

**AGENDA FOR THE KERRVILLE CITY COUNCIL WORKSHOP**

**TUESDAY, SEPTEMBER 24, 2019, 4:00 P.M.**

**KERRVILLE CITY HALL, 701 MAIN STREET, KERRVILLE, TEXAS**

**COUNCIL CHAMBERS AND UPSTAIRS CONFERENCE ROOM**



**KERRVILLE CITY COUNCIL WORKSHOP AGENDA**  
**SEPTEMBER 24, 2019, 4:00 PM**  
**CITY HALL, 701 MAIN STREET, KERRVILLE, TEXAS**  
**COUNCIL CHAMBERS & UPSTAIRS CONFERENCE ROOM**



*The facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this event. Please contact the City Secretary's Office at 830-257-8000 for further information.*

*Citizens may speak to the City Council. Prior to speaking, each speaker must fill out the speaker request form and submit it to the City Secretary. The speaker request form must be submitted before the item is called or read into record. Each speaker is limited to four minutes.*

**1. CALL TO ORDER**

**2. INFORMATION AND DISCUSSION**

- 2.A. Kerrville Economic Development Corporation presentation of the FY2020 budget by Walt Koenig, President of the Chamber of Commerce.

**3. CONSIDERATION AND POSSIBLE ACTION**

-  3.A. Annual Kerrville Economic Improvement Corporation (KEIC) budget for Fiscal Year 2020.  
Attachment:  
[20190924\\_Budget\\_EIC FY2020.pdf](#)

-  3.B. City of Kerrville Funding Agreement with Kerr Economic Development Corporation.  
Attachment:  
[20190924\\_Funding Agreement\\_City of Kerrville with Kerr Economic Development Corporation.pdf](#)

-  3.C. Economic Development Grant Agreement between the City of Kerrville, Texas Economic Improvement Corporation and the Kerr Economic Development Corporation for an amount up to \$250,000.00 for Fiscal Year 2020, Fiscal Year 2021, and Fiscal Year 2022 upon annual review.  
Attachment:  
[20190924\\_Agreement\\_Grant Agreement KEDC and CoK and EIC.pdf](#)

-  3.D. Administrative Services Contract between the City of Kerrville, Texas and the City of Kerrville, Texas Economic Improvement Corporation in the amount of \$185,000.  
Attachment:  
[20190821\\_Contract\\_Administrative Services between CoK & EIC.pdf](#)

**4. RECESS**

**5. RECONVENE**

*Workshop will reconvene in the City Hall Upstairs Conference Room.*

**6. INFORMATION & DISCUSSION**

-  6.A. Progress Report regarding Development Services Improvements.  
Attachment:  
[2019-9-19\\_Development Services Improvments.pdf](#)

**7. ADJOURNMENT**



**TO BE CONSIDERED BY THE CITY COUNCIL  
CITY OF KERRVILLE, TEXAS**

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**SUBJECT:** Kerrville Economic Development Corporation presentation of the FY2020 budget by Walt Koenig, President of the Chamber of Commerce.

**AGENDA DATE OF:** September 24, 2019      **DATE SUBMITTED:** Aug 19, 2019

**SUBMITTED BY:** Shelley McElhannon

**EXHIBITS:**

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| <b>Expenditure<br/>Required:</b> | <b>Remaining Budget<br/>Balance in<br/>Account:</b> | <b>Amount Budgeted:</b> | <b>Account Number:</b> |
|----------------------------------|-----------------------------------------------------|-------------------------|------------------------|
| \$0                              | N/A                                                 | N/A                     | N/A                    |

**PAYMENT TO BE MADE TO:** N/A

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|                             |     |
|-----------------------------|-----|
| <b>Kerrville 2050 Item?</b> | No  |
| <b>Key Priority Area</b>    | N/A |
| <b>Guiding Principle</b>    | N/A |
| <b>Action Item</b>          | N/A |

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**SUMMARY STATEMENT:**

Fiscal Year 2020 budget presentation.

**RECOMMENDED ACTION:**

Information. No Action.



