

**San Antonio Economic Development Foundation (SAEDF)**  
**Forefront SA Business Plan: 2018**  
**City of San Antonio (COSA) Agreement Deliverables**

The San Antonio Economic Development Foundation (SAEDF) is the master convener for the region’s economic and workforce initiatives. The SAEDF continues to realign its resources to ensure that all day-to-day activity is focused on the performance metrics and coordination called for in the San Antonio Strategic Plan for Economic Development (Forefront SA) and in congruence with the Jobs and Economic Competitiveness section of the SA Tomorrow Comprehensive Plan.

**COSA / SAEDF Agreement Parameters:**

**Overview:** To establish and continue to develop a sustainable collaboration model and maximize allocated economic development resources, with the core focus continuing to be: 1) securing foreign and domestic job-producing investments from recruited companies, 2) supporting local industry retention and expansions, and 3) imaging/marketing of San Antonio as a progressive, well-educated city attractive to foreign and domestic targeted industry business investments. SAEDF will also exert a prominent role in reporting workforce development initiatives executed through SA Works.

The scope, metrics and deliverables contained in this plan are congruent with the SA Tomorrow Comprehensive Plan and the SA2020 Vision Plan, which secured public input and direction from residents, community stakeholders, business and other community partners. Studies and publications that serve as guiding documents for this scope include the 2013 Deloitte Economic Development Strategic Plan study, the 2015 Trade and Investment Strategy, the 2015 Cybersecurity Industry Market Study, the SA2020 Talent Pipeline Study and other community-wide studies speaking to industry growth, economic development goals and tactics, and workforce development supply and demand as it pertains to industry competitiveness.

**Service Area:** For purposes of SAEDF activities funded by COSA, services will be delivered for the principal benefit of the area and residents within the boundaries of City of San Antonio in effect during the contract term. COSA acknowledges that SAEDF also has obligations to Bexar County, CPS Energy, SAWS, and private sector member companies, provided, however, SAEDF will coordinate efforts and maximize the benefits of its efforts with all such parties. Such efforts should include, but not be limited to, keeping an open line of communication with all parties and negotiating on behalf of and for the benefit of all such parties.

**Updates and Reporting:** At the request of COSA, SAEDF will present to City Council and/or the Economic and Workforce Development Committee for regular updates.

**SAEDF Charter:**

**Vision:** To propel the San Antonio region to the forefront of today’s top performing cities.

**Mission:** Lead the development and diversification of the San Antonio regional economy through the location and expansion of quality employers and job producing investments.

**Unique Value Proposition:** As a public-private economic development organization, SAEDF serves as an extension of industry to build networks and develop business opportunities on behalf of our public-sector partners. SAEDF serves as the San Antonio region’s lead marketing organization working daily to promote the community as a prime location for quality employers and job-producing investments. SAEDF also provides complimentary site selection assistance through customized research and analytics, to streamline a company’s entrance into the San Antonio regional market.



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**Governance:**

Implementation and monitoring of Forefront SA falls under the oversight of the President & CEO and Executive Committee of SAEDF. All tactics and strategies will continue to be evaluated by public sector partners, approved by the SAEDF Executive Committee, advised by the Mayor and County Judge, and be reflected in an annual update to Forefront San Antonio, which will be made available to elected officials and business leaders.

**Guiding Principles:**

- **Coordination and Collaboration:** Economic development is a team activity and requires consensus, clear direction, and action bias. This plan provides for both short-term tactic development and funding as well as longer-term initiative development tying together multiple annual work plans. The community must engage in a means of economic development coordination to facilitate private sector collaboration towards consistent and aggressive action towards economic development goals.
- **Private Sector Leadership:** Private sector leadership is key to the success of any economic development strategic plan and plays a key role in determination of goals, objectives, strategies and tactics. Private sector leaders must be provided a clear and consistent means to move city-wide economic development objectives forward.
- **Maximization of Resources:** Investment of public economic development funds are focused on the highest and best use in securing and growing new jobs and investment in Targeted Industries. This Business Plan seeks to ensure such dollars are focused on Targeted Industry Initiatives and leveraged through short and long-term coordinated planning and execution of tactics leveraging and driving all state, federal, foundation and industry funds available towards accomplishment of the community's economic development goals.
- **Agile Economic Development:** Economic development tactics and initiatives must be fluid and flexible and be continuously improved based on opportunities that occur at the speed of business.
- **Data Driven:** SAEDF is committed to ensuring all strategies and tactics are based on timely and relevant data both to inform action as well as measuring progress in meeting economic development objectives.

