

**TABLE OF CONTENTS**

- I. Closing 2020
- II. 2021-2023 Strategic Plan & Metrics
- III. 2021 Initiatives
- IV. 2021 Budget

**I. CLOSING 2020**

**Introduction**

2020 marks the end of San Antonio’s current economic development strategy, which since 2017, provided a more streamlined and targeted approach to jobs growth and talent development. With the San Antonio Economic Foundation (SAEDF) leading these efforts, performance improved, giving way to opportunity for evolution and innovation of the economic development process.

In 2019, multi-industry, multi-sector leaders came to the table for a strategic planning process that yielded a sharp, regional approach to economic development. COVID-19 certainly had an impact on SAEDF’s ability to execute—but efforts were slowed, not stopped. The following operations plan reflects the necessary year-one action to meet the goals set by our community to grow career opportunities and advance economic mobility for people across the region.

1



<sup>1</sup> Left side: SAEDF’s role withing the regional economic development delivery system. Right side: SAEDF’s Mission and Vision Statements.

**2017 to 2020 Y-T-D Performance**

Since 2017, SAEDF closed **84** successful projects, split evenly between local expansion and new business recruitment. International projects have grown more than **200 percent** in this timeframe and FDI accounts for **47 percent** of all capital investment reflected in table 2.

2

	Indicator	2017 to 2020 Plan	2017 to 2020 Actuals	2020 Plan	2020 Actuals
<b>Business Development</b>	<b>New Jobs</b>	20,000	18,153	4,858	2,438
	<b>New Target Industry Jobs %</b>	50%	74%	50%	40%
	<b>New High Wage Jobs %</b>	55%	42%	100%	28%
	<b>Local CAPEX</b>	\$1.5B	\$2.2B	---	\$389.7M
	<b>Foreign Direct Investment</b>	\$200M	\$1B	---	\$12M
	<b>Target Sector Employment Growth (NAICS) (yoy) %</b>	12%	4%	5%	0%
	<b>BRE Assists</b>	350	427	200*	183
<b>Workforce</b>	<b>Job Fill Ratio (avg.)</b>	75%	78%	55%	75%
	<b>Educational Attainment*</b>	33.5%	34%	33%	35%
	<b>Post-Secondary Completions (Target Sector)</b>	29,000	44,220	12,000	15,144
	<b>Work-based Learning Opportunities</b>	20,000	25,386	7,520	10,635

<sup>2</sup> 2017 to 2020 (as of Dec.28 2020) performance associated with "Forefront San Antonio," the previous community strategic plan.

II. 2021-2023 STRATEGIC PLAN & METRICS

Planning Assumptions

1. **Strategy Implementation:** This plan assumes that all work to operationalize the strategic plan becomes business as usual (BAU) for SAEDF in 2021.
2. **Performance Metrics:** All new initiatives and BAU directly impact the goals established as part of the strategic planning process. The SAEDF Scorecard and Economic Performance Dashboard serve as reporting tools holding SAEDF and stakeholders accountable for performance.
3. **Budget:** This plan assumes an overall **10.8 percent** increase in budget and an additional **\$500K** income from year-one fundraising.
4. **COVID-19:** The plan also assumes domestic and international air travel restrictions until Q2 and Q3 respectively. We also assume that most meetings and site visits will be conducted under up-to-date safety protocols as advised by the Office of the Governor of Texas and the City of San Antonio Metro Health Dept.
5. **Industry Trends:** COVID-19 has presented both challenges and opportunities for growth in San Antonio’s target sectors. Forms of remote work will continue indefinitely across industries leading to cybersecurity and data center project demand. Surges in online shopping have expedited inevitable growth in logistics and distribution as companies improve speed and efficiency. Indicators also show renewed interest from companies to on-shore or near-shore operations making San Antonio competitive as a collision point between U.S. and Latin American markets.
6. **Political Trends:** While too early to make predications on the national/global scale, the White House administration change could mean new global trade initiatives and opportunity for Trade and FDI. Locally, 2020 ballot initiatives to fund early education, workforce development, and transportation will positively impact the region’s ability to compete for projects.

Strategic Framework

SAEDF exists to: Grow **Jobs**, Build **People**, and Improve **Place**. The strategic initiatives below, along with our enhanced BAU drive every planned tactic for 2021-2025.

 <p><b>JOBS</b></p> <ol style="list-style-type: none"> <li>1. Regional Project Management</li> <li>2. Targeted Recruitment</li> <li>3. Cluster &amp; Military Development</li> <li>4. Enhanced BRE</li> </ol>	 <p><b>PEOPLE</b></p> <ol style="list-style-type: none"> <li>5. Career Pathways</li> <li>6. Graduate Retention</li> <li>7. Direct to College 70/Direct to Career &amp; Military 30</li> </ol>	 <p><b>PLACE</b></p> <ol style="list-style-type: none"> <li>8. Regional Centers</li> <li>9. Airport Master Plan</li> <li>10. Regional Brand</li> </ol>
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**2021-2025 Key Performance Indicators (KPIs)**

An additional working group of stakeholders and experts defined short- mid- and long-term outcomes for the regional economy and goals for SAEDF’s operation. The result is an Economic Performance Dashboard and the 2021-2025 Scorecard, highlighted below.



