

CITY COUNCIL MEETING

ROLL CALL - B SESSION

DATE: FEBRUARY 10, 2016

NAME	ROLL CALL	MOTION	SECOND	ABSTAIN	AYE	NAY	ABSENT
Roberto C. Treviño DISTRICT 1	✓						
Alan E. Warrick DISTRICT 2	✓						
Rebecca J. Viagran DISTRICT 3	✓						
Rey Saldaña DISTRICT 4	✓						
Shirley Gonzales DISTRICT 5							✓ DUE TO A PROCEDUR
Ray Lopez DISTRICT 6	✓						
Cris Medina DISTRICT 7	✓						
Ron Nirenberg DISTRICT 8	✓						
Joe Krier DISTRICT 9	✓						
Michael R. Gallagher DISTRICT 10	✓						
Ivy R. Taylor MAYOR	✓						

COMMENTS:

1) Presentation on Forefront SA, community strategic plan for eco. dvlpmnt. by the SAEDF Services Agreement. Wayne Peacock presented eco. dvlpmnt plan with Rene Dominguez

2) Briefing on FY17 & FY18 Human & Workforce Dvlpmnt Serv. Consolidated Funding Process. Presented by Melody Woolsey.

L- For A Session Folder

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16 FEB 10 AM 7:58

**CITY OF SAN ANTONIO
OFFICE OF THE CITY COUNCIL**

Interdepartmental Correspondence

TO: Mayor and Councilmembers

FROM: Councilwoman Shirley Gonzales

COPIES TO: Sheryl Sculley, City Manager; Leticia Vacek, City Clerk; Chris Callanen, Assistant to the City Council; File

SUBJECT: Out of Office

DATE: February 10, 2016

I will be out of the office Wednesday February 10, 2016 due to a procedure. I will not be in attendance during Transportation, Technology and Utilities Committee meeting and City Council B session.

During my absence, you can reach out to my Chief of Staff Choco Meza, my staff at City Hall (210) 207-7043 or District 5 Field Offices.

Thank you,



Shirley Gonzales

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16 FEB -3 PM 5:42

City of San Antonio



AGENDA City Council B Session

City Hall Complex
105 Main Plaza
San Antonio, Texas 78205

Wednesday, February 10, 2016

2:00 PM

Municipal Plaza Building

The City Council of San Antonio will convene in the "B" Room of the Municipal Plaza Building at 2:00 P.M. for discussion and possible action on the following:

1. A Presentation on Forefront SA, the community strategic plan for economic development, by the San Antonio Economic Development Foundation and overview of the 2016 SAEDF Economic Development Services Agreement. [Carlos Contreras, Assistant City Manager; Rene Dominguez, Director, Economic Development]
2. A Briefing on the FY 17 and FY 18 Human and Workforce Development Services Consolidated Funding Process. [Maria Villagomez, Assistant City Manager; Melody Woosley, Director, Human Services]

At any time during the meeting, the City Council may recess into executive session to discuss the following:

- A. Deliberations regarding economic development negotiations and discuss related legal issues pursuant to Texas Government Code Sections 551.087 (economic development) and 551.071 (consultation with attorney).
- B. Deliberate the purchase, exchange, lease or value of real property and discuss related legal issues pursuant to Texas Government Code Sections 551.072 (real property) and 551.071 (consultation with attorney).

- C. Discuss legal issues related to collective bargaining pursuant to Texas Government Code Section 551.071 (consultation with attorney).

Adjourn

5:00 P.M. – If the Council has not yet adjourned, the presiding officer shall entertain a motion to continue the council meeting, postpone the remaining items to the next council meeting date, or recess and reconvene the meeting at a specified time on the following day.

6:00 PM (may be heard after this time) - Citizens to be Heard

At any time during the meeting, the City Council may meet in executive session for consultation concerning attorney-client matters under Chapter 551 of the Texas Government Code.

DISABILITY ACCESS STATEMENT

This meeting site is wheelchair accessible. The Accessible Entrance is located at the Trevino Alley Entrance, south side. Accessible Visitor Parking Spaces are located at City Hall, 100 Military Plaza, north side. Auxiliary Aids and Services, including Deaf interpreters, must be requested forty-eight [48] hours prior to the meeting. For assistance, call (210) 207-7268 or 711 Texas Relay Service for the Deaf.

For additional information on any item on this agenda, please visit www.sanantonio.gov or call 207-7080.

ECONOMIC DEVELOPMENT



FY 2016 San Antonio Economic Development Foundation Economic Development Services Agreement

February 10, 2016
City Council B Session

Rene Dominguez, Director, Economic Development Department

1

BACKGROUND

- FY 2011-2015 public/private partnership between the City and SAEDF, with the following goals:
 - **Recruitment** - targeted industries.
 - **Retention** - implementation of a BRE program.
 - **Marketing** - targeted marketing plan.
 - **Strategic Plan** - comprehensive plan for economic development.



STAY. GROW. PROSPER.

2

PROPOSED FY 2016 ACTION PLAN

- In FY 2016 SAEDF will continue to:
 - Administer the agreement with the City's Texas/Japan Office.
 - San Antonio Trade and Investment Strategy.
 - Metrics focused on target industries and high-wage jobs.

SAN ANTONIO
**TRADE
 & INVESTMENT
 STRATEGY 2015**



FY 2016 ACTION PLAN GOALS



Metric	Goal
New Qualified Prospects	130
Locations/Expansion	29
New Jobs Created	4,000
Payroll	\$122M
International Marketing Trips	3
BRE Visits	80
Marketing (total audience)	120M

FY 2016 ACTION PLAN ENHANCEMENTS

- In FY 2016, SAEDF will Implement Forefront SA by:
 - Convening economic development stakeholders.
 - Developing and executing tactics with Industry.
 - Updating Forefront SA and briefing City Council semi-annually on planned and on-going strategies and metrics.



5

ECONOMIC DEVELOPMENT



FY 2016 San Antonio Economic Development Foundation Economic Development Services Agreement

February 10, 2016
City Council B Session

Rene Dominguez, Director, Economic Development Department

6



FOREFRONT SA

Propelling San Antonio's Economy to a Position of Prominence & Success

Presented by

Wayne Peacock, Chairman

San Antonio Economic Development Foundation

San Antonio City Council | February 10, 2016

SAN ANTONIO = POTENTIAL



Forefront SA

- 5 Year Strategic Plan for Purposeful Economic Growth
- Led by San Antonio Economic Development Foundation
- Supported by City San Antonio, Bexar County and Private Sector Leadership
- Collaboration Between 16 Community Partners Involved in Economic Development

Forefront SA

ONE COLLECTIVE GOAL

Propel San Antonio to an economically healthy and prosperous future

ONE PRIMARY FOCUS

Spur innovation and accelerate economic competitiveness
Industries and workforce of the future

ONE DESIRED OUTCOME BY 2020

A Best Performing City
Milken Institute

SUPPORTING GOALS

- Improve the Economic Development Delivery System
- Create Target Sector Clarity
- Leverage Private Sector
- Improve Rate of Growth in Target Sectors
- Optimize Existing Resources While Growing Investment
- Change Composition of the Economy

TARGET SECTORS



ECONOMIC DELIVERY SYSTEM PILLARS



COORDINATING COUNCIL

saedf
san antonio economic development foundation

BioMed SA

CPS ENERGY

San Antonio Chamber of Commerce

FREE TRADE ALLIANCE

PORT SAN ANTONIO

San Antonio Water System

SAN ANTONIO HISPANIC CHAMBER OF COMMERCE

Institute for Economic Development

Small Business Development Center

International Trade Center
The University of Texas at San Antonio

SA2020

ALAMO COLLEGES
Dare to Dream. Prepare to Lead.™

Workforce Solutions ALAMO
BUSINESS SERVICES

CENTRO SAN ANTONIO
WE MOVE DOWNTOWN

NORTH SAN ANTONIO CHAMBER
Keeping Bexar County Strong

THE STATE OF TEXAS COUNTY OF BEXAR

MAJOR MILESTONES



SUCCESS MEASURES

- Increase employment in target industries
- Increase rate of new entrepreneurs
- Improve alignment of workforce capabilities with employer needs
- Improve collaboration and effectiveness of delivery system
- Improve awareness and favorable opinion of San Antonio



CONTINUOUS IMPROVEMENT

- Alignment with key stakeholders
- Regular plan reviews
- Adjustments along the way
- Broaden stakeholder network