**TO BE CONSIDERED BY THE CITY COUNCIL  
CITY OF KERRVILLE, TEXAS**

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**SUBJECT:** Annual Kerrville Economic Improvement Corporation (KEIC) budget for Fiscal Year 2020.

**AGENDA DATE OF:** September 24,  
2019

**DATE SUBMITTED:** Aug 20, 2019

**SUBMITTED BY:** EA Hoppe

**EXHIBITS:** [20190924\\_Budget\\_EIC FY2020.pdf](#)

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| <b>Expenditure<br/>Required:</b> | <b>Remaining Budget<br/>Balance in<br/>Account:</b> | <b>Amount Budgeted:</b> | <b>Account Number:</b> |
|----------------------------------|-----------------------------------------------------|-------------------------|------------------------|
| N/A                              | N/A                                                 | N/A                     | N/A                    |

**PAYMENT TO BE MADE TO:** N/A

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**Kerrville 2050 Item?** Yes

**Key Priority Area** E - Economic Development

**Guiding Principle** E1. Support a more holistic approach to economic development, housing and quality of life for people of all economic strata

**Action Item**

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**SUMMARY STATEMENT:**

Annual EIC Budget review and approval. The Economic Improvement Corporation (EIC) is budgeting revenues of \$3.7 million, expenditures of \$5.4 million and an ending cash balance of \$2.2 million for FY2020. Expenditures exceed revenues due to project commitments that will be paid in FY2020, but were funded in previous fiscal years. Unlike operating funds such as the General Fund, EIC is not required to present a balanced budget. Instead, EIC intentionally saves for projects in some years and pays for projects in other years, which results in either building up or drawing down fund balance depending on the year.

Highlights in the FY2020 budget include:

1. Sales tax revenue - Sales tax revenue is budgeted to be \$3.7 million. The revenue number represents a 2.5% increase from estimated FY2019 revenue plus a specifically identified increase for new regional retail in Kerrville.



2. KEDC - The FY2020 budget allocates \$250,000 to fund KEDC.
3. Administrative Services - EIC is budgeted to pay the City of Kerrville \$185,000 for administrative services.
4. Debt Service - EIC will fund debt service of \$1.1 million for debt issuances related to River Trail and the Kerrville Sports Complex.
5. Projects - EIC is budgeted to spend the following on already signed funding agreements:
  - a. Legion Lift Station = \$1,000,000
  - b. Olympic Drive = \$935,000
  - c. Thompson Drive = \$566,667
  - d. River Trail to Schreiner University = \$750,000
  - e. KFOR - Arcadia = \$6000,000

EIC approved their budget on July 15, 2019. In addition, the proposed EIC budget is included in the City's proposed budget book on page 240.

**RECOMMENDED ACTION:**

Approve KEIC's FY2020 budget.