<sup>3</sup> Economic Development Community Dashboard: In collaboration with multi-sector partners, SA2020 facilitated SAEDF’s process to build a Community Vision-compatible view of San Antonio’s economic competitiveness.

The strategic planning process also produced a set of “competitive scorecards” by which the San Antonio region compares economic opportunity and performance to ten other metros:

1. Austin, TX
2. Charlotte, NC
3. Dallas-Fort Worth, TX
4. Denver, CO
5. Jacksonville, FL
6. Kansas City, MO
7. Nashville, TN
8. Phoenix, AZ
9. Seattle, WA
10. Washington, D.C.

In addition to the dashboard metrics, each of the categories: **Jobs**, **People**, **Place** and **Vitals** has its own competitive scorecard, **Jobs** card pictured below.

4



<sup>4</sup> San Antonio Metropolitan Statistical Area (MSA) economic performance as it relates to 10 other MSAs. Pictured here, “Jobs” category of indicators.

Performance Scorecard

PILLAR	METRIC	2021-2023 Plan*	2021 Plan	CoSA Plan
JOBS	New Jobs	18,000	5,804	4,582
	% Target Industry Jobs	90%	88%	100%
	% High Wage Jobs	50%	43%	75%
	% of SAEDF Jobs/Total MSA Jobs	55%	50%	60%*
	% Jobs W/Wages > Median For Zip	60%	50%	100%
	Capital Investment	\$2.25B	\$698M	\$506M
	Foreign Direct Investment	\$350M	\$100M	\$100M
	Proactive/Unsolicited Proposals	25	8	8
	RFI Response-to-Won Project Ratio	10:01	Baseline	Baseline
	Marketing Spend-to-RFI Ratio	\$2,000:1	\$2,500:1	\$2,500:1
	Regional Projects Won	10	2	N/A
	BRE Inquiries to SAEDF	100	Baseline	Baseline
	BRE Assists	400	125	125
PEOPLE	Workforce Inquiries To SAEDF	100	Baseline	Baseline
	Target Industry Job Fill Ratio	75%	65%	65%
	Work-based Learning Employer #	150	Baseline	Baseline
	Work-based Learning Student #	25,000	5,655	5,655
	Target Industry Program Completion	50,000	16,000	16,000
	Career Pathways Awareness	75%	Baseline	Baseline
	Career Pathways Favorability	65%	Baseline	Baseline
PLACE	Career Pathways Consideration	55%	Baseline	Baseline
	SAEDF Brand Awareness	80%	Baseline	Baseline
	SAEDF Brand Favorability	75%	Baseline	Baseline
	SAEDF Brand Consideration	70%	Baseline	Baseline
	Regional Brand Awareness	80%	Baseline	Baseline
	Regional Brand Favorability	78%	Baseline	Baseline
	Regional Brand Consideration	70%	Baseline	Baseline
VITALS	Net Promoter Score	65	Baseline	Baseline
	Comprehensive Revenue Growth	\$15M	Baseline	Baseline
	Budget Compliance	Under	Under	Under
	Employee Engagement	5	4.3	N/A

\*Directional 5-yr goals under development and subject to shift with COVID impact.

<sup>5</sup>SAEDF 2021-2023 Performance Scorecard. The goals reflect performance directly related to SAEDF operational activity.

## III. 2021 INITIATIVES

The strategic planning process reinforced what the region is doing well and recommended we enhance and scale those activities. The process also shaped how SAEDF and its stakeholders can make San Antonio more competitive for quality jobs, talented people, and top-tier quality of life.

### JOB

Objective: Create quality career opportunities for every working person.

#### 1. Regional Economic Development (New)

- Finalize agreements with suburban cities and counties to build the first regional economic development collaborative, to include regional marketing efforts and targeted sales outreach.
- Streamlined regional marketing campaigns including advertising, multi-channel collateral, pitch presentations, prospect meetings, familiarization tours to ensure each community is aware of full regional assets, and marketing travel.