FOR THE FUTURE

- Assess feasibility of a regional approach

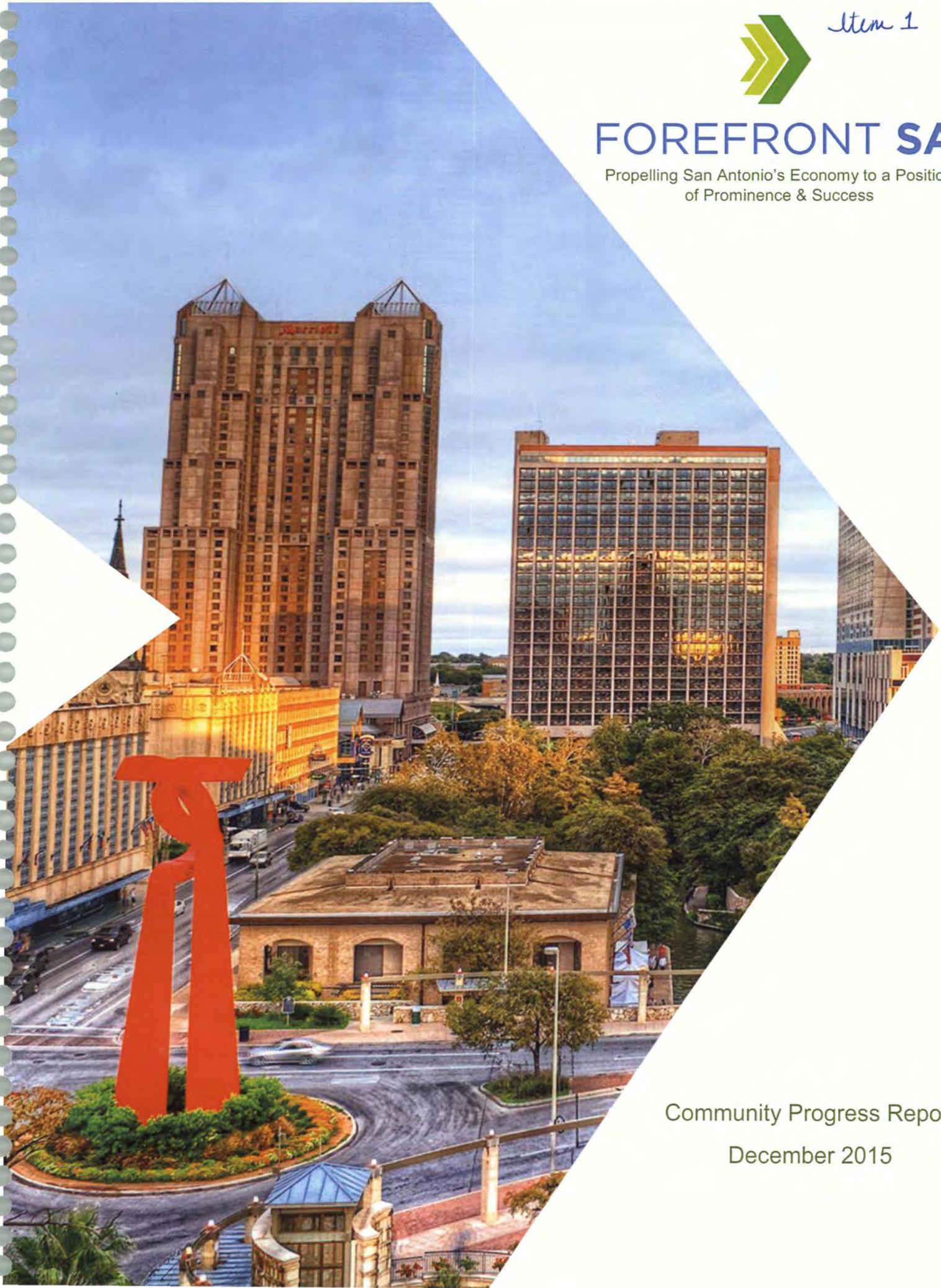
Q&A



Item 1

FOREFRONT SA

Propelling San Antonio's Economy to a Position
of Prominence & Success



Community Progress Report

December 2015

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To be at the "**forefront**" is to be in the most important position. The vision and mission of this Strategic Plan -- to propel San Antonio to the forefront of today's top performing cities -- will be accomplished by:

- defining established or foundational areas of strength
- identifying areas of improvement
- creating new, innovative methods for optimization

Forefront SA is the result of a collaborative exchange among the San Antonio economic development community, who have identified five primary goals and numerous strategies and tactics that set a visionary, synergistic path for success. These goals are focused on positioning San Antonio to be at the Forefront of:

- 1) Attracting new job-producing investments
- 2) Retaining and assisting the expansion of established companies
- 3) Nurturing entrepreneurial development
- 4) Growing a skilled and educated workforce
- 5) Collaborating to create a robust economy

Our community has collaborated to develop **Forefront SA** as a guide to evolve and improve San Antonio's economic development delivery system and to launch our city to a position of prominence and prosperity. The time is now for action to secure San Antonio's leadership position as a top-performing city.

Special Thanks

The San Antonio Economic Development Foundation (SAEDF) thanks the Coordinating Council for its leadership in developing **Forefront SA** and continued commitment to move the plan forward. We recognize the organizations that make up the Coordinating Council and other involved organizations for their counsel and insight throughout the development and implementation of this plan. In addition, Deloitte’s expertise and resources were instrumental in the development of **Forefront SA**.

The SAEDF received significant input from a wide range of public-sector organizations, institutions of higher education, regional decision makers and private-sector businesses, and we thank all these groups for their time and efforts. A detailed list of participants and their roles is included in this plan under *Participating Partners & Organizations*.

THANK YOU TO THE COORDINATING COUNCIL

Alamo Colleges
Bexar County
BioMed SA
Centro San Antonio
CPS Energy
City of San Antonio
Free Trade Alliance
North San Antonio Chamber of Commerce
Port San Antonio
SA2020
San Antonio Chamber of Commerce
San Antonio Hispanic Chamber of Commerce
San Antonio Water System (SAWS)
UTSA Institute for Economic Development
Workforce Solutions Alamo
San Antonio Economic Development Foundation (SAEDF)

Executive Summary

San Antonio is a community that is perpetually looking ahead. **Forefront SA** is a five-year strategic plan to be carried out by local organizations committed to propelling our city to the forefront of economic growth. San Antonio aims to achieve this goal by accomplishing the following: 1) Creating an economic delivery system that will continuously improve, 2) Leveraging private sector leadership and, 3) Maximizing and securing new resources. While the overall improvement of the economic development delivery system is driving implementation of **Forefront SA**, the economic development community has agreed that reorienting some existing efforts by emphasizing the use of local resources, technology, innovation and foreign direct investment will strengthen San Antonio's economic outlook.

Forefront SA was developed as a result of a comprehensive study conducted by Deloitte, a global leader in delivering services in audit, consulting, financial advisory and related services in more than 150 countries and territories. Deloitte analyzed how effectively our community is doing economic development. **Forefront SA** draws from a competitive assessment and target industry analysis performed by Deloitte in 2013. In February 2013, a community-wide Steering Committee representing city and county government, business, military, chambers of commerce, education, philanthropy, transportation, utilities, real estate and other organizations met with Deloitte representatives. This community-wide meeting allowed thought leaders to help Deloitte fully understand the community's objectives and to contribute their knowledge, thoughts and recommendations. A taskforce of 16 economic development organizations has been involved from the beginning of the process. Referred to as the Coordinating Council, this group is central to the successful implementation of **Forefront SA**.

Deloitte's analysis gave us important information on what we are doing well, as well as what we can improve upon, providing 144 recommendations. The five goals that evolved from discussions that followed the Deloitte study relate to 1) Business Attraction, 2) Business Retention and Expansion, 3) Entrepreneurial Development, 4) Workforce and 5) Collaboration. San Antonio has many successful programs for economic development in place across our different industry sectors; this plan aims to coordinate and collaborate on the disparate efforts in order to unite the city under one, collective goal -- to propel San Antonio to an economically healthy and prosperous future by advancing the economic development delivery system and maximizing the community's assets to spur innovation and accelerate economic competitiveness in target/horizon sectors.

Forefront SA is San Antonio's collaborative commitment to work towards consistently ranking among the top 10 in Milken Institute's annual ranking of the nation's Best Performing Cities with a goal of being ranked #5 or better in 2020. This particular ranking is produced annually through rigorous data analysis and includes components vital to a successful 21st century economy: outcome-based measures of growth in jobs, wages and salaries, and technology. (Further explanation of the Milken Institute ranking is included at the end of the report.)

San Antonio aspires...

- To be the hub for the next generation of American business through Information Security, Big Data and Cloud Computing;
- To be a place that companies in target/horizon sectors are attracted to and compelled to locate or expand their businesses;
- For the workforce, infrastructure and technology to be strong in the target/horizon sectors of Advanced Manufacturing (i.e. automotive and aerospace), Information Technology/Information Security (IT/IS) including Cybersecurity, Bioscience/Healthcare and Energy;
- To foster a vibrant downtown central business district and have the near Eastside, Westside and Southside of the city given full consideration by globally connected companies and entrepreneurial start-ups;

- To build career ladder training through Alamo Colleges and other educational institutions;
- To grow and nurture the brightest employees in the nation who will support local business needs;
- For San Antonio college/university graduates to choose to stay in San Antonio because of desirable employment opportunities;
- To develop and strengthen a venture capital ecosystem to fund and nurture start-up companies;
- To have a proactive and innovative economic development delivery system that uses progressive practices, regular reviews, feedback from the public and private sectors, collaboration and accountability as best practices.

Forefront SA contains strategies and tactics, which will help us achieve the goals and aspirations and build capability in the San Antonio market. The strategies and tactics are led by organizations with specialized expertise, which ensures that each of the strategies and tactics are planned, implemented and monitored effectively. Data-driven decisions, competitive intelligence, focused company pursuit and the use of industry roundtables are at the core of each of the strategies in the plan. The economic development community of San Antonio must be able to show prospective businesses, local companies, entrepreneurs, skilled workers, college students and young professionals that San Antonio is actively engaged in programs to improve the city’s business climate and livability. The strategies and tactics that demonstrate our city’s commitment to building a stronger San Antonio through economic development will be outlined in more detail in the rest of this community report.

Planning and evaluating the strategies and tactics included in **Forefront SA** took most of 2014 and implementation began in early 2015. By midyear, it was evident that progress was being made on goals and overall more collaboration was taking place. Outlined in this report is the history, process, planning and progress thus far of **Forefront SA**.

