

2 March, 2021

# San Antonio Economic Development Foundation 2021 City of San Antonio Agreement



# Agenda

1. SAEDF Charter
2. 2017 to 2020 Performance
3. Strategic Plan 2021 to 2025
4. Next Steps
5. Discussion

# Our mission and vision remain:

It is our **mission** to lead the development and diversification of the San Antonio regional economy through the location and expansion of quality employers and job-producing investments.

It is our **vision** to propel the San Antonio region to the forefront of global economies.

## Our Services

### Branding & Marketing

Corporate Recruitment

Business Retention  
& Expansion (BRE)

Workforce Development

### Project Management

# 2017 to 2020 Performance

**hulu**

**NAVISTAR®**

**EY**

**USAA®**

**VictoryCapital™**

**TJX®**  
THE TJX COMPANIES, INC.

## Corporate Recruitment & BRE

**84** Locations & expansions

**18.1K** New jobs

**7.5K** New high-wage jobs

**\$2.2B** New capital investment

**427** Local business assists

## Workforce Development

**25.4K** Work-based learning opportunities

**44.2K** Targeted certificates & degrees



*Pictured here: State and local leaders gathered to announce Navistar's new manufacturing facility on the Southside of San Antonio. The project made history as part of the region's "Billion-Dollar Week" in 2019.*



# 2017 to 2020 Performance

	2017 to 2020 Plan	2017 to 2020 Actuals
<b>Corporate Recruitment &amp; BRE</b>		
New Jobs	20,000	18,153
New Target Industry Jobs %	50%	74%
New High Wage Jobs %	55%	42%
Local CAPEX	\$1.5B	\$2.2B
Foreign Direct Investment	\$200M	\$1B
Target Sector Employment Growth	12%	4%
BRE Assists	350*	427
<b>Workforce Development</b>		
Job Fill Ratio (avg.)	75%	78%
Educational Attainment	33.5%	34%
Target Sector Cert. & Degree Completions	29,000	44,220
Work-based Learning Opportunities	20,000	25,386

\*EDF increased its annual BRE Assists goal to align with economic recovery efforts in 2020.