**City of Kerrville**  
**Economic Improvement Corporation**  
**FY2020 Budget**

|                                           | <b>FY19</b>        | <b>FY20</b>        | <b>FY21</b>        | <b>FY22</b>        | <b>FY23</b>        |
|-------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                           | <b>Estimated</b>   | <b>Budget</b>      | <b>Projected</b>   | <b>Projected</b>   | <b>Projected</b>   |
| <b>BEGINNING CASH BALANCE</b>             | \$4,093,539        | \$3,914,652        | \$2,233,249        | \$4,493,898        | \$6,846,807        |
| <b>REVENUE</b>                            |                    |                    |                    |                    |                    |
| Sales Tax                                 | 3,570,000          | 3,689,250          | 3,763,035          | 3,838,296          | 3,915,062          |
| Interest and Miscellaneous                | 90,000             | 33,750             | 50,000             | 76,000             | 100,000            |
| <b>TOTAL REVENUE</b>                      | <b>3,660,000</b>   | <b>3,723,000</b>   | <b>3,813,035</b>   | <b>3,914,296</b>   | <b>4,015,062</b>   |
| <b>EXPENDITURES</b>                       |                    |                    |                    |                    |                    |
| Administrative                            |                    |                    |                    |                    |                    |
| Supplies and Miscellaneous                | 500                | 500                | 500                | 500                | 500                |
| KEDC                                      | 140,000            | 250,000            | 250,000            | 250,000            | 250,000            |
| Administrative Services Fee               | 180,000            | 185,000            | 190,000            | 195,000            | 200,000            |
| Total Administrative                      | 320,500            | 435,500            | 440,500            | 445,500            | 450,500            |
| Debt Service                              |                    |                    |                    |                    |                    |
| Debt Service - Series 2011A (River Trail) | 258,506            | 259,756            | 260,906            | 257,006            | 260,390            |
| Debt Service - Series 2012 (River Trail)  | 250,330            | 251,630            | 247,830            | 254,030            | 249,030            |
| Debt Service - Series 2015 (KSC)          | 603,350            | 605,850            | 603,150            | 604,850            | 602,825            |
| Total Debt Service                        | 1,112,186          | 1,117,236          | 1,111,886          | 1,115,886          | 1,112,245          |
| Project Contributions                     |                    |                    |                    |                    |                    |
| Legion Lift Station                       | 1,000,000          | 1,000,000          | -                  | -                  | -                  |
| Olympic Drive                             | 115,000            | 935,000            |                    |                    |                    |
| Tennis Center                             | 250,000            | -                  | -                  | -                  | -                  |
| HL Kerr Agreement                         | 375,000            | -                  | -                  | -                  | -                  |
| Thompson Drive Agreement                  | 283,333            | 566,667            | -                  | -                  | -                  |
| River Trail to Schreiner University       | 750,000            | 750,000            | -                  | -                  | -                  |
| Downtown Streetscape                      | (367,132)          | -                  | -                  | -                  | -                  |
| KFOR - Arcadia                            | -                  | 600,000            | -                  | -                  | -                  |
| Total Project Contributions               | 2,406,201          | 3,851,667          | -                  | -                  | -                  |
| <b>TOTAL EXPENDITURES</b>                 | <b>3,838,887</b>   | <b>5,404,403</b>   | <b>1,552,386</b>   | <b>1,561,386</b>   | <b>1,562,745</b>   |
| <b>NET REVENUE (EXPENDITURES)</b>         | <b>(178,887)</b>   | <b>(1,681,403)</b> | <b>2,260,649</b>   | <b>2,352,909</b>   | <b>2,452,317</b>   |
| <b>ENDING CASH BALANCE</b>                | <b>\$3,914,652</b> | <b>\$2,233,249</b> | <b>\$4,493,898</b> | <b>\$6,846,807</b> | <b>\$9,299,124</b> |



**TO BE CONSIDERED BY THE CITY COUNCIL  
CITY OF KERRVILLE, TEXAS**

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**SUBJECT:** City of Kerrville Funding Agreement with Kerr Economic Development Corporation.

**AGENDA DATE OF:** September 24, 2019      **DATE SUBMITTED:** Aug 16, 2019

**SUBMITTED BY:** Sherry Mosier

**EXHIBITS:** [20190924\\_Funding Agreement\\_City of Kerrville with Kerr Economic Development Corporation.pdf](#)

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| <b>Expenditure<br/>Required:</b> | <b>Remaining Budget<br/>Balance in<br/>Account:</b> | <b>Amount Budgeted:</b> | <b>Account Number:</b> |
|----------------------------------|-----------------------------------------------------|-------------------------|------------------------|
| \$50,000                         | \$50,000                                            | \$50,000                | N/A                    |

**PAYMENT TO BE MADE TO:** Kerr Economic Development Corporation

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|                             |                                                                                                                                                                                                                                                                         |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kerrville 2050 Item?</b> | Yes                                                                                                                                                                                                                                                                     |
| <b>Key Priority Area</b>    | E - Economic Development                                                                                                                                                                                                                                                |
| <b>Guiding Principle</b>    | E2. Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of City and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business |
| <b>Action Item</b>          | N/A                                                                                                                                                                                                                                                                     |

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**SUMMARY STATEMENT:**

The Kerr Economic Development Corporation (KEDC) has requested \$50,000.00 each from the City, County, and Kerrville Public Utility Board (KPUB), under separate grant agreements with each entity, for the implementation of a comprehensive economic development program over the next fiscal year. This is in addition to the \$250,000 KEDC request to the Kerrville Economic Improvement Corporation (EIC), per the annual work program review presented to the EIC on July 15, 2019 and the City Council Workshop on September 24, 2019.