Economic development requires a long-term vision and affects all citizens who live and work in San Antonio. For San Antonio to remain a national leader in economic development and a top performing city, there must be commitment to enacting **Forefront SA**, as well as the flexibility for course correction along the way. Working collaboratively, building on an already established structure, and identifying new opportunities while leveraging existing resources will sustain the initiative for many years to come.

Forefront SA Timeline



The Plan *Planning Process*

To begin formulating a plan that would propel San Antonio to be at the forefront of today's top-performing cities where jobs are created and sustained, we needed an honest, unbiased, third party evaluation of the state of our current job-producing economic development ecosystem and recommendations to improve our capabilities and focus.

Forefront SA draws from a competitive assessment and target industry analysis performed by Deloitte in 2013. In February 2013, a community-wide Steering Committee representing city and county government, business, military, chambers of commerce, education, philanthropy, transportation, utilities, real estate and other organizations met with Deloitte representatives. This community-wide meeting allowed these thought leaders to help Deloitte fully understand the community's objectives, and to contribute their knowledge, thoughts and recommendations. A group of 16 organizations contributing to economic development, now referred to as the Coordinating Council, has been involved from the beginning, and throughout the process, and is central to the successful implementation of **Forefront SA**.

In 2013, Deloitte conducted over 80 interviews with public and private sector leadership in organizations that contribute to economic development to gain a comprehensive picture of San Antonio's economic development ecosystem, including its strengths and shortcomings. Deloitte also held discussions with site selection professionals and corporate executives to understand an outsider's perception of the San Antonio market. Tours of the community were taken to make note of assets, available properties and other unique market characteristics.

The industry analysis completed by Deloitte evaluated San Antonio's ability to attract companies in the target/horizon sectors of Advanced Manufacturing (i.e. automotive and aerospace), Healthcare / Bioscience, Information Technology / Information Security (Cybersecurity), and Energy, as well as other target industries recommended by Deloitte; the City's key location assets and liabilities; and potential expansion of each. Information provided revealed how San Antonio is viewed from a business investor perspective in the industries it seeks to develop and evolve. This information reinforced that economic development efforts in San Antonio were already focused on the most promising industries. In fact, Deloitte's industry analysis suggested that we narrow our focus on specific sub-sectors within our target industries.

The Coordinating Council has met regularly since the Deloitte plan was first presented to discuss Deloitte's 144 recommendations and prioritize those recommendations for implementation. The Coordinating Council ranked each of the strategies identified by Deloitte using an ease/benefit matrix in an effort to identify those strategies that would yield the most benefit for the San Antonio community at this point in time, leaving flexibility to reevaluate the strategies in the future for implementation. The selected strategies evolved to become the five goals of **Forefront SA**: 1) Business Attraction, 2) Business Retention and Expansion, 3) Entrepreneurial Development, 4) Workforce, and 5) Collaboration.

In 2014, the Coordinating Council met throughout the year and vetted goals, objectives and strategies to include in **Forefront SA** and created a framework for effective implementation of the plan. Lead Facilitator organizations were selected to lead specific strategies in the plan. Tactics already in place that supported the strategies were identified and new tactics were developed to create a plan of action.

The Plan *Participating Partners & Organizations*

A key finding in Deloitte’s analysis of San Antonio’s economic development ecosystem was that our community was performing a significant amount of positive activity focused on economic development and job growth. However, many of the organizations performing these activities were not working collaboratively. As Deloitte described it, the community was working in silos. To break down the silos, **Forefront SA** aims to be a community-wide, collaborative plan that is inclusive to all economic development stakeholders. Through collaboration and unity, San Antonio will reduce or eliminate duplication of efforts and improve efficiency.

Extensive efforts were taken to ensure that all organizations contributing to economic development in San Antonio are included in **Forefront SA**, but the plan may not be all inclusive. For that reason, we invite and encourage any organization not mentioned in this plan that is contributing to San Antonio’s economic development ecosystem to contact the San Antonio Economic Development Foundation at 210.226.1394 to make us aware of your contribution and begin collaborating.

The following diagram represents the various groups currently involved in San Antonio’s economic development delivery system through **Forefront SA**. The blue hexagons represent organizations that are currently participating in implementing **Forefront SA**, through participation on the Coordinating Council or as Vertical Leads. Moving outward, the purple and green hexagons represent organizations that are either serving on support teams or organizations that we aim to bring in as the plan and strategies for implementation evolve.



While the San Antonio Economic Development Foundation (SAEDF) is taking a leadership role in administering **Forefront SA** and has taken the lead in three of the five goals, it is supported by a structured network of other lead organizations, committees and working groups that have contributed to the creation of **Forefront SA**. The work of these participants is ongoing as the plan evolves when strategies and tactics run their course and new ones are introduced.

Communication and collaboration between all organizations involved is imperative for **Forefront SA** to be successful. The Coordinating Council, a group of 16 local organizations contributing to the economic development ecosystem, governs the process for implementing the plan. From the Council, Vertical Lead organizations were identified to oversee and own each of the 5 goals. The vertical leads were chosen based on their organization's area of expertise and are considered the point of contact for their goal. Lead Facilitators were chosen to oversee the progress of each strategy under each of the 5 goals. Vertical Leads and Lead Facilitators choose the appropriate support teams for their goal and work closely with them on implementing strategies and tactics in the action plan.

The Coordinating Council and Lead Facilitators are accountable for moving a strategy and supporting tactics forward, which can be in the form of planning, implementing or suspending a particular strategy or tactic. If a strategy/tactic has been suspended, it may only be temporary due to factors that make the strategy/tactic unfavorable for current implementation.

The following illustrates each of the 5 goals and the organizations currently involved.



Community Partners and Roles

Role	Coordinating Council	Vertical Leads	Lead Facilitators	Support Team	Executive Sub-Committee	Industry Roundtables
Background	Established in January 2014, the Coordinating Council consists of 16 major stakeholders responsible for economic development in San Antonio. They are championing the implementation of the plan by defining what success looks like, and establishing goals, objectives and strategies that need to be implemented to accelerate San Antonio's economic growth.	Created in early 2015 for the purpose of providing a point of contact for a vertical/goal. They are the conduit between the Coordinating Council and the Lead Facilitators. They communicate any strategic changes that occur. They facilitate vertical meetings/work sessions.	Created in July 2014, the Lead Facilitators came in at a critical planning point. They were responsible for ensuring that the stakeholder input outlined in Forefront SA was interpreted correctly. They act as a liaison between the Coordinating Council and the community. They are responsible for the actual execution of strategies. They facilitate strategy/tactic level work sessions.	The largest of the groups, The Support Team, is a pool of subject matter expert organizations that stand ready to assist on strategies and tactics through coordination, collaboration, feedback or direct execution. This group has room to grow, if organizations can bring additional capabilities to the vertical that will impact the economic development delivery system.	The Executive Sub-Committee was established in September 2014. It consists of 5 representatives of the SAEDF Executive Committee. Their history of leadership, business acumen and passion for the community makes their feedback and recommendations valuable for the planning process of Forefront SA .	The Industry Roundtables were established in 2014. Recommended by the Deloitte Plan, Industry Roundtables were created to gain knowledge and understanding from local leaders in target/horizon sectors. The three established Industry Roundtables are: Energy Roundtable, IT/IS (Cybersecurity) Roundtable, and Healthcare/Biosciences Roundtable
Members	<ul style="list-style-type: none"> Alamo Colleges Bexar County BioMed SA Centro San Antonio CPS Energy CoSA Free Trade Alliance North Chamber of Commerce Port San Antonio SA2020 San Antonio Chamber of Commerce San Antonio Economic Development Foundation San Antonio Hispanic Chamber of Commerce SAWS- San Antonio Water System UTSA Institute for Economic Development Workforce Solutions Alamo 	<p>Business Attraction: SAEDF</p> <p>Business Retention and Expansion: SAEDF</p> <p>Entrepreneurial Development: UTSA and FreeFlow Research</p> <p>Workforce: Workforce Solutions Alamo and Alamo Colleges</p> <p>Collaboration: CoSA, Bexar County, SA2020, and SAEDF</p>	<ul style="list-style-type: none"> Alamo Colleges Bexar County City of San Antonio San Antonio Economic Development Foundation Texas Research & Technology Foundation Workforce Solutions Alamo 	This is an ever growing and evolving group, with several organizations and volunteers.	<ul style="list-style-type: none"> AT&T Broadway Bank City of San Antonio Marriott USAA UTSA 	The industry roundtables consist of companies and organizations from target/horizon sectors identified in Forefront SA . <ul style="list-style-type: none"> SAEDF leads the Energy Roundtable, Chaired by CPS Energy and Lake Truck Lines. The Healthcare and Bioscience Roundtable convenes through the BioMed SA Board of Directors The IT/IS (Cybersecurity) Roundtable convenes through the San Antonio Chamber of Commerce Cybersecurity Committee
Duties	The purpose of the Coordinating Council is to govern Forefront SA by collaborating and coordinating efforts across organizations.	Coordinate with Lead Facilitators. Provide Status Reports on the Strategies to Coordinating Council.	Coordinate with Collaboration Vertical, provide status updates and organize necessary support organizations to implement tactics, report status to Vertical Lead.	Take ownership of activities in tactics and report progress to Lead Facilitator.	Serves the purpose of providing recommendations, feedback and best practices throughout the process of planning, implementation, monitoring and closeout.	The newly formed Industry Roundtables are leveraging pre-existing committees and industry groups, such as BioMed SA and Chamber of Commerce Committees to provide industry specific insights and feedback.

