

| BUSINESS RETENTION EXPANSION | MARKETING to KERRVILLE | HUMAN CAPITAL PIPELINE | ENCOURAGING ENTREPRENEURS | CORPORATE RECRUITMENT | STAKEHOLDER COMMUNICATION | ORGANIZATIONAL HOUSEKEEPING |
|--|--|---|--|--|--|---|
| <p>INDUSTRIAL FOOTPRINT (2050-E4) Seek out responsible, strategic growth opportunities to increase property tax revenues – balancing land uses which generate higher tax revenues versus those with higher service costs.</p> <p>SHOVEL READY (AV-Sec.2, TIP) Create an Industrial Park Plan specific to development of the Hwy 27 corridor.</p> <p>TARGET SECTORS (2050-E12; AV) Advanced manufacturing Aviation and aerospace Craft agriculture Food processing, storage Information, Analytics Energy Healthcare and medical</p> <p>INVENTORY (AV-Sec.2) Conduct and maintain inventory of commercial and industrial property.</p> <p>ECONOMIC INDICATORS (COO) Researching, tracking local and national economic trends.</p> <div style="border: 1px solid black; padding: 5px;"> <p>RELATIONS, LOCAL INDUSTRY Either new construction or existing facility, the KEDC BRE Program will provide guidance and foster:</p> <ul style="list-style-type: none"> • Workforce contacts • Construction • Utility services (all) • School districts • Local college, university • Supplier data base • Logistics & distribution • Housing • Real Estate • Expansion plans <p>Ongoing communication with the company, tracking its growth and accommodating their needs.</p> <p>COMMITTEE: Industry Roundtable Group Working group made up of plant managers, executives of top employers whom will meet on a quarterly basis to discuss local trends, opportunities and challenges.</p> </div> | <p>MARKET RESEARCH (COO) Collection of data, combined with identifying and preparing content.</p> <p>MARKET PROFILE (COO) Vital tool for recruitment for the area, which needs to be created, published.</p> <p>BRAND (TIP) Leverage the Hill Country brand.</p> <p>BRANDING (2050-E7) Create a brand to promote Kerrville as the Capital of the Hill Country.</p> <p>PROMOTIONS (AV) Campaign to promote business recruitment for Kerrville. Creating a branding program, focus on building a better perception of Kerrville.</p> <p>ASSETS (AV-Sec.2) Create marketing materials specifically for site selectors:</p> <ul style="list-style-type: none"> • Roadway information • Airport Capacity • Utilities <div style="border: 1px solid black; padding: 5px;"> <p>INHOUSE MARKETING PROGRAM Kerrville will create an internal marketing program which in it's first year will be specifically designed to promote to Kerrville stakeholders and community members. After the COO's Immersion Tour, it is evident that the KEDC needs to promote inward and not so much outbound. Marketing tools include:</p> <ul style="list-style-type: none"> • New website • Social media, messaging • YouTube Channel • Segments, City channel • KEDC Economic Journal • Community presentations • Collateral material • Newspaper editorials • Prospect packets • Market Profile <p>COMMITTEE: 40-Under-40 The KEDC will work with the committee to coordinate the contest and host the event for the winners.</p> </div> | <p>LABOR SHED (AV-Sec.3) Update the labor shed analysis done by Avalanche Consulting.</p> <p>COLLABORATE (AV-Sec.3) Increase regional workforce initiatives through the collaboration of the local institutions.</p> <p>BUILD BRIDGES (AV-Sec.3) Between the private sector and workforce training; Build relationships between employers and educators; Form apprenticeship programs.</p> <p>FRESH TALENT (TIP) Schreiner University is the key to drawing fresh talent to Kerrville.</p> <p>KISD (TIP) Partnership with the school district to proactively address workforce needs.</p> <p>WORKFORCE COMMISSION (COO) Host the Texas Workforce Commissioner in order to obtain funding commitment, custom programs for local existing business.