**Planning Assumptions:**

The San Antonio region has many assets that make it a desirable place for both residents and businesses. The region is estimated to capture a significant number of new residents by 2020 growing both business and adding to its existing workforce. Driving the influx is San Antonio's stability in its long-standing military cluster, growing financial institutions, tourism and hospitality sectors, and emerging bioscience and technology sectors.

This diversity and the region's business-friendly, low tax environment, municipally-owned utilities (CPS Energy and SAWS), and state-sponsored business relocation opportunities, have contributed to the economic growth and employment throughout the city.

Geographically, the region's location makes it an attractive place as it sits on major trade routes in close proximity to Mexico, seaports in Houston and Corpus Christi, as well as major interstates. Further opportunities are expected with significant growth in Austin, as new development closes the gap between the two cities. Merging the Central and South Texas economies opens new doors for both industry and employment.

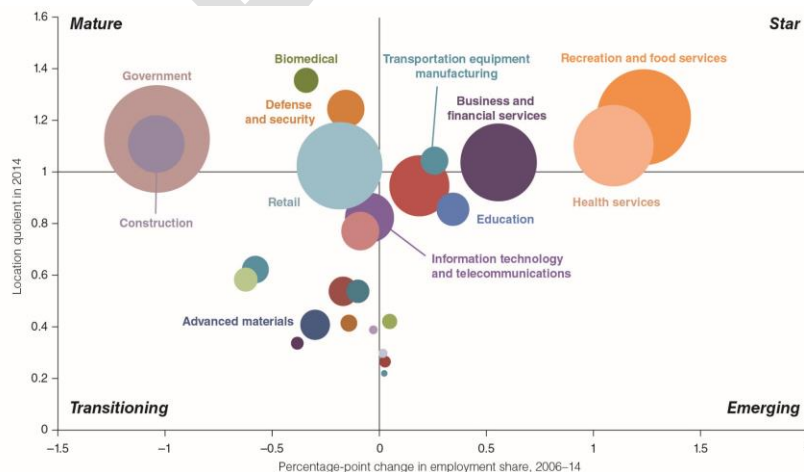
**Drivers:**

- Government continues to be the largest cluster on the strength of the region's three large military installations, which together employ approximately 85,000+ residents (cite: jbsa.mil) helping provide stability for the region's growth. Local hiring in 2017 is expected to grow at a faster pace than the previous year and is forecasted to continue. With forecasted increases the Dallas Fed, have raised their previous estimate for job growth from 2.5 percent to 3 percent for 2017.