The Plan
Implementation – Process and Purpose

In economic development, there is an ongoing effort to grow key industries and diversify the economy, in turn producing more high-wage jobs for our city. **Forefront SA** intends to be the plan under which community-wide economic development initiatives are implemented. The underlying theme of **Forefront SA** is that successful implementation will require organizations to work collaboratively. The Deloitte study acknowledged that good work was already being done, but also emphasized that the silos that exist around organizations were preventing San Antonio from reaching its full potential.

Forefront SA is expected to propel our city forward by attracting more companies to the area, creating new jobs, nurturing start-ups and local businesses, and fostering an educated workforce. The main purpose of **Forefront SA**, its collaborative roles, and expected outcomes are explained in the chart below.

Main Purpose
<ol style="list-style-type: none"> 1. Create an economic development delivery system that will continuously improve 2. Leverage private sector leadership 3. Maximize current resources and secure new ones as well
Collaborative Roles
<ol style="list-style-type: none"> 1. Vertical Groups {Lead Facilitators, Support Team, Industry Liaisons} 2. Industry Roundtables {Industry specific representatives of various companies} 3. Thought Leaders {organizations with a heightened responsibility to educate economic development community on trends, best practices, etc.}
Collaboration Outcomes
<ol style="list-style-type: none"> 1. CONTINUOUS IMPROVEMENT: Better understanding of resources provides accurate picture of how to affect efficiencies and effectiveness 2. COLLABORATION: A space to have discussions that strengthen public-private sector communication 3. AGILE: Real time communication that allows for proactive and reactive strategies

Deloitte’s study outlined the target industries that should be the focus of **Forefront SA**. The Coordinating Council reviewed these recommendations, considered San Antonio’s unique location assets, and selected four to be San Antonio’s target/horizon sectors, to be pursued and grown strategically. The selected target/horizon sectors include **Advanced Manufacturing (i.e. automotive and aerospace), Information Technology/Information Security (Cybersecurity), Healthcare/Bioscience, and Energy.**

Advanced Manufacturing (i.e. automotive and aerospace)	Information Technology/ Information Security (Cybersecurity)	Healthcare/ Biosciences	Energy
<p>San Antonio has a large and diverse manufacturing industry, with representation of every major sector of U.S. manufacturing present in the community, including materials and electricity, equipment and metal, transportation, and diversified products. San Antonio’s aerospace industry includes a range of businesses that manufacture aircraft equipment and parts, service and repair aircraft, produce and distribute transportation equipment and supplies, provide both scheduled and unscheduled air transportation, and operate flight schools.</p>	<p>The Information Technology (IT) and Information Security (IS) industries are large and diverse. IT includes Internet-related firms that produce and sell information technology products and an IT products sector includes manufacturers of computer and electronic equipment and components, wholesale trade, retail trade, and Internet and software publishing.</p> <p>San Antonio has a large concentration of military and other national intelligence personnel conducting operations in the online world, and more than 80 private-sector cybersecurity companies in the San Antonio Defense Technology Cluster.</p>	<p>With San Antonio’s diverse mix of nationally recognized healthcare systems, well-regarded research institutions, health profession education programs, cutting-edge biotech companies and successful national corporations, the bioscience and healthcare industry is a dominant force in the city’s economy.</p>	<p>Through CPS Energy’s New Energy Economy initiative, San Antonio is becoming a leading market for clean energy by investing in innovative technologies like solar power, LED lighting, clean coal and smart grid infrastructure.</p> <p>The Eagle Ford Shale in South Texas is projected to be the best of the shale plays. San Antonio’s proximity to the Eagle Ford is an advantage when its urban services and amenities are taken into account.</p>

Target Industry Attraction Prioritization



Industry market size, growth, outlook, economic benefits (such as jobs, wage levels and diversification), and community assets help determine San Antonio’s target/horizon sectors. Naturally, some industry subsectors are less suitable than others as targets due to smaller industry size, recent or projected decline, or local capacity. While some subsectors are not suitable targets for San Antonio’s business attraction efforts, they may be appropriate for entrepreneurial development and existing business expansion. For targeted business attraction activities, San Antonio should focus mostly on the subsectors where sufficient scale and growth exists, and where key industry requirements match the city’s unique location strengths. These are referred to here as Highest Priority targets. These and other priority opportunities are categorized in the chart.

Goals

Effective economic development requires a comprehensive approach with agreed-upon goals. San Antonio is fortunate to have many organizations committed to growing its economy and willing to work collaboratively in the process.

Forefront SA goals are based on five economic development components critical to creating jobs and growing the San Antonio economy – Business Attraction, Business Retention and Expansion, Entrepreneurial Development, Workforce and Collaboration. The chart below identifies the desired outcomes for each area.

Goal	Outcome
Business Attraction	<ul style="list-style-type: none"> To attract desirable jobs for residents and new entrants To promote San Antonio as a unique, authentic and sought-after business destination To entice new investment and tax revenue from outside the area To help diversify the industrial base for economic stability
Business Retention and Expansion	<ul style="list-style-type: none"> To stimulate new jobs and investment from existing San Antonio companies To further business revenue generation and forge local supplier-consumer connections To help reduce company outmigration and downsizing To respond rapidly to business challenges and opportunities
Entrepreneurial Development	<ul style="list-style-type: none"> To identify and nurture start-up opportunities that could generate significant economic benefit To prioritize entrepreneurial development and job creation through forums, college internship programs and training for startups To foster technology commercialization through strategic partnerships To support the creation of entrepreneurship-related coursework at the high school and college levels
Workforce	<ul style="list-style-type: none"> To align workforce capabilities with the needs of existing and prospective employers to enhance educational and training partnerships To create and effectively use incentives, financial tools and programs To promote San Antonio as a high quality living environment for young professionals To prioritize workforce development and job creation through forums, educational partnerships, clear talent pipeline strategies and creating a more highly skilled workforce
Collaboration	<ul style="list-style-type: none"> To help move the community forward collectively and with flexibility under one vision To work collaboratively as a community, setting timelines for updates, measuring success and defining future directions of the plan To effectively assess economic trends, changes and updates that affect economic development in the San Antonio community To increase collaboration with workforce and economic development efforts by utilizing key workforce training entities and providing workforce development forums

In the study conducted by Deloitte, Business Attraction, Business Retention and Expansion, and Entrepreneurial Development were identified as strategic-based components that helped to establish the first three goals. Workforce was originally a contributing factor, but for San Antonio it was such an important factor that the Coordinating Council elevated it to the level of a goal. Collaboration, an important takeaway from the study, was incorporated as a goal to ensure community participation and communication of the plan.



Business Attraction

With over 40 years of success, the San Antonio Economic Development Foundation leads our city's Business Attraction efforts; the act of securing investment from outside the community has been quite successful and is today the most recognized cornerstone of San Antonio's economic development approach. This involves the strategic pursuit of companies in target/horizon sectors, which promises continued diversity and growth of San Antonio's economy. Recent national trends have indicated that securing single, large, job-producing investments are rare; most economic development projects generate smaller employment numbers. A successful community, in the future, will be required to attract more companies and diversify its attraction approach to offset lower job numbers.

Since 1975, SAEDF has helped recruit over 400 companies that employ more than 100,000 San Antonians.

Business Attraction

Objective

The overall objective is to **increase employment in target/horizon sectors at a rate 5% higher than projected by federal and state sources**. The Business Attraction goal of **Forefront SA** is focused on strengthening San Antonio's ability to compete for job-producing investments in target/horizon sectors including advanced manufacturing (i.e. automotive and aerospace), healthcare/bioscience, IT/IS (cybersecurity), and energy, from both domestic and international companies. To track progress over the next four years, the Business Attraction goal aims to increase employment in the target/horizon sectors and to report metrics as employment data is available each year. As an example, federal sources project a 12.5% increase in employment in the transportation manufacturing sector for the San Antonio metropolitan area from 2015 through 2020. The Business Attraction objective is to increase employment in the transportation manufacturing sector by 17.5% (5% above projection).

Strategies

Strategies in place to support the Business Attraction goal include the continued research and analysis of target/horizon sectors; improvement of infrastructure and real estate solutions in order to attract companies; use of competitive incentives; and the promotion of the San Antonio area as an ideal location for target/horizon sectors, both domestically and internationally.

These business attraction strategies focus on data-driven tactics that identify specific sectors and companies; continue the development of effective economic development tools; review and analyze incentives and community infrastructure; and foster a collective impact approach to marketing (i.e., create a common message for the community) that brings attention to San Antonio's unique value proposition for new job-producing investments.

Progress

Increasing employment in target/horizon sectors is a five year goal, but much progress has been made during this first year of implementation in improving the capabilities that will positively impact the Business Attraction goal.

**#5 | Fastest growing
CITY IN THE U.S.**

-CNN MONEY

Three Industry Roundtables were formed to support business attraction efforts in the Energy, Healthcare/Bioscience and IT/IS (Cybersecurity) sectors, and plans are in place to use the San Antonio Manufacturers Association as a roundtable resource in manufacturing. The Roundtables bring together industry leaders to discuss the state of their respective industries and to ensure that those involved in business recruitment have a pulse on current industry trends and the opportunities for growth. In addition, studies are being conducted to assess the competitive advantages that San Antonio has over other domestic and international markets. For example, through the City of San Antonio, Wavteq was contracted recently to conduct a study that compared San Antonio to the German market, a targeted geography for International Business Recruitment. Results of the study are currently under analysis.