The attached Funding Agreement is for a one year term that expires on September 30th, 2020 and includes the KEDC 2018-2022 Business Plan, 2-Year Roadmap and Economic Development Ecosystem (the "Plan of Work"), associated performance metrics for FY2019-2020 ("Metrics") and FY 2020 Budget.

**RECOMMENDED ACTION:**

Approve of the Funding Agreement with Kerr Economic Development Corporation for an amount up to \$50,000.00 for Fiscal Year 2020.

STATE OF TEXAS                   §     CITY OF KERRVILLE FUNDING  
                                         §     AGREEMENT WITH KERR ECONOMIC  
COUNTY OF KERR               §     DEVELOPMENT CORPORATION

This Agreement entered this \_\_\_\_ day of \_\_\_\_\_, 2019, by and between the **City of Kerrville, Texas** ("CITY"), and the **Kerr Economic Development Corporation** ("KEDC"), a non-profit organization of the State of Texas.

W I T N E S S E T H

**WHEREAS**, CITY desires to contract with KEDC for an economic development program and it is considered to be in the best interests of both CITY and KEDC for KEDC to provide these economic development services to CITY; and

**WHEREAS**, CITY's intent in entering into this Agreement is to accomplish a public purpose and it believes that it will receive a sufficient return for the funds it contributes;

**NOW, THEREFORE**, CITY and KEDC agree as follows:

1.     **Services.**

a. KEDC shall undertake a proactive economic development role on behalf of businesses identified for targeted markets for CITY as outlined in the *KEDC 2018-22 Business Plan* (the "Business Plan") dated July 12, 2018, which is attached hereto as **Exhibit A**. In addition, and in fulfilling its obligations under this Agreement, KEDC shall comply with its *2-Year Roadmap and Economic Development Ecosystem* (the "Plan of Work"), which is attached as **Exhibit B**, and associated performance metrics for FY 2019-2020 ("Metrics"), attached as **Exhibit C**. KEDC may not change the Business Plan or Plan of Work without providing prior written notice to CITY.

b. A copy of KEDC's estimated operating 2019-20 fiscal year budget for this economic development program, as approved by KEDC's Board of Directors, is attached hereto as **Exhibit D**. This budget includes all proposed sources of income and amounts as well as expenses.

c. KEDC, in addition to periodic meetings of its Board of Directors, which includes CITY representation, shall meet with the City Manager and/or designee(s) on a monthly basis on the last Monday of each month, or any other date(s) as mutually agreed to by both parties. At least five (5) days prior to this meeting, KEDC shall provide CITY with an expense and activity report, to include related metrics, actual monthly expenses, and services performed pursuant to the economic development program.

d. KEDC's Executive Director, and/or designee(s), shall attend the "GO TEAM" meetings scheduled by CITY as needed for vetting of projects and incentive requests.

e. KEDC shall also make quarterly presentations to City Council at a meeting regarding its economic development activities. Where appropriate, the Executive Director or designee(s) shall provide written documentation to City Council to support the presentation, such documentation to be provided to the City Manager at least five (5) days prior to the meeting. The regular meetings of City Council occur on the second and fourth Tuesday of each month and placement on the agenda will be subject to City Manager approval. In the event that neither the Executive Director nor another KEDC representative is able to make a presentation within any given quarter, the Executive Director must provide prior, written notice to the City Manager of the basis therefor.

2. **Payment.** In consideration for these economic development services and as a means of contributing for a portion of the costs, CITY agrees to pay KEDC **\$50,000.00** for the term of this Agreement. CITY shall divide this amount into equal quarterly payments (\$12,500.00), each of which it shall pay within ten (10) business days after the beginning of each calendar quarter.