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- Tourism is one of the area’s most important industries—local attractions draw millions of visitors annually —and, along with the travel industry, generated \$13.4 billion in economic impact in 2013 according to “The Economic Impact of San Antonio’s Hospitality Industry” study<sup>1</sup> San Antonio is also a top U.S. convention city. Employment in recreation and food services, the second-largest cluster, expanded 26 percent (26,100 jobs) from 2006 to 2014 and has remained at a 4 percent nominal increase into 2016<sup>2</sup>. Job increases in tourism and hospitality along are associated with recent increases in oil production inventories offsetting fuel costs for consumer industries and individuals alike. The same can be said for logistical transportation industries and manufacturing as goods and services are transported at decreased costs from past years.
- Biosciences and Health services continue to support job growth in the area, with a combination of private and government operations. Employment in private health-related institutions accounts for about 10 percent of San Antonio region’s workforce<sup>3</sup>, is higher than in other major Texas metros, including Houston, and its share grew in the 2006–14 period. Medical research facilities in San Antonio include the San Antonio Army Medical Center’s San Antonio Military Medical Center—the nation’s largest military hospital—and Wilford Hall Ambulatory Surgical Center at Lackland Air Force Base, the University of Texas Health Science Center at San Antonio, the Texas Biomedical Research Institute and the Texas Research Park. San Antonio’s proximity to military medical facilities, as well as privately funded research and health institutes, should continue to propel the health sectors growth.
- Business and financial services continue to be a growing sector and accounts for 9 percent (2016) of the local workforce<sup>4</sup> (LCMI Tracer Cite). San Antonio is headquarters to USAA (United Services Automobile Association) and Frost Bankers Inc. Employment in the business and financial institutions rose 4 percent from 2015 – 2016 in-line with other major state metros.
- The Manufacturing Industry has long had a presence in San Antonio dating back to the Canary Island settlers in the early 1700’s. The manufacturing companies in the greater San Antonio area have made products critical to the regional, national and world economies for decades. Virtually every segment of manufacturing is represented by the companies within the San Antonio region – ranging from food processing to automobiles to aircraft to solar panels. The manufacturing industry’s annual economic impact is estimated at over \$22.5 billion
- San Antonio’s expanding Cyber-Security sector is largely becoming a driving industry for the city. With over forty Cyber-Security firms headquartered in San Antonio, the city is developing to be one of the largest concentrations of IT, Information Assurance and cyber-security professionals in the nation. Fueling this growth has been the city’s continued support and investment to education and creation of a Cybersecurity workforce. Continuing investment in information technology and cyber- security is being made through startup funding opportunities and continued educational services through local colleges and universities.

**Driving Sectors for San Antonio’s MSA**



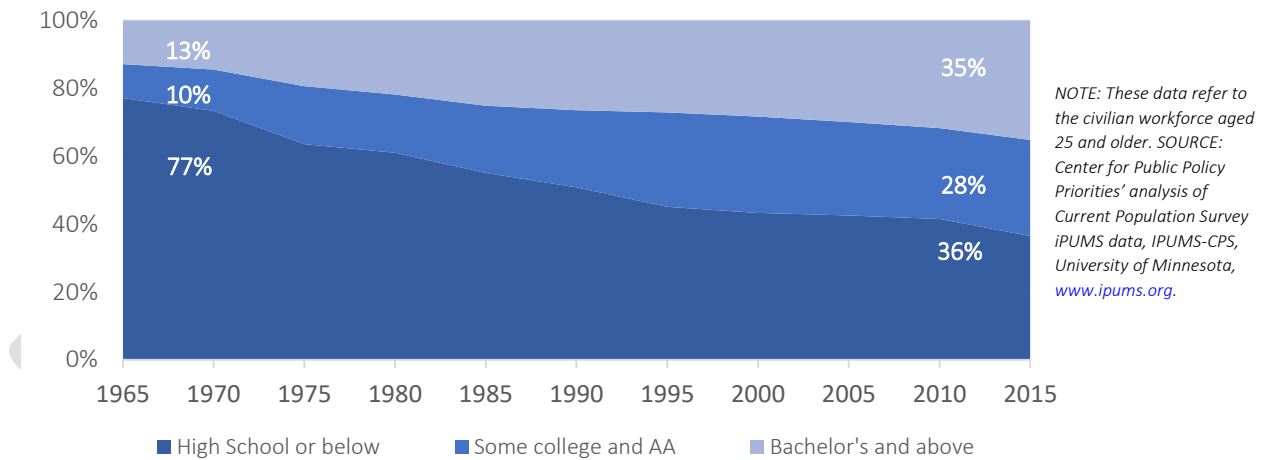
*NOTE: Bubble size represents cluster share of metropolitan statistical area employment. SOURCES: Texas Workforce Commission; Bureau of Labor Statistics; calculations by authors of “At the Heart of Texas: cities’ Industry Clusters Drive Growth,” Laila Assanie, Kristin E. Davis, Pia M. Orrenius and Michael Weiss, Federal Reserve Bank of Dallas, February 2016.*