## Diverse Executive Committee Leaders

SAEDF trends since 2019

**187%**

More small-business representation

**133%**

More Black-owned/run business representation

**22%**

More women owned/run business representation

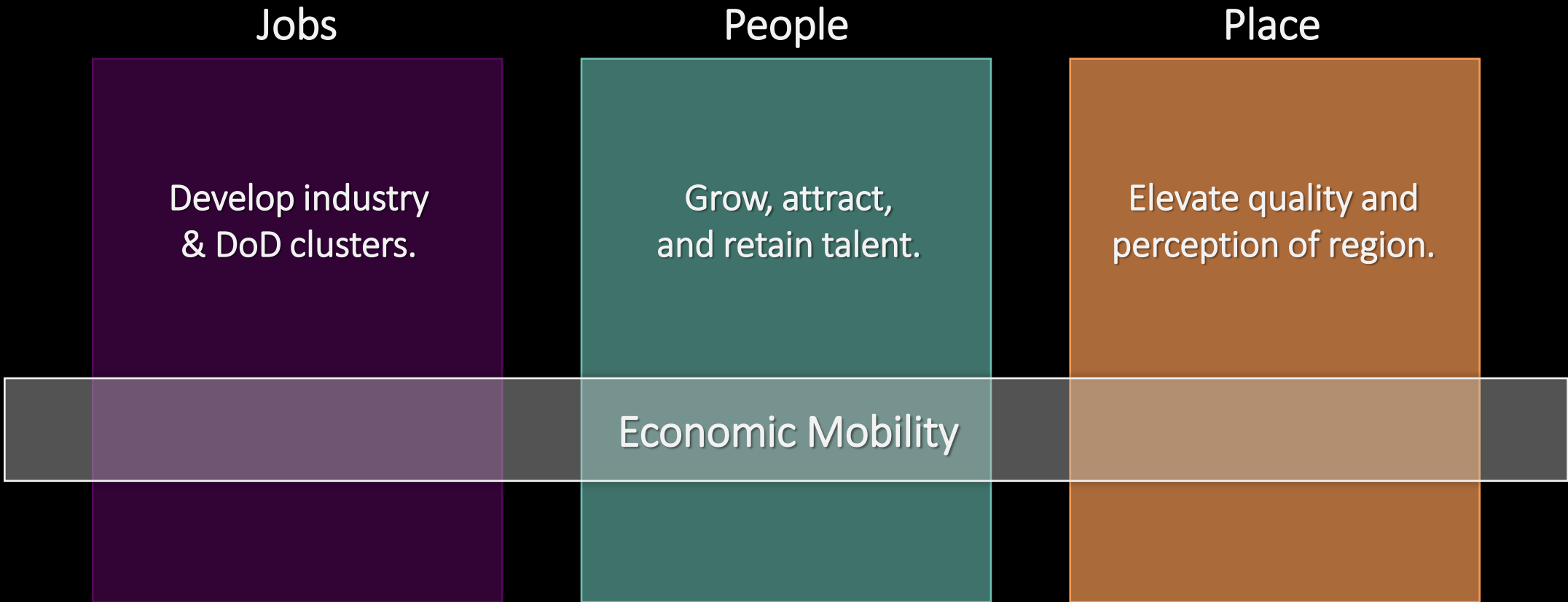


From top left: 1) SAEDF commitment to leadership diversity made progress since 2019. 2) SAEDF and multi-sector leaders developed and deployed back-to-work efforts. 3) SA Works shattered employer and student program participation records each year.



2020 VIRTUAL SUMMER INTERNSHIP PROGRAM

# Strategic Plan 2021 to 2025



# Jobs

**Objective:** Create quality career opportunities for San Antonians.

1

## Regional Economic Development

A collaborative approach to marketing our region in partnership with surrounding communities.

2

## Targeted Corporate Recruitment

Highly-targeted marketing tactics and enhanced direct sales approaches to bringing target industry employers to San Antonio.

3

## Industry Cluster & Military Development

Strategic growth of strong industry, academic, R&D, and DoD ecosystems.

4

## Business Retention & Expansion

Strategic growth of strong industry, academic, R&D, and DoD ecosystems.

*Pictured here: Southwest Research Institute is one of several SAEDF partners who invest in the mutual goal of growing San Antonio into a nexus of biomedical, cyber, tech, and manufacturing innovation.*



By the end of 2025:

**30K** Net new jobs from SAEDF

**75%** High wage

**750** Local business assists

# People

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

5

## Equitable Access to Training & Education

Programmatic connection of at-risk populations to work-based learning, upskilling, and reskilling opportunities.

6

## College & Career Pathways

Targeted communications and marketing aimed at job seekers and students to clearly articulate career opportunities, required skills, and available programs.

7

## Talent Retention

Fellowship program designed to grow and strengthen personal and professional ties between local college graduates and the community.



*Pictured here: Employers like Booz Allen Hamilton invest in our workforce through apprenticeships, internships, and on-the-job training. SA Works builds and strengthens relationships among employers, education providers, job seekers and students with the goal of closing skills and wage gaps in San Antonio.*

By the end of 2025:

**80K** Target industry program completions

**50K** Work-based learning opportunities

\*

SA Ready to Work goals

*\*SA Works, CoSA EDD, and other workforce partners are currently developing outcomes and goals for the SA Ready to Work initiative and its associated programs.*

# Place

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

8

## Announce the Region

An unmatched investment in crafting and communicating San Antonio's brand as an ideal destination for business and talent.

9

## Support the Airport Master Plan

Aligned messaging and private-sector investment in marketing San Antonio International to airlines and business travelers.

10

## Support Regional Centers Initiatives

Provide private sector support to CoSA's Regional Centers efforts through development projects that increase economic opportunity and maintain cultural integrity in a given Center.



