-need areas (in support of microbusiness outreach) (10% CARES)

Initiative 4: Activate Targeted International Development Plan

- Within Brookings markets work with vendors to identify companies with high-wage potential to create targeted virtual company visits (DC/Toronto/Guad/Darm)
- Digital support of Trade Talks, Mexico Group.
- Develop & launch translated web pages for new SAEDF site.

Initiative 5: Develop & Execute Revenue Growth Plan for Regional Partner Investment, Career Pathways Investment.

- Work with Workforce and BD teams to develop target list
- Develop optimal investment packages with strategic oversight of all partners
- Help identify regional partners contacts and assess temperature of lead
- Help right-size proposed investment amounts
- Help identify potential career pathways partners and assess temperature of lead
- ✓ Identify and procure strategic plan fundraising vendor services
- Work with vendor to develop key campaign messaging

Initiative 6: Strategic Plan Implementation

- Further apply an inclusive and diverse lens to SAEDF governance structure
- ✓ Lead cross-sector development and delivery of an equity-lens economic dashboard
- ✓ Develop SAEDF 2021 scorecard to include enhanced KPIs promoting economic mobility
- Lead work with SAEDF team and Agency of Record to develop new brand expression
- Develop communication and launch plan for new brand
- Lead creative overhaul

Initiative 7: Develop & Execute Regional Economic Development Partnerships

- Finalize structure and processes for Regional Partnerships to include co-marketing structure/plan and project deal flow process.
- ✓ Leverage Governor's Forum to kick off a forum for regular communication with regional partners.
- Create a series of virtual regional roadshows, allowing each partner community to showcase their unique assets. This would include highlighting regional and local EDOs including SAGE, WEDC, Centro and Southside First.
- Familiarize site selectors, brokers, consultants with the strategic plan and regional approach: shifted to virtual outreach accompanied by paid, targeted media.
- Develop regional outbound marketing plan: shifted budget from travel to increased digital advertising and heavily targeted paid social media.

Budget

Staff Expenses		\$127,500
Salaries	\$107,500	
Taxes	\$7,500	
Employee Benefits	\$12,500	
Prospect and Marketing Expenses		\$170,000
Advertising/Marketing/Public Relations	\$35,000	
Collateral/Printed Materials	\$12,500	



Strategic Advisory Services	\$12,500	
IT Services	\$12,500	
Business Development (REC/BRE)	\$32,500	
International BD (REC/IBDC)	\$30,000	
Japan/Texas Office Agreement	\$35,000	
Administrative/Other Expenses		\$37,500
Trade Association Dues	\$7,500	
Audit Fees	\$4,250	
Contract Accounting	\$2,250	
Rent	\$15,000	
Telephone	\$4,000	
PEO	\$2,500	
Insurance	\$2,000	
EDF SUBTOTAL		\$335,000
Workforce		
Salaries, Taxes and Benefits	\$62,000	
Contract Advertising and Communications Services	\$28,000	
Administrative Expenses (i.e. Rent, Computer, etc.)	\$5,000	
Program Expenses/Shared Services/Training/Marketing	\$5,000	
Workforce SUBTOTAL		\$100,000
Total Operating Expenses		\$425,000