#### 2. Targeted Outreach (Enhanced/Scaled)

- Corporate Recruitment
  - Industry-focused marketing to c-suite decision makers, business development executives, and site selection consultants aimed at attracting new target industry companies and headquarters operations to the region. Includes increasing targeted and re-targeted digital media spend by 200 percent.
  - Key Geographies: The national mass media plan covers the whole U.S. with targeted attention to the Bay Area, D.C., Chicago, New York City, L.A., Austin, and Dallas-Ft. Worth.
  - Enhanced business intelligence allows SAEDF to reach prospects in multiple channels and grow the project pipeline.
  - Deal flow assessment by top consultants to inform process improvements.
  - Familiarization tours with site selection consultants.
- Global Development
  - Industry and geographically focused marketing to companies in Japan, Mexico, Canada, and Germany, driving FDI.
  - Increased focus on the local businesses and entrepreneurs interested in exporting goods and services.
  - The Export Leaders Program (ELP) is set to relaunch in enhanced form. The six-month intensive provides hands-on training in exporting, a customized export plan, and a trade mission to connect with buyers/distributors in a foreign market.
  - Increased financial responsibility for Japanese consultant; additional assistance from Canadian consultant.

## *JOBS, continued*

### **3. Cluster & Military Development (New)**

- End-to-end focus on building R&D, academic, workforce training, commercial development, and infrastructure necessary for target industry clusters to thrive.
- Enhanced relationships with DoD leaders with the goal of building a more robust military development operation in the future to both pursue new investment and also grow existing military missions in the region.
- The San Antonio Electromagnetic Defense (SA-EMD) Initiative is a community-based collaboration among military, state and local governments, utility owners, academia, research & development, industry, inventors, and interested private organizations to ensure strong and secure infrastructure and cybersecurity cluster in the region.

### **4. Business Retention & Expansion (Enhanced/Scaled)**

- Continued support of small business outreach, scaling efforts of micro-geography EDOs (SAGE, WDC, Centro, SSF).
- Increased focus on local headquarters operations.
- Grow and scale regional advertising and PR efforts aimed at local businesses.
- Support outreach for SA Works racial-equity-focused program aimed at minority-owned businesses.

**Total Budget: \$613,740 (20% growth)**

## **PEOPLE**

Objective: Build a skilled, career-ready workforce able to fill local jobs .

### **5. Career Pathways Program (Enhanced/Scaled)**

- Continued and scaled support of COVID-19 Workforce Recovery efforts to upskill and transfer displaced and affected workforce into target industry careers.
- Manufacturing and Skilled Trades campaign continues and scales into multiple distribution channels, with distinct tactics aimed at displaced workers, youth, and employers.
- Career Pathways Program expands into cyber, tech, and financial services.
- Cyber, tech and financial services multi-channel advertising and PR campaign.
- Racial-equity-focused program aimed at minority-owned businesses.
- Increased Workforce Development marketing and PR, including a Workforce Summit, digital tactics, and enhanced reporting

### **6. Alamo Fellows: Graduate Retention Program (New)**

- Launch program with higher education partners and Place Team to keep area graduates in the market after college.



**PEOPLE, *continued***

7. **Work-Based Learning: Direct to College 70/Direct to Work or Military 30 (Enhanced/Scaled)**
- Enhanced and scaled Job Shadow, Internships, Apprenticeships, and training opportunities for youth.
  - Racial-equity-focused programs aimed at young people of color.
  - Increased advertising and PR aimed at driving youth and employer engagement in SA Works programs.

**Total Budget: \$581,183 (340% growth – includes marketing and shared services)**

**PLACE**

Objective: Gain recognition for our distinct culture, world-class amenities, and diverse options for any lifestyle.

8. **Regional Centers Plan (New)**
- Using geography, industry, commercial development, transportation and infrastructure development as parameters, the Place Team leads a collaborative planning effort to gain stakeholder investment and public sector support for smart growth.
9. **Support Airport Master Plan (Enhanced/Scaled)**
- SAEDF continues to support SAT's plan for growth, aligning on enhanced experiences and marketing.
  - Special focus on increased non-stop flights
  - Support Airport efforts to improve look and feel, welcome experience
10. **Regional Brand (New)**
- What's our story: Develop and announce the regional brand identity
  - Tell our story: Multi-channel targeted advertising, media, and communications

**Total Budget: \$460,000 (27.8% growth)**

**VITALS**

Objective: Maintain a thriving operation, growing income and scaling quality and services.

11. **Fundraising (New)**
- Capital campaign to scale SAEDF income and fund enhanced operations.
12. **Investor Engagement (Enhanced/Scaled)**
- Maintaining and growing investor relationships, continuing to improve and grow opportunities for SAEDF investors to have active roles in regional economic and workforce development.

## IV. 2021 BUDGET

**Total SAEDF Budget: \$5.09M (10.8% growth)**

	2021 Budget (Proposed)
<b>EXPENSES</b>	
<b>Variable/Program</b>	
Marketing/Comms/Data	\$ 460,000
Business Development	\$ 640,740
Workforce Development	\$ 595,683
Workforce Marketing/Comms	\$ 185,500
<b>Fixed</b>	
Salaries/Related Expenses	\$ 2,490,285
Staff Development	\$ 38,400
Admin/Prof Services	\$ 680,965
<b>Total Expenses</b>	<b>\$ 5,091,573</b>