Events happening in San Antonio and out of market are being leveraged to the advantage of Business Recruitment efforts. SAEDF and other economic development partners participated in two SelectUSA events in Washington D.C. and Hannover, Germany in the first half of 2015 to promote foreign direct investment. This was the first time San Antonio partnered with SelectUSA, a federal organization that promotes the United States as the world's premier business location. The two events yielded 9 new prospective location projects. Additionally, SAEDF met with companies in Canada, Mexico and led an Investment Promotion and Trade Mission to Japan. In San Antonio, events like the 2014

World Stem Cell Summit and the 2015 CyberTexas are sought out and promoted by SAEDF and their partners to further support the growth and success of target/horizon sectors in San Antonio.

From January 2014 through September 2015, the SAEDF reports recruiting 24 companies adding over 3,600 new jobs in San Antonio.

Trends

In 2014, 17% of total prospects were internationally based and for 2015 year to date international prospects increased to 22% of total prospects. According to a Brookings Institute study, recent national trends indicate a 50% decline in plant expansions and locations of 50 or more jobs or over \$1M investment. This is prompting economic development entities to concentrate on attracting a larger number of smaller projects to meet annual job goals.

Participating Organizations: Local Allies, City of San Antonio, Bexar County, San Antonio Chamber of Commerce, BioMedSA, Creative Civilization, San Antonio Convention & Visitors Bureau (SACVB), SAEDF Marketing Committee, Real Estate Council of San Antonio, Brooks City Base, Port San Antonio, Texas Research & Technology Foundation, Office of the Governor.



Highlight

In June 2015 Cytocentrics, a Rostock, Germany based biotech and robotics company, made the decision to locate their U.S. corporate headquarters and manufacturing facilities in San Antonio.



Business Retention & Expansion

The Business Retention and Expansion (BRE) Program, launched in 2011, helps to ensure local businesses' continued success and growth in San Antonio. The San Antonio Economic Development Foundation (SAEDF) successfully leads our city's BRE efforts, partnering with 15 other community organizations including the City, County, educational institutions, workforce agencies and industry organizations. Since establishing the BRE Program, the BRE Team has assisted nearly 50 companies expand in San Antonio, adding over 8,000 jobs to the local economy.

Business Retention & Expansion (BRE)

Objective

The overall objective of the BRE Program is to **increase employment in target/horizon sectors at a rate 5% higher than projected by federal and state sources by 2020**. Because Business Attraction and BRE target/horizon sectors are the same and because they share the ultimate goal of creating new jobs for the local economy, BRE has the same overall objective as the Business Attraction goal. The BRE goal of **Forefront SA** is to continue to build a world-class BRE program that provides local businesses the support to stay, grow and prosper in San Antonio. Federal sources project a 13.5% increase in employment in the Bioscience and Healthcare sector for the San Antonio metropolitan area from 2015 through 2020. The BRE objective hopes to increase employment in the sector by 18.5% (5% above projection).

Strategies

To ensure that BRE efforts remain successful and continue to improve, three strategies are currently in place. The first is to focus on using company visits to become well versed in local business needs and trends, and then mobilizing the resources and expertise to address those demands. The second is to identify financial and non-financial incentive opportunities that can impact the retention and expansion of local companies. The third and final strategy is to refine and enhance current outreach activities to strengthen the program.

TOP 10 | Best big cities FOR JOBS FORBES

Progress

The BRE Team company visits are the most vital component of the BRE Program. These meetings help the BRE Team identify opportunities to stimulate local job growth and provide resources to local companies. The BRE Team has proven to be effective in company visits by providing a value-chain of community partners, including local and state government. The program has made significant progress during the first year of implementation towards the five year goal and the team is working to refine its processes. Qualitative and quantitative data are collected at each BRE company visit to discover local trends in order to evolve the BRE program from primarily capturing local job expansion to a comprehensive data-driven program that uses industry trend analysis to improve competitiveness and support local business. The BRE data will be aggregated and outlined in an annual year-end report. Industry-specific sources of local technical assistance have been mapped out to educate companies on available local resources, as well as international related opportunities. Through the BRE program, key industry experts work with local companies to discuss the benefits of diversifying their revenues through exporting. In order to ensure businesses succeed, the SAEDF is creating a "red flag system" that will identify early business warning signs, alerting the BRE team to follow-up or take action quickly in response to various issues.

In order to continue increasing local awareness of the BRE program, BRE Team members will be involved and prominent in the San Antonio business community to promote and discuss the mission of the program. The BRE program has created a direct contact outreach system, employing the use of comprehensive collateral materials, to effectively reach target/horizon sectors and companies in the community. BRE team members attend industry-specific community events to promote the BRE program and develop relationships to ensure the success of San Antonio businesses.

Local companies make up the majority of the three Industry Roundtables. The Industry Roundtables support the BRE efforts in the Energy, Healthcare/Bioscience and IT/IS (Cybersecurity) sectors. Each roundtable has industry leaders to share insights on their respective industries to assure the BRE team is aware of current trends and opportunities for retention and expansion. Leveraging the findings from the industry roundtables, collecting data from BRE company visits, and having quick action responses to business issues are ways the BRE program can ensure companies stay, grow and prosper in San Antonio.

From January 2014 through September 2015, the BRE Team assisted 19 companies expand in San Antonio, adding nearly 2,400 new jobs.

Trends

The BRE program continues to work with local companies to assist in growth opportunities and gather data on sector trends. In 2015, the BRE Team grew from 13 organizations to 16 organizations actively involved in the program. As of September 2015, 240 companies have been visited, resulting in 48 local company expansions. As the BRE Team continues to grow, the program will add new resources and services to its portfolio.

Participating Organizations: SAEDF and the BRE Team, which includes Alamo Colleges, Bexar County, BioMed SA, City of San Antonio, CPS Energy, Free Trade Alliance, LiftFund, North San Antonio Chamber of Commerce, Office of the Governor, San Antonio Chamber of Commerce, San Antonio Hispanic Chamber of Commerce, San Antonio Manufacturer's Association, San Antonio Water System, Texas Workforce Commission and Workforce Solutions Alamo.

Highlight

With assistance from the BRE Program, Security Service Federal Credit Union made the decision to retain their corporate headquarters in San Antonio and to build a new corporate campus on the city's northwest side.





Entrepreneurial

San Antonio has a growing list of organizations and programs contributing to entrepreneurial development, including those that provide collaborative co-working environments; offer guidance for starting a business and taking ideas to market; and other resources to support entrepreneurs in the challenging first few years. **Forefront SA** looks at ways of pulling together all the resources San Antonio has to offer to create well defined pathways that will help ensure a greater likelihood of success in target/horizon sectors.

The Kauffman Foundation recently named San Antonio one of the top 10 metro areas with the most startup activity, which is a testament to San Antonio's increased focus on entrepreneurial development. The UTSA Institute for Economic Development and FreeFlow Research lead the entrepreneurial development efforts with collaboration from other San Antonio organizations. The overall purpose for the Entrepreneurial Development goal of **Forefront SA** is to foster entrepreneurship as an engine of economic prosperity.

Entrepreneurial Development

Objective

The objective of entrepreneurial development is **to increase San Antonio’s rate of new entrepreneurs and startup density at a rate 5 percent higher than projections made using the Kauffman Index of Startup Activity by 2020**. While projected startup density is 108.5 startups per 100,000 residents in 2020, **Forefront SA** aims to perform at a rate 5% higher than projected – or 113.9 startups per 100,000 residents. The goal for entrepreneurial development is to develop a complete program including research and development, capital formation, market access, technology transfer and business skill development.

Strategies

To ensure further expansion of entrepreneurial development in San Antonio, one strategy in place is to create activity-based programming that attracts and connects entrepreneurs in the community to resources that support entrepreneurship. **Forefront SA** is interested in examining local policies for incentives and how those incentives can apply to startups, to possibly create a special incentive program for startup and technology companies. **Forefront SA** will also focus on high potential entrepreneurs in target/horizon sectors, by investing and coordinating efforts in areas of innovation and trade.

Progress

Forefront SA is in the planning stages of creating a roadmap for entrepreneurial development aimed at providing entrepreneurs with the proper steps and resources available in San Antonio to start a business. Texas Research & Technology Foundation (TRTF) is planning to collaborate with the University of Texas at San Antonio’s (UTSA) Small Business Development Center (SBDC) to create a “one-stop guide” to starting a new business in San Antonio, which will contain potential sources of funding, available training programs and industry-specific assets. The Lead Facilitators plan to house this guide on Café Commerce’s website.

In order to encourage success in the entrepreneurial market, **Forefront SA** and its partners are creating a resource inventory of industry-and-demographic-specific competitions and sources of funding. These include the UTSA Center for Innovation and Technology Entrepreneurship, Techstars, VentureWeekend and the Biomed SA Julio Palmaz Award. The Texas Technology Development Center (T3DC) has expanded and institutionalized their program of direct services to entrepreneurs, including coaching and business plan enhancement for startup ventures.

Trends

The Small Business Development Center (SBDC) at UTSA administers on average 200 business training courses attracting 6,000 small business owners annually. The SBDC can attribute 4,530 jobs created through businesses assisted by their services from January 2014 to June 2015. Besides UTSA, the University of Texas Health Science Center at San Antonio (UTHSCSA), Café Commerce, Geekdom and others continue to develop programs that assist entrepreneurs and increase San Antonio’s startup density.