By the end of 2025:

**30K** Net in-migration

**70+** Net promoter score (70 is "World-Class")

*\*Ad currently running in San Francisco, CA; low-resolution version seen here is used for presentation purposes only.*



# Metrics

**Objective:** Diligent, collaborative, and transparent tracking and communication of results.

## > Competitive Indicators

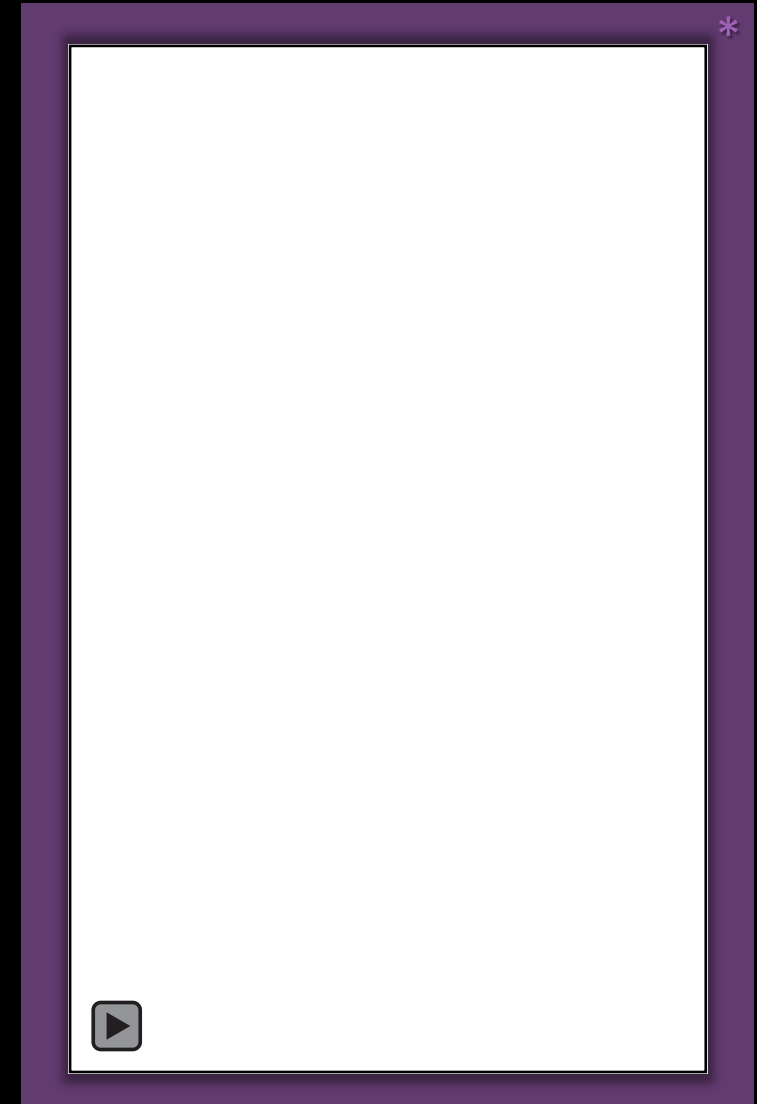
A set of economic, workforce, and place making indicators designed to measure San Antonio's ability to compete for quality jobs.

Data is tracked and displayed in an interactive dashboard (pictured right).

## > Performance Metrics

SAEDF's Key Performance Indicators are developed with partners, reviewed, and approved by the organization's Executive Committee. They measure the effectiveness of SAEDF's operation in fulfilling its mission.

Data is tracked and reported monthly to partners.



*\*Dashboard is available on a password-protected page within the SAEDF website.*

# Scorecard

Objective: Meet and exceed Jobs, People, and Place objectives within City of San Antonio.

## > Collaborate

SAEDF will continue to work directly with CoSA EDD to monitor results and adjust plans where necessary.

## > Ask “why?”

SAEDF will continue to disaggregate data where possible to ensure economic development activity in the City of San Antonio is equitable and transparent. The team is committed to understanding the “why” behind results.

*\*Three-year plan reviewed annually by SAEDF Executive Committee (City Manager included) adjustments made as needed.*

*\*\*This indicator will be tracked by MSA and City of San Antonio.*

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	10:1	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
	Career Pathways Consideration	55%	Baseline	Baseline
Place	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
	Net Promoter Score	60	Baseline	Baseline

# Next Steps



## Measure & Adjust

SAEDF will continue to report performance to CoSA EDD monthly and quarterly and collaboratively adjust tactical approaches as necessary.



## Communicate

SAEDF will continue to engage EWDC and Council through appropriate channels and cadence to gain perspective, strengthen plans, and inform stakeholders of milestones and updates.





# Discussion