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**Challenges:**

- The San Antonio region’s dependency on military and government operations remains as a constant driver, but relied economic dependency is vulnerable to federal budget cuts in the future. Joint Base San Antonio reports a total Economic Impact of military operations in the area at \$15,460,380,263<sup>5</sup>. This would be detrimental to the region if budget cuts were imposed decreasing funded military operations and supported industry clusters.
- As a historic center of cultural confluence and trade, the San Antonio region continues to have a unique position in North America. The impact of current dynamic federal policy on trade and investment, both within North American and beyond, continues to challenge our community’s strategic efforts in this space. Data will continue to drive the evolution of our community strategy and tactics but must be balanced with the ever-evolving federal policy on trade and investment.
- A short supply of in-demand skilled workers may constrain future growth in high-paying sectors and limit the area’s ability to attract firms and investment. Regionally San Antonio continues to trail the state in educational attainment. Twenty-six (26) percent of the population age 25 and over holds a bachelor’s degree or higher<sup>6</sup>, compared with the States average of 28 percent. The regions less educated population relative to other large Texas metros, combined with its trend of low paying service employees in retail and recreation, has restrained median incomes.

**Texas Educational Attainment of Civilian Workforce Age 25 & Older**



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Cradle to Career Milestones

Indicator	Status (2015-16)	Improvement in % points	
		since 2011-12	since 2014-15
Kindergarten Readiness <sup>1</sup>	24% of students were very ready for kindergarten	↑ 2%	— 0%
Third Grade Reading <sup>2</sup>	40% of students met grade level performance	↑ 5%	↑ 4%
Eighth Grade Math <sup>2</sup>	28% of students met grade level performance	↓ 1%	↓ 2%
High School Graduation <sup>3</sup>	90% of adjusted cohort graduated in four years	↑ 5%	↑ 1%
Post-Secondary Enrollment <sup>4</sup>	47% of graduates enrolled in TX post-secondary institutions	↓ 3%	↓ 2%
Post-Secondary Attainment <sup>5</sup>	38% of 25-34-year-olds have a certificate or above	↑ 2%	— 0%

Supplementary to planning assumptions, is the inherent responsibility of economic development to foster growth across industry sectors. Specifically, among identified Target industries, to ensure the community consistently integrates diverse jobs and investment through the strategic objectives and metrics outlined in the following sections.

Target Industries are identified as Biosciences/Healthcare, Advanced Manufacturing, Aerospace & Transportation, Information Technology/Information Security and New Energy industry subsectors as determined by the March 2013 Deloitte Target Cluster SWOT Analysis and Economic Development Scan and SA Tomorrow.

Strategic Objectives:

SAEDF’s objectives represent our goals as they relate to our essential and current baseline services and correspond to the goal areas of the Jobs and Economic Competiveness section of the SA Tomorrow Comprehensive Plan. These objectives were the result of a comprehensive analysis of the region’s current economic drivers, including the need to enhance our community-centric approach and meet investor performance expectations. The objectives are aligned to our mission, goals, daily operation strategies, and financial requirement plans:



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- **Business Attraction:** Strengthen the city's competitive position for job-producing investments within targeted industries, both domestically and internationally.
  - Site Selection: Provide site selection assistance free of charge for prospective foreign and domestic companies, including options and information on all areas of COSA and, an emphasis on targeted geographic areas of COSA and County, including, without limitation, the Central Business District, Port San Antonio, Brooks City Base, , and the Regional Centers as identified in the SA Tomorrow Comprehensive Plan.
  - Targeted Recruitment Trips: Coordinate and strategize on maximizing impact of regular marketing trips during monthly Partners Meetings to discuss tactics and specified geographies that align with focus industries. Includes at least two senior leader trips, to involve the City Manager, Mayor and County Judge.
  - Familiarization Tour: Coordinate a visit for location consultants and/or industry experts specializing in relevant target industries to visit San Antonio and be exposed to our industry experts and unique assets.
  - Customer Perspective Project: Facilitate process to objectively evaluate our current economic development processes and policies through the lens of our "San Antonio customers" and with a collaborative mindset, provide and implement improvement recommendations.
  - SA Connect: Work to deploy SA Connect 2.0, an interactive Geographic Information System (GIS) platform that enables corporate or business decision makers to locate policy focus areas such as SA Tomorrow Regional Centers and critical city infrastructure needs, from utilities to transportation, using one easy navigation tool.
- **Business Retention and Expansion (BRE):** Continue to build a world-class BRE program that provides local businesses the support to remain, grow, and prosper in San Antonio.
  - Visits: Leveraging objective risk management prioritization method to identify a minimum of 20 targeted companies for formal BRE visits that should include the partners team (specifically the COSA BRE Manager). Include Mayor and City Manager where applicable.
  - Reverse BRE Visit: Coordinate an out of market senior leader visit to corporate offices that have local San Antonio operations.
  - Data & Reporting: Gather relevant information from 20 BRE visits to build a comprehensive report that outlines needs, concerns and opportunity areas to inform retention strategies to be delivered to EDD at the end of January and June of each calendar year.
- **Entrepreneurial Development:** Develop a comprehensive program for entrepreneurial development, including: Research and Development (R&D), capital formation, market access, technology transfer, and business skills development.
  - Coordination & Planning Alignment: Secure on-going and planned initiatives (non-confidential) supporting the community's entrepreneurial development goals in coordination with partners such as Geekdom, the University of Texas Health Science Center at San Antonio's, University of Texas San Antonio (and other universities and anchor institutions), and The Texas Technology Development Center (T3DC), and Launch SA.
- **International Relations:** Create globally-competitive programs and services that promote and attract foreign direct investment to San Antonio and South Texas.
  - Foreign Direct Investment (FDI): Implement recommendations found in the 2015 San Antonio Trade and Investment Strategy to increase FDI in San Antonio's Targeted Industries.
  - Japan Consulting Scope: Administer the agreement with Hiro Watanabe and the Texas-Japan Office to include submission of quarterly reports to EDD regarding status against contract objectives.
  - Investment Mission: Organize at least two Investment Missions in Japan and one additional tier one country for Target Industry companies.
  - International Advisory Council: Organize, schedule, host, and manage the quarterly meetings of the International Advisory Council to coordinate and align international engagements among all community partners.



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- **Workforce Development:** Cultivate and maintain a high-quality workforce development system in coordination with SA Works.
  - Skills Gap Analysis: oversee SA Works delivery of agreement deliverables which include primary data collection resulting in number and type of middle-skill jobs available in Manufacturing, Healthcare/Bioscience and IT/Cybersecurity (priority).
  - Training Provider Assessment: Conduct evaluations to better understand capacity and identify service gaps, such as job shadow events and teacher externships.
  - Quarterly Jobs Report: Develop a tool to assist target industry private sector leaders to understand top occupations, job openings, degree/certification requirements for the San Antonio area.
  - School-to-Career: ongoing work-based learning programs.
- **Marketing:** Collaborate and engage with key partners to expand awareness of the city, its assets, and its position globally, nationally, and locally.
  - SA Branding Movement: Develop a brand architecture that will inform our efforts to position the San Antonio region as a place for business investment and aid our partners across the community in crafting aligned messaging that would amplify our collective impact.
  - Visit SA Alignment: Work to develop strategies to align proactive conference and event recruitment in alignment with target industries that would support or business development efforts, and plan detailed visitor experience strategies for key events and travelers.
  - Investor Growth Initiative: Build a sustainable funding stream to support the growth of SAEDF by defining, articulating and enhancing the benefits of membership and deepening investor relationships.

### Governance and Updates to the Forefront SA Strategic Plan:

The San Antonio economic development delivery system executes on strategies to recruit and relocate target industry companies, retain and expand resident businesses, and cultivate regional workforce development initiatives. In addition to Executive, Finance, Marketing, and Investment Committee, SAEDF will convene and maintain the following additional Advisory Councils and Industry Workgroups:

**Advisory Councils:** Comprised of 15-20 private sector members in order to ensure private sector collaboration in the development of strategies and tactics found in Forefront SA.