Participating Organizations: Texas Research and Technology Foundation, The Texas Technology Development Center (T3DC), City of San Antonio, University of Texas at San Antonio, UT Health Science Center San Antonio, SAEDC, UTSA Small Business Development Center, BioMedSA, Bexar County, and others.



Highlight

Café Commerce is among one of the many organizations in San Antonio supporting entrepreneurs. In June 2015, Café Commerce held the SATX Global Innovators Pitch Challenge, where immigrant entrepreneurs pitched their business to a panel of judges, who awarded a cash prize to the winning startup.



Workforce

San Antonio's population and labor force have been growing rapidly: it was recently named the #5 fastest growing city by CNN Money. The city has experienced notable in-migration. This steady influx of new residents, combined with a comparably low cost of living and attractive quality of life, supports San Antonio's efforts to attract and retain professional, technical and other high-skilled talent that make up a workforce of over one million. Within 50 miles of San Antonio, 15 colleges and universities offer degrees in all major fields of study and educate more than 160,000 students. Approximately 25,000 college students in the area graduate annually and have the potential of becoming a part of San Antonio's workforce.

San Antonio needs to intensify its efforts on successfully producing, attracting and retaining young professionals. By cultivating and maintaining a high quality workforce system, we can have a strong talent pipeline from which San Antonio can draw for continued growth.

Workforce

Objective

The objective of **Forefront SA**'s workforce goal is to enhance and align workforce capabilities with the needs of existing/prospective employers by increasing educational and training partnerships. More specifically, the objectives are **to increase both stackable credentials and completed certificate programs and employers per year receiving workforce assistance by 5 percent in 2020**. As an example, current projections state there will be 493 manufacturing certificates and degrees awarded in 2019, but the goal is to award 518, which is 5% higher than that projected.

#6 | Fastest growing MILLENNIAL POPULATION

-BLOOMBERG

Strategies

Supporting strategies for the workforce goal of **Forefront SA** include creating measures to effectively communicate the success of workforce development programs; increasing

youth success through targeted programs to ensure a steady supply of job seekers with entry-level workforce skills; promoting veteran programs to new and existing employers to enhance entry of skilled veteran professionals into the workforce; matching job seekers with employers; and creating a more highly skilled workforce.

Progress

There is much to be done to continue cultivating and maintaining a high-quality workforce, but a strong foundation has been laid during this first year of implementation. Increasing youth success through targeted programs to ensure a steady supply of job seekers with entry-level workforce skills is one of the crucial strategies that correlates with the completion of the workforce goal, and work is already underway. For example, earlier in 2015, the San Antonio Chamber of Commerce convened SA Works, which supports students and young professional through a centralized, focused effort that not only raises awareness of existing opportunities, but also enhances the number of available resources. Additionally, Workforce Solutions Alamo (WSA), a lead facilitator for the workforce goal, created a mobile career center to help youth – especially in San Antonio's low-income areas – find jobs. WSA allocated additional resources to marketing career-related resources at public libraries, and is consistently improving the content available on the organization's Virtual Career Centers, which are modeled on a 3D gaming platform, in order to provide continuous access to comprehensive workforce and education information in a single location.

A two-pronged tactical approach that focuses on improving the current workforce and creating more qualified entry-level individuals drives the strategies and tactics being implemented under **Forefront SA**. WSA is taking the lead on the promotion of skills training programs for small businesses, apprenticeships, on-the-job training, career academies, corporate academies, initiatives like San Antonio - Talent for Economic Competitiveness (SA-TEC), as well as the establishment of relationships with employers to assist in workforce training. By leveraging insights drawn from the Industry Roundtables and working closely with Alamo Colleges to review established and potential programs, San Antonio will have a workforce pipeline that will help contribute to the success of two other complementary goals - business attraction and business retention & expansion.

Trends

In 2014 there were 245 skilled training programs offered in San Antonio; to date, there are 264 in 2015. This represents increased opportunities in San Antonio for those seeking higher degrees of skill and career advancement training. Moreover, the Alamo Colleges saw a 2.3% increase in the number of program graduates or completers from 2014-2015. In 2014, there were 39 students completing courses through Just in Time (JIT) programs, while in 2015 there were 92 students, a 135% increase.

Participating Organizations: Workforce Solutions Alamo, Alamo Colleges, San Antonio Chamber of Commerce, City of San Antonio, Bexar County and others.



Highlight

15 colleges and universities in the San Antonio Area educate nearly 160,000 students. Each year 25,000 of those students graduate and have the potential to enter San Antonio's workforce.



Collaboration

One of the major takeaways from the Deloitte study was that San Antonio is, overall, very effective at economic development. However, the study found that many groups are working toward similar goals, but many organizations and businesses were working in silos, sometimes duplicating initiatives or efforts. In direct response to this finding, the fifth goal of **Forefront SA** is collaboration: creating more symbiosis between disparate groups in our community will only strengthen our economic development delivery system. Collaboration is the central theme that runs through the entirety of **Forefront SA**.

Collaboration

Objective

The objective of **Forefront SA's** collaboration goal is to ensure that the progress and impact of economic development efforts are benchmarked and measured and best practices are reported through 2019, while maximizing accountability and coordinated service delivery. While this piece is not quantifiable, like the other vertical goals, it provides the foundation for the overall efficacy of the plan and therefore is crucial to San Antonio.

Strategies

To support the collaboration goal, strategies include Coordinating Council and Lead Facilitators working together to effectively assess economic trends, changes and updates that affect the economic development community of San Antonio; formally assessing the progress of Business Attraction, BRE, Entrepreneurship and Workforce bi-annually; Coordinating Council and Lead Facilitators making recommendations to all funding entities for any necessary adjustments to funding/staffing for successful implementation of **Forefront SA**; Coordinating Council and Lead Facilitators adopting amended annual **Forefront SA** objectives, strategies and tactics; using location analysis, opportunity discovery and coordinated assistance as a place-based approach to connect economically disadvantaged areas of the community to enhance business attraction, BRE, entrepreneurial development service delivery; and increasing collaboration with workforce and economic development efforts by using key workforce training entities, the Coordinating Council, and workforce development forums.

Progress

Coordinating Council and Lead Facilitators work together on a weekly and sometimes daily basis to ensure the continued refinement and implementation of **Forefront SA**. The Roundtables for Energy, Bioscience/Healthcare and IT/IS

(Cybersecurity) have been solidified and are already being used as a source for industry intelligence. Goals of the SA2020 Talent Pipeline Taskforce and those of **Forefront SA** have been aligned to better leverage resources. Formal assessments of the progress of Business Attraction, BRE, Entrepreneurship and Workforce with measurements and assessments bi-annually are already underway. A comprehensive year-end assessment and report is planned for 2016, as annual metrics become available.

#7 | **Best run city
IN AMERICA** -WALLET HUB

Trends

Vertical groups were formed to support each of the 5 goals of the strategic plan. These groups started meeting on a monthly basis in September 2015 and will continue doing so in 2016. Collaboration is an overarching standard for the strategic plan and will continue to grow the organizations participating in **Forefront SA**, as well as enhance the community's collaboration, building the most effective economic development delivery system.

Participating Organizations: Alamo Colleges, Bexar County, BioMed SA, Centro San Antonio, CPS Energy, City of San Antonio, Free Trade Alliance, North Chamber of Commerce, Port San Antonio, San Antonio Hispanic Chamber of Commerce, San Antonio Chamber of Commerce, San Antonio Water System, UTSA Institute for Economic Development, Workforce Solutions Alamo, SA2020, SAEDF, Creative Civilization, San Antonio Convention & Visitors Bureau, SAEDF Marketing Committee, Real Estate Council of San Antonio, Brooks City Base, Texas Research & Technology Foundation.

Frequently Asked Questions

1. What is Forefront SA?

Forefront SA is a comprehensive and aggressive plan of action derived from the findings of a competitive assessment and target industry analysis that was performed by Deloitte Consulting on behalf of the community. This plan uses collaboration as a foundation by harnessing local expertise and committed organizations, capitalizing on the community's unique attributes and targeting proven areas of opportunity for job creation and new investment. The five year plan aims to promote a robust, proactive and innovative economic development delivery system that uses progressive practices, regular reviews, collaboration and accountability as best practices.

Five overarching goals were identified, representing the core elements of San Antonio's economic development delivery system. The goals focus on enhancing San Antonio's economic development delivery system in the areas of 1) Business Attraction, 2) Business Retention & Expansion, 3) Entrepreneurial Development, 4) Workforce, and 5) Collaboration.

Strategies and tactics that support each goal are implemented by community partners and organizations, committed to collaboration and achieving a stronger economic development delivery system that will continue to grow San Antonio's economy and job opportunities.

2. How will Forefront SA be executed?

1. Continuously plan, execute and evaluate to create a system that is flexible and ever improving
2. Leverage private sector leadership
3. Identify and maximize current resources and secure new resources

Community partners, working collaboratively, are leading goal areas and strategies to ensure that activities are moving forward and effectively improving.

3. What should I expect to see when I read the Forefront SA community report?

Forefront SA provides you with a review of the process that led to the implementation plan and the interim progress. You will know the partners and organizations that are involved and gain an understanding of various committees and working groups that contribute to the plan. You will also gain an understanding of the implementation process and the 5 goals that are necessary for a healthy economic climate – Business Attraction, Business Retention & Expansion, Entrepreneurial Development, Workforce and Collaboration. In addition, you will learn the 5 target/horizon sectors that will help to diversify our economy and have the greatest potential for growth in San Antonio.