</p> <div style="border: 1px solid black; padding: 5px;"> <p>HUMAN CAPITAL INITIATIVE The biggest challenge for Kerrville is the growing our own workforce. The KEDC will create a program, similar to the BRE, but specifically to address workforce development, The following entities will be involved:</p> <ul style="list-style-type: none"> • Kerrville ISD • Ingram ISD • Workforce Solutions • Texas Workforce (State) • Alamo Colleges • Schreiner University • UT-San Antonio <p>COMMITTEE: Human Capital Agency heads for the region's different educational and workforce institutions, meet on quarterly basis.</p> <p>COMMITTEE: Mayor's Workforce Housing Task Force The KEDC is in a support role with this group, providing it's expertise in economic development.</p> </div> | <p>BUSINESS INCUBATION (2050-E1) Develop program to support local entrepreneurs through an incubator facility, where KEDC would provide:</p> <ul style="list-style-type: none"> • Technical assistance • Access to financing options • Low cost, rent for space • Tap into retiree, mentors, leverage brain trust <p>BRANDING (2050-E9/E11) Promote Kerrville as a college town, to help build the next generation of local entrepreneurs and help build a campus-oriented retail and entertainment district.</p> <p>SMALL BUSINESS (AV-Sec.1) Support and participate in Gov. Small Business Forum.</p> <p>MENTORING (AV-Sec.3) Establish a SCORE Chapter for small business and entrepreneurs.</p> <p>LOCAL EXPERIENCE (TIP) Leverage local professional experience and wealth to grow small business.</p> <div style="border: 1px solid black; padding: 5px;"> <p>ENTREPRENEUR DEVELOPMENT The KEDC will be in a support role for both, the proposed incubator program being developed by Schreiner University and the Kerrville Chamber.</p> <p>KEDC's contribution, however, will be in promoting and creating tools for 'Community Based Entrepreneur Growth' in the Kerrville area. The KEDC can draw from the following to develop a pipeline of entrepreneurs as well as development tools:</p> <ul style="list-style-type: none"> • The Capital Factory • Geekdom • LiftFund (formerly Accion) • Fdi Consultant • Local Entrepreneur Network <p>COMMITTEE: Entrepreneur Dev. Will focus on developing a program for Community Based Entrepreneur Growth and consequently a campaign to promote entrepreneurship in Kerrville.</p> </div> | <p>OUTREACH (AV-Sec.1) Outreach missions targeting select high-impact companies.</p> <p>SITE SELECTORS (AV-Sec.1) Host site selectors as part of familiarity tour.</p> <p>DELEGATIONS (AV-Sec.1) Host business delegations.</p> <p>KERV AIRPORT (TIP) Airport has capacity for expansion, specifically in aviation and aerospace sector.</p> <p>TARGET SECTORS (COO) The KEDC will work with the following target sectors and in turn, work to develop subsectors from each:</p> <ul style="list-style-type: none"> • Light Manufacturing • Advanced manufacturing • Aviation and aerospace • Back office operations • Healthcare and medical • Tech spillover from AUS-SA • CEO with ties to Kerrville <div style="border: 1px solid black; padding: 5px;"> <p>FOCUSED LEAD GENERATION Leads will be coming in from different sources:</p> <ul style="list-style-type: none"> • KEDC Research, internal lead generation • Site Selector Network • RFPs from Governor's Office • Inbound calls and walk ins • Website inquiries • Referrals from other EDOs • Consultants, mission specific <p>The KEDC will be in a support role with the following sectors:</p> <ul style="list-style-type: none"> • Retail, commercial • Quality of life and tourism • Infrastructure, i.e. housing <p>COMMITTEE: Aviation, Aerospace & Space Due to current prospect activity, the KEDC has an opportunity to create a cluster within the airport and at the Airport Commerce Park.</p> </div> | <p>REPORTING (AV) Implement Quarterly Reports to stakeholders and Biannual Workshops with partner entities.