- **SA Works Industry Advisory Council:** Tasked to lead the education and workforce strategy for San Antonio and ensure a sustainable, balanced talent pipeline in target industries.
- **Entrepreneurial Development Council:** Tasked to lead initiatives that advance the San Antonio startup ecosystem and foster our national brand as a startup hub, including: attracting new startups and locating capital resources and entrepreneur-friendly real estate.
- **International Relations Council:** Led by the Chair of the City of San Antonio Economic and Workforce Development City Council Sub-Committee, this council is tasked to facilitate foreign investment into the San Antonio economy through industry leaders that drive international business development strategies.

**Industry Workgroups:** These groups are made up of 10-15 investors and stakeholders appointed by the SAEDF to shape industry action plans in alignment with Forefront SA, to provide expertise and insight that enables informed decision making.

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### Updates to Forefront SA:

SAEDF will submit to City updated Forefront SA tactics and strategies vetted through the Industry Workgroups and Councils for each Targeted Industry to cover at a minimum the variables listed below:

- KPIs
- Collaboration (i.e. Boards, Memberships, Working Groups)
- BRE Visits
- Recruitment Events, Locations & Initiatives
- Entrepreneurial Development Events & Initiatives
- International Events & Initiatives
- Workforce Development Events & Initiatives

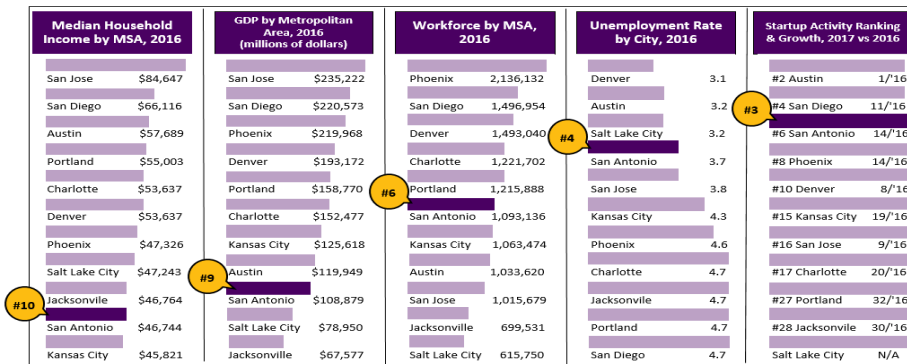
These updates should be submitted twice a year through the Partners Meetings, ideally in January and June; however, these dates are flexible based on final meeting dates of the Workgroups and Councils. KPI's will also be reported quarterly as required by SAEDF economic development services agreement.

### Key Performance Indicators (KPIs):

Key performance indicators (KPIs) are a set of quantifiable measures that the SAEDF has selected to gauge its targeted performance towards the San Antonio MSA's economy and targeted industries. These metrics are used to determine progress in achieving its strategic and operational goals, and also to compare the city's performance against other peer cities metropolitan statistical areas (MSA) as San Antonio ranks:

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• #10 in Median Household Income</li> <li>• #4 Gross Metropolitan Product</li> <li>• #6 in Startup Activity Growth</li> <li>• #5 in Job Growth by Metro Area</li> <li>• #5 in Unemployment Rate</li> </ul> |  | <ul style="list-style-type: none"> <li>• #9 Median Household Income</li> <li>• #3 in Gross Metropolitan Product</li> <li>• #5 in Startup Activity Growth</li> <li>• #5 in Job Growth by Metro Area</li> <li>• #5 in Unemployment Rate</li> </ul> |
|---|--|--|

### San Antonio Rankings





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Additionally, the SAEDF’s KPIs align with the SAEDF’s projected organizational strategic and operational goals in strategic focus areas for; foreign direct investments, local capital investments (Local CAPEX), target sector employment growth, estimated payroll, number of located projects, added jobs to the workforce, number of new high-wage jobs, San Antonio’s brand awareness, and workforce metrics.