4. Does Forefront SA take into consideration work or efforts that has already been done by groups in the community?

Yes, throughout the Economic Scan process and SWOT analysis conducted by Deloitte, various members of the community were interviewed. Efforts and initiatives were reviewed. Best practices locally and nationally were studied and, where appropriate, were incorporated in the overall plan. During the planning process, many organizations participated in a strategy feasibility study where they were able to report on current efforts and strategies that were underway.

5. How will the goals of Forefront SA be measured?

Forefront SA's Coordinating Council, which includes representatives from 16 economic development organizations, will be responsible for all reporting related to the plan. Annual metrics have been identified associated with each goal and

will be reported on annually, as data becomes available. The Coordinating Council meets regularly and adopted a process to monitor progress. The interim progress of **Forefront SA** will be reported through biannual reports.

6. What is the relationship between SA2020 and Forefront SA economic development metrics?

Since the inception of SA2020 in 2010, the San Antonio Economic Development Foundation has been a supporting partner of the “Economic Competitiveness” cause area, working with partners in other SA2020 cause areas to catalyze improvement and change in our community. SA2020 is a non-profit organization whose mission is to turn San Antonio citizens’ aspirational community goals into reality. **Forefront SA** aligns well with SA2020 in particular in the collaboration goal of the plan. **Forefront SA** explores a host of strategies intended to help build a strong economic base and to create the resources required for San Antonio to achieve its potential as a world-class city.

7. Are there opportunities for organizations to plug into Forefront SA if they have also created a plan for the community?

Yes. Collaboration, coordination and communication are the keys for this plan to be successful. This plan takes an agile approach to the implementation process, making it less static and more adaptive. There are three ways to plug in as a collaborator in this plan:

- Collaborative / Vertical Group
- Industry Roundtable participant
- Thought Leader

Interested organizations that are currently contributing to San Antonio’s economic development are encouraged to call the San Antonio Economic Development Foundation for more details on how to get involved in **Forefront SA** – 210.802.1394.

8. How can the community get updates on Forefront SA?

Forefront SA is available for download at <http://www.sanantonioedf.com/news/publications/>.

Glossary of Terms

Accountability	The acceptance of responsibility for achieving planned results and wise use of resources.
Implementation Plan	An assignment of specific timelines, responsibilities and resource allocations for the activities required for the tactics and strategies to be achieved.
Aspiration Statements	Statements that incorporate vision, priorities and value and illustrate where San Antonio aims to be.
Baseline	The baseline defines the value of a measure at the starting point.
Community	Those living within the geographic, professional, industry or special interest scope of your work, and the environment in which they live.
Continuous Planning	The process of integrating ongoing Environmental Scanning and flexibility into all decision-making and recommendations, rather than waiting for pre-determined time periods to elapse.
Coordinating Council	15 local organizations that represent stakeholders in the economic development community. They are the guiding force that oversees the Strategic Plan through the initiation, planning, implementing, monitoring and closeout stage.
Deloitte	Deloitte Consulting, in partnership with Prager Company and Schneider Consulting (the Deloitte Consulting Team) have collaborated with San Antonio's economic development partners to develop the Strategic Plan.
EDDS	Stands for Economic Development Delivery System.
Environmental Scan	Assessment of the factors that shape the external environment in which a community, business sector or organization operates, and in particular how changes in these factors may affect them.
Executive Sub-Committee	A group of 6 stakeholders in the community that use their expertise to provide recommendations, feedback and best practices throughout the Strategic Plan process of planning.
Five Year Plan	This 5 year plan spans from 2014 – 2019
Goals	Expected or desired outcome of a planning process. Although usually stated in a general format, they focus on creating a path to allow aspirations to be achieved.
Indicator	An indicator is something that must be changed or achieved by the strategy in order to claim progress toward the goal.
Lead Facilitator	Is the point of contact for a strategy and serves as a liaison for the support teams and vertical leads.
Measure	A measure is how you count or value the status of an indicator.

Mission	A short description of the unique role a group plays to help make the Vision a reality. It tells the purpose of the group and who benefits. This should be referenced in all decision-making. It answers what we do, how we do it and whom we are doing it for.
Objectives	Using the S.M.A.R.T. (<i>Specific, Measurable, Attainable, Realistic, and Timeframe</i>) model, they are precise targets that are important to achieve the set goals. They should be measurable whether stated in a quantitative or qualitative format. They are the end results of a planned strategy.
Verticals	The 5 main areas of focus in this Strategic Plan: Business Attraction, Business Retention & Expansion, Entrepreneurial Development, Workforce and Collaboration.
Economic Development Strategic Plan	A formal document summarizing how the economic development community will help achieve desired outcomes over the next few years.
Support Team	Various community stakeholders who participate as a resource for a tactic or activity.
SWOT	A type of analysis/exercise in a planning process that assesses the community by looking at their Strengths, Weaknesses, Opportunities, and Threats.
Target/Horizon Sectors	These are sectors that have been identified that match San Antonio's strengths for economic development, yielding a higher outcome of a sustainable and diversified economy.
Targets	Desired qualitative and quantitative results within time frames that support the achievement of a Strategic Direction.
Vertical Leads	An organization that acts as a Point of Contact for a specific vertical. They are also the liaison for the Coordinating Council to the Lead Facilitator and Support Team. They are responsible for facilitating the quarterly progress meetings, work sessions.
Vision	A statement that describes the ideal future of an organization/community, or what the organization/community would ideally like to be.

Appendix:*Milken Institute's "Best-Performing Cities: Where America's Jobs are Created and Sustained"*

The Milken Institute's Best-Performing Cities ranking depicts those U.S. metropolitan areas that are recording the top economic performance and creating the most jobs in the nation. The index is an outcomes-based measure as opposed to one that incorporates explicit measures of business costs, cost-of-living components such as housing, and other measures of quality-of-life, such as crime rates. While these static measures are important, they can be highly subjective in nature. In most cases, if a metro has a high quality of life, it should be reflected in its firms' ability to create jobs and attract human capital.

The components of the Milken Institute's index include job, wage and salary, and technology growth. Both five-year and one-year performance measures are included. The five-year growth averages smooth out the business cycle impacts and don't penalize a metro too heavily for a weak performance in the latest year. The latest year's performance provides a sense of relative momentum of metropolitan economies around the country. Moreover, the index includes measures of concentration and diversity of technology industries in an attempt to quantify a metro's participation in the knowledge-based economy. In 2014, San Antonio-New Braunfels ranked #10 in the nation.

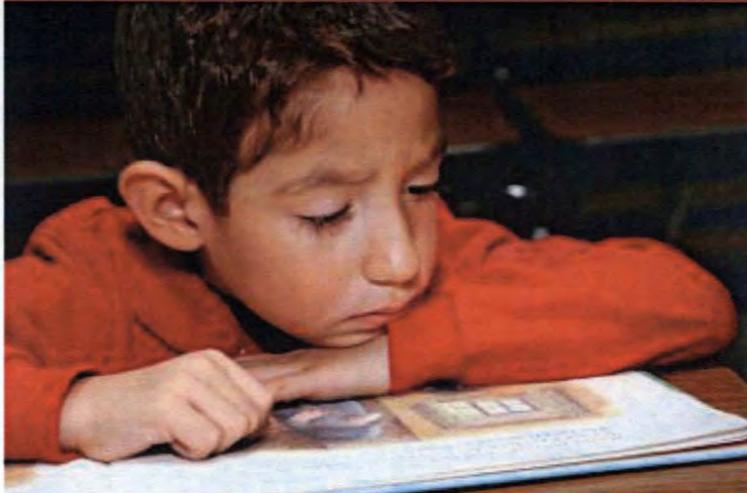
The following table shows the full list of the ranking's components and the relative weight assigned to each:

Component	Weight
Job growth (I=2008)	0.143
Job growth (I=2012)	0.143
Wage and salary growth (I=2007)	0.143
Wage and salary growth (I=2011)	0.143
Short-term job growth (Aug 2013-Aug 2014)	0.143
Relative high-tech GDP growth (I=2008)	0.071
Relative high-tech GDP growth (I=2012)	0.071
High-tech GDP location quotient	0.071
Number of high-tech industries with GDP LQ>1	0.071
Notes: I refers to the beginning year of index. Weights do not add up to 1 due to rounding. Source: Milken Institute	



FOREFRONT SA

For information on how to get involved,
call the San Antonio Economic Development Foundation at 210.226.1394.