3. **Records.** In order to insure proper financial accountability, CITY reserves the right to require reasonable requirements regarding the segregation and handling of all funds paid by CITY to KEDC under this Agreement and KEDC agrees to abide by all such requirements. At least annually, KEDC shall furnish to the City Manager a) a financial statement which KEDC shall have prepared according to generally accepted accounting principles and shall, at a minimum, encompass all aspects of the operation and provision of KEDC's services under this Agreement; and b) an audit report prepared by a certified public accountant. CITY may request additional financial information it deems necessary or appropriate to assist CITY in analyzing a request for financial assistance or verifying the accuracy of any payment due KEDC or accuracy of KEDC's financial records or viability as an organization. Any duly authorized agent of CITY shall be entitled to inspect and audit all books and records of KEDC for compliance with the terms of this Agreement.

4. **Independent Contractor/Indemnity.** It is acknowledged, understood, and agreed that KEDC shall be considered an independent contractor or donee for the purposes of this Agreement and shall in no manner incur any expenses or liability on behalf of the CITY. **KEDC FURTHER AGREES TO HOLD CITY HARMLESS FOR ANY AND ALL CLAIMS BY THIRD PARTIES FOR ANY INJURIES, DAMAGES, OR LIABILITY ARISING UNDER OR OCCASIONED BY KEDC IN CONNECTION WITH THIS AGREEMENT, KEDC'S WORK, OR THE SERVICES IT PROVIDES.**

5. **Notice.** Any notice required to be given under the terms of this

Agreement shall be effective if and when given in writing and mailed by certified mail to the addresses listed below:

**CITY:**

City Manager  
City of Kerrville, Texas  
City Hall  
701 Main Street  
Kerrville, TX 78028  
(830) 258-1105

**KEDC:**

President  
Kerr Economic Development  
Corporation  
1700 Sidney Baker, Suite 100  
Kerrville, TX 78028  
(830) 896-1157

6. **Assignment.** KEDC may not assign this Agreement without the prior written consent of CITY.

7. **Termination.** Notwithstanding the agreed upon term, this Agreement may be terminated upon the occurrence of any of the following, in which case KEDC shall immediately, but in no case longer than thirty (30) days, return to CITY the prorated share of CITY's payment in accordance with Section 2, above:

- a. the giving of written notice by either party to the other party at least ninety (90) days prior to the desired effective termination date;
- b. the termination of the corporate existence of KEDC;
- c. the insolvency of KEDC, the filing of a petition in bankruptcy either by or against KEDC, an assignment by KEDC for the benefit of creditors, or if KEDC goes dormant and/or ceases operations for any reason for thirty (30) days or more; and/or
- d. the breach by KEDC of any of the terms of this Agreement and the continuation of such breach for a period of ten (10) days after written notice is given by CITY to KEDC of such breach.

8. **Term.** The term of this Agreement shall be from October 1, 2019, through September 30, 2020.

9. **Open Records.** KEDC understands that receipt of payment for these services may subject all or part of KEDC's records to the Texas Public Information Act.

10. **Minority Representation on Board.** KEDC is encouraged to obtain minority representation on its Board of Directors.

EXECUTED on the date above stated.

**CITY OF KERRVILLE, TEXAS**

**KERR ECONOMIC  
DEVELOPMENT CORPORATION,  
KEDC**

\_\_\_\_\_  
MARK L. McDANIEL  
CITY MANAGER

\_\_\_\_\_  
MIKE WITTLER  
PRESIDENT

ATTEST:

\_\_\_\_\_  
SHELLEY MCELHANNON, CITY SECRETARY

APPROVED AS TO FORM:

  
\_\_\_\_\_  
MICHAEL C. HAYES, CITY ATTORNEY



## Exhibit A



# 2018-2022 Business Plan

July 12, 2018

## **EXECUTIVE SUMMARY**

### **VISION**

The Kerr Economic Development Corporation (KEDC) is a 501(c)(6) non-profit public-private regional economic development organization committed to creating a more prosperous and diverse regional economy. To better serve the region, KEDC proposes to form a Partnership with the Kerrville Chamber of Commerce. As a result, the Partnership, will combine the Chamber's business-to-business network of 1,000 members and access to local resources with the KEDC's technical expertise and connection to regional resources to provide optimum economic development services throughout Kerr County.