</p> <p>STAKEHOLDER RETREAT (TIP) Once per year, hosted by the KEDC with or without a consultant.</p> <p>ANNUAL ECONOMIC FORUM (COO) Host a keynote speaker, provide a State of Economic Development to stakeholders and the community.</p> <p>ONE-ON-ONE VISITS (COO) Meetings with KEDC Board and IEC Members on a periodic basis, to provide update and also receive input from each of the members.</p> <p>COMMUNITY PRESENCE (COO) Provide an update at all Kerrville area organizations, once per year for each identified community organization.</p> <p>COLLABORATION (TIP) Increase collaboration and cooperation to develop a regional approach to economic development.</p> <p>HILL COUNTRY EDO (TIP) KEDC should consider establishing and/or rebranding as a Hill Country Economic Development Organization.</p> <p>FORUMS (TIP; COO) KEDC needs to create 2 forums per year to address workforce and an update on economic development. Also needs to create a cross-industry leadership forum.</p> <div style="border: 1px solid black; padding: 5px;"> <p>COMMUNICATION EFFORT The strategy for communication to stakeholders and the overall community is consistency and messaging.</p> <p>The organization will use 1-on-1 meetings to update stakeholders and utilize traditional media, social media and some marketing to cover the bigger audience.</p> <p>Non Committee: KEDC Staff Initiative and Tasks</p> </div> | <p>ED MASTER PLAN (2050-E1; TIP) Develop a holistic economic development master plan outlining:</p> <ul style="list-style-type: none"> • Roles • Goals, Objectives • Target industries <div style="border: 1px solid black; padding: 5px;"> <p>2YR ROADMAP (2050-E1; TIP; COO) This plan of action which becomes the Master Plan for the next 2 years.</p> <p>POLICIES, PROCEDURES (COO) Articles of Incorporation and Bylaws have been created for the KEDC, but the missing component to complete the business are the Policies & Procedures.</p> <p>ECONOMIC INCENTIVES (2050-E2) Re-examine the EIC and City incentive matrix in terms of:</p> <ul style="list-style-type: none"> • Criteria, qualifying projects • Identify, develop tools • Flow, process of incentives <p>CREATIVE INCENTIVES (2050-E5) Develop creative financing mechanisms to diversity the community's economic development toolbox, i.e., state incentives.</p> <p>PROSPECT FLOW CHART (COO) Delineate the prospect development process, specifically with the KEDC and partnering entities.</p> <p>IMPACT STUDIES (2050-E1) Conduct economic impact studies / white papers / executive summaries for local industry and communicating to stakeholders.</p> <p>ANNUAL REVIEW (2050-E2) Periodic review and benchmark of the organization's effectiveness based on the KEDC's adherence to the adopted Strategic Economic Development Vision.</p> <p>Non Committee: KEDC Staff Initiative w/ Board involvement</p> </div> |

KEY PERFORMANCE INDICATORS (Aligned with all plans)

| | | | | | | |
|---|--|---|---|---|---|--|
| <ul style="list-style-type: none"> • Companies visited • No. of expansion jobs • Payroll from expansion • Industrial Absorption Rates | <ul style="list-style-type: none"> • Website metrics • Distribution of social media • No. of earned media • Consistency of messaging | <ul style="list-style-type: none"> • Increase in labor force • Workforce program(s) • Workforce training dollars | <ul style="list-style-type: none"> • No. of entrepreneurs developed • No. of seminars, workshops hosted for entrepreneurs | <ul style="list-style-type: none"> • Jobs, payroll and CAP created • Lead generation • Increase in average wages • Prospects hosted • Project ROI from EIC Funding | <ul style="list-style-type: none"> • Stakeholder meetings (1-on-1) • Annual event • Stakeholder retreat • Quarterly reporting | <ul style="list-style-type: none"> • Completion, implementation of: KEDC Roadmap, KEDC Policies & Procedures, Incentives Policy, Impact Studies and Flow Chart(s) |
|---|--|---|---|---|---|--|