	Indicator	2017 Goals	Y-T-D	2018 Goals	2020 Aggregate Goals
Community Indicators	Gross Metropolitan Product	Baseline Year	#9	Tracking Indicators	#8
	Median Household Income	Baseline Year	#10		#9
	Unemployment Rate	Baseline Year	#4		#3
	Total Job Growth	Baseline Year	3%		3%
	Entrepreneurial Growth	#10	#6		#3
	Foreign Direct Investment*	\$162M*	N/A*	\$66M*	\$200M
Market Results	Local CAPEX	\$300M	\$245,607,000	\$350M	\$1.5B
	Target Sector Employment Growth (NAICS)	≥1%	N/A*	TBD	TBD
	Estimated Payroll by Target Sector Industries	\$20M	\$98,749,480	\$100M	\$450M
	Number of New Jobs	<b>Total: 4,000</b> BRE: 2,400   REC: 1,600	<b>Total: 3,510</b> BRE: 1,089   REC: 2,421	<b>Total: 4,527</b> BRE: 1,811   REC: 2,716	<b>Total: 20,000</b> BRE: 8,000   REC: 12,000
	TI (target industry)	TI: 1,600 (40%) BRE: 720   REC: 480	TI: 1,036 (30%) BRE: 739   REC: 297	TI: 1,931 (43%) BRE: 772   REC: 1,159	TI: 9,984 (50%) BRE: 3,994   REC: 5,990
	Other industries	Other: 2,400 (60%) BRE: 1,080   REC: 720	Other: 2,474 (70%) BRE: 350   REC: 2,124	Other: 2,596 (57%) BRE: 1,038   REC: 1,558	Other: 9,879 (50%) BRE: 3,952   REC: 5,927
	Number of New High Wage Jobs	15% (600)	28% (1,163)	42% (1,900)	45% (9,063)
Brand	Brand Awareness and Favorability	Awareness 63% Favorability 53%	Awareness 63% Favorability 53%	Awareness 67% Favorability 56%	Awareness 78% Favorability 66%
	Impact Score	N/A	N/A*	250M	1.5B
	Earned Media Value	N/A	N/A*	\$500K	\$2M
Workforce	Work-based Learning Opportunities	3,970	3,720	4,590	20K
	Post-Secondary Completions (TI)	6,900	N/A*	7,200	29,400

\*indicates adjustment in calculation and goals have been revised

Per this City of San Antonio Economic Development Services Agreement KPI’s used monitor material quantitative performance of this agreement include: Local CAPEX, Number of New Jobs (to include Targeted Industry Goal), Number of High Wage Jobs, International Investment Missions, and BRE Visits.

Qualitative Measures will be summarized and expressed as recommendations following submission of each quarterly report.

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SAEDF / City Contract Budget (Fiscal Year 207-2018)

**Income**

City Contract*	\$590,000
<b>Total Income</b>	<b>\$590,000</b>

**Operating Expenses**

<b>Staff Expenses</b>	<b>\$243,000</b>
Salaries (2 FTEs)	\$200,000
Taxes (FICA, Medicare, FUTA, SUI)	\$18,000
Employee Benefits (Insurance, 401K)	\$25,000
<b>Prospect and Marketing Expenses</b>	<b>\$275,000</b>
Advertising/Marketing/Public Relations	\$50,000
Collateral/Printed Materials	\$10,000
Consulting (Annual wage study & other studies)	\$20,000
IT Services (Xceligent, SA Connect, GIS)	\$20,000
Business Development	\$85,000
Japan/Texas Office Agreement	\$90,000
<b>Administrative/Other Expenses</b>	<b>\$72,000</b>
Trade Association Dues (TexasOne, TEDC)	\$15,000
Audit Fees	\$7,500
Contract Accounting	\$3,000
Rent	\$30,000
Telephone	\$8,000
PEO	\$4,000
Insurance	\$4,500
<b>Total Operating Expenses</b>	<b>\$590,000</b>
<b>Net Cash</b>	<b>\$0</b>

\*Note: City Income includes \$90,000 for continued funding of the Texas/Japan office.