**FY 2017 & FY 2018
Human and Workforce
Development Services
Consolidated Funding Process**

**Melody Woosley, Director, Department of Human Services
February 10, 2016**

Consolidated Funding Background

Biennial Request for Proposal

Coordinated by Human Services and Economic Development

Strategic Investments Support City Initiatives and Priorities

City Council Prioritizes Investments and Provides Policy Guidance



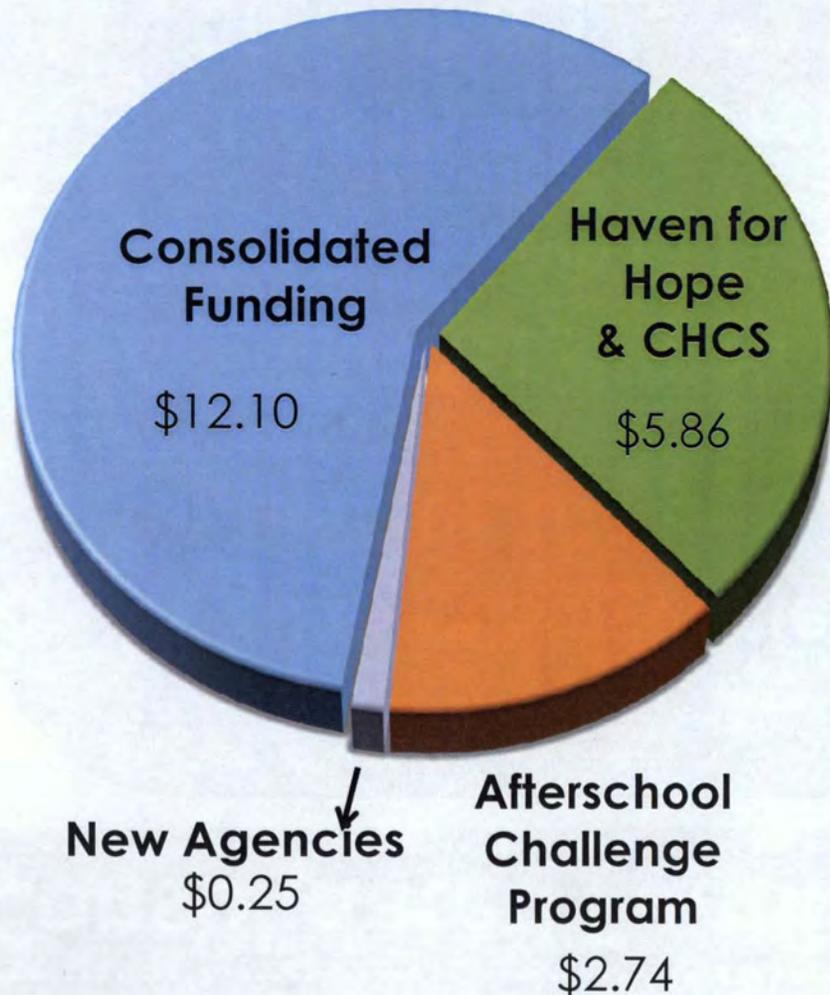
Consolidated Funding Background

- FY 2016 - 65 agencies funded for 104 programs
- Agency Match Requirement (% funding from other sources)
 - Less than \$1M requires 50% match
 - \$1M or more requires 35% match

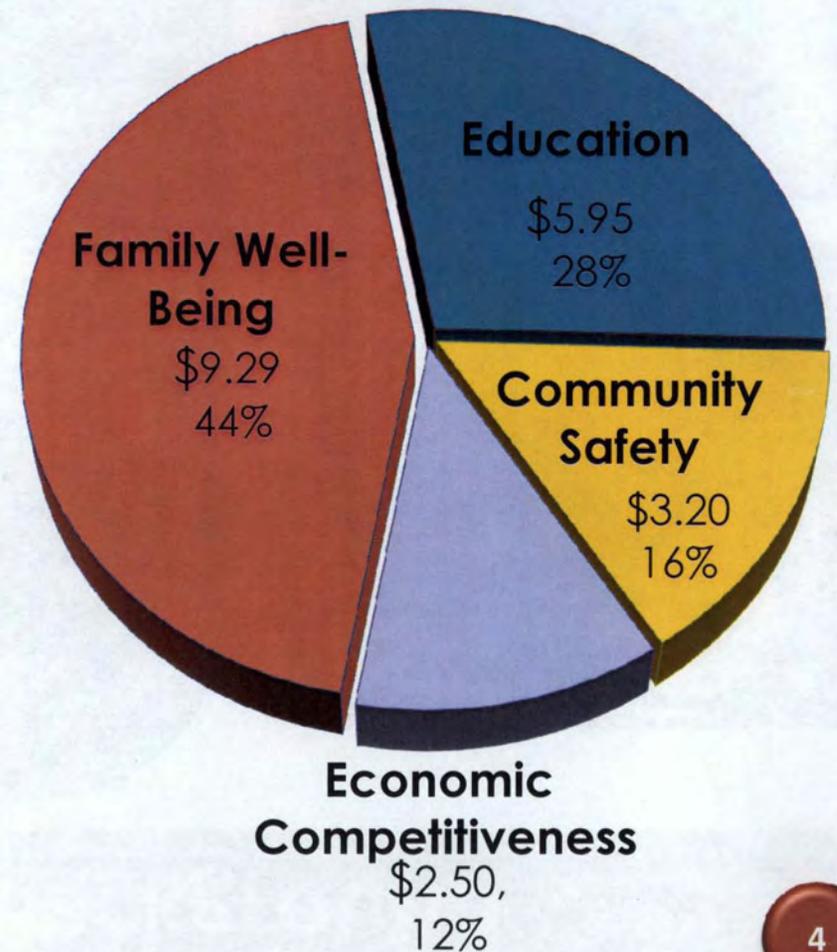


FY 2016 Investments

FY 2016 Total Budget
\$21M
(\$ in Millions)



FY 16 Total Budget by Category
\$21M
(\$ in Millions)



Results



Invests in Children and Youth

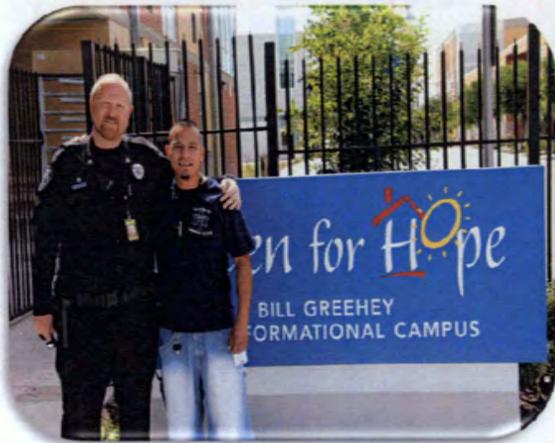
29,906 participating in education activities
11,529 served in After School Challenge



Helps Senior Stay Active

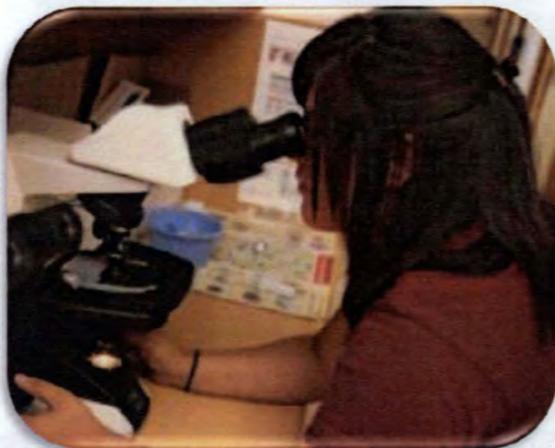
12,245 participating in fitness, arts, education
1,319 reported increased health & well being

Results



Supports a community safety net

504 moved from Haven for Hope to housing
6,800 public inebriates diverted to sobering treatment
300 domestic violence victims secured stable housing



Improves workforce readiness

2,354 individuals received career & readiness services
789 individuals found jobs
134 individuals enrolled in college
262 individuals received certificate or AA degree

FY 17 & FY 18 Proposed Funding Process



Policy Recommendations - Communication

Non-Communication Period

- Agencies would continue communication related to day to day business functions:
 - Contract management
 - City related events and programs
- Agencies not allowed to lobby for program funding
 - 2014: March to September
 - 2016: Option to reduce period to: July to September
- 2 budget hearings after presentation of budget proposal

Policy Recommendations – Designated Funding

Haven for Hope and Center for Health Care Services

- Designate \$5.86M to Haven for Hope through Operating Agreement and Center for Health Care Services through Interlocal Agreement

After School Challenge Program

- Designate \$2.74 M through Interlocal Agreements with 8 School Districts
- Funding based on per student formula

New Agencies

- Set aside \$250,000 for new agencies

Policy Recommendations - Realign Investment Categories

Current		Proposed	
Family Well Being	Homeless Basic Needs Financial Security	Children & Family Services	Early Childhood After School Challenge Seniors
Education	After School Challenge Early Childhood Youth Services	Youth Services	Youth Services At Risk Youth
Community Safety	At Risk Youth Domestic Violence/Child Abuse Prevention Seniors	Community Safety Net	Homeless Basic Needs Domestic Violence/Child Abuse Prevention Family Financial Security
Economic Development	Long Term Job Training/Short Term Services	Workforce Development	Long Term Job Training/Short Term Services

City Council Policy Direction

Investment Categories	FY 2016 Allocation	Proposed Budget FY 17 & FY 18
 Children and Family Services	24% \$5,122,487	
 Youth Services	16% \$3,373,271	
 Community Safety Net	48% \$9,988,465	
 Workforce Development	12% \$2,468,163	
Total	100%	100%

Evaluation Process

Evaluation Participants (Panels)

- 12 Panel Evaluation Committees
 - Subject Matter Experts
 - City, Community, Board and Commission Representatives
- Staff advises on prior contract performance – program and fiscal

Evaluation Committees (Review and Score)

- Review and evaluate proposals based on:
 - Experience
 - Qualifications
 - Proposed Plan
 - Funding Budget
- Score and rank proposals for initial recommendations

Next Steps

March 2: Surveys due to DHS



March 9: "B" Session – City Council provides policy direction on funding priorities for FY 17 & FY18



April 1: Request for Proposal Issued



May 2: Applications Due



May to June: Evaluation & Scoring of Applications

Next Steps

July – September: Potential Non-communication period



August: Recommendations included in FY 17 Proposed Budget



August: Applicant Public Input Sessions



September: FY 17 Budget Adopted