Moreover, the newly formed Partnership will seek to eliminate administrative redundancies, reduce operating expenses as well as create a unified vision and voice for penetration into new business markets through enhanced communication efforts, a broad regional business network that will improve KEDC's business retention and recruitment efforts.

### **MISSION**

It is KEDC's mission to adopt a more comprehensive approach to economic development and to aggressively attract, start-grow and retain higher wage industries, talent and jobs. KEDC and Chamber of Commerce will also collaborate with the Convention & Visitors Bureau's regional marketing platform to promote Kerr County and its communities as a primary location for economic investment and business expansion.

KEDC will continue to serve as the area's lead regional economic development organization to recruit and encourage new and expanded business development and a talented business employment pool. Leadership for both organizations will be unified, and the current President and CEO of the Kerrville Area Chamber of Commerce will also serve as the Executive Director of the Kerr Economic Development Corporation.

#### **More specifically, the Partnership will:**

- Help existing companies with their expansion needs when requested by the locality or the company.
- Identify and target regional and national companies for recruitment to Kerr County.
- Aggressively market the competitive advantages of Kerr County.
- Develop and promote a region inclusive of and bolstered by its individual community brands.
- Focus on achieving regional success that is broad-based and inclusive of each partner in the community.
- Organize, grow and strengthen higher wage industry across the region.
- Maintain a regional economic development information, research and resource center.
- Promote entrepreneurship and support startup businesses.
- Identify and support regional efforts that lead to a broad and diversified economic base.



**Formation of the Partnership will benefit both organizations by:**

- Creating a unified vision and voice.
- Delivering additional value to Chamber members through Economic Development technical support.
- Providing KEDC access to the Chamber's relationships and network of members to enhance Business Retention and Expansion activities.
- Enhancing marketing efforts to improve business retention and recruitment efforts.
- Providing a more comprehensive approach to economic development to aggressively attract, grow and retain higher wage industries, talent, and jobs.
- Streamlining resources and eliminating administrative redundancies.
- Improving regional competitiveness through greater awareness of available real estate, financial incentives, workforce and quality of life.
- Strengthen the Chamber's Core Mission to bring together a wide range of business that can share information on competitiveness.
- Creating a "One-Stop Shop" for existing and prospective businesses
- Providing additional professional development for staff.

**STRATEGY**

It is the KEDC's belief that economic development should increase opportunities for today's businesses, while expanding the possibilities for younger people in Kerr County to stay in the region and obtain nationally competitive jobs.

Therefore, KEDC will aggressively pursue a higher wage job creation strategy that will be developed through a broad-based and inclusive planning effort during 2018. A Five-Year Higher Wage Job Creation Strategy plan will be developed based on industry research and higher wage job creation models focusing on the region's current and emerging advanced industrial sectors. The plan will drive the creation of higher wage jobs in the region overall through new-to-market business recruitment.

**STRATEGIC APPROACH & PRIORITIES**

The four areas of primary focus for developing a Higher Wage Job Creation Strategy were first developed through a series of strategic planning sessions that were facilitated by Avalanche Consulting of Austin, Texas on December 12, 2017 and January 29, 2018.

1. Business Retention and Expansion (BR&E)
2. Strategic Development Leveraging Existing Community Infrastructure
3. Talent Development
4. Business Recruitment

Revenue to support Kerr County's economic development efforts comes from funding provided by the City and County government and local utility partners. Future funding models will be reviewed as part of the 2018 planning process.

KEDC will continue to focus on the growth of "Primary Jobs" through the use of various tools authorized by Stakeholders and other entities. "Primary Employer" means a business that provides or manufactures goods, services, supplies and/or inventory that are sold predominantly (more than

50%) to customers that permanently reside outside of the immediate region (more than 30 travel miles from the intersection of State Highway 16 and State Highway 27). Primary Job means a job or position employed by a Primary Employer.

Examples of Primary Employers are:

- A manufacturer that produces a good its sales can be predominantly attributed to customers who reside outside of the immediate region.
- A company that provides a service and its sales can be predominantly attributed to customers who reside outside of the immediate region.
- An educational or training institution of higher education that has a student body who predominantly resides outside of the immediate region on a permanent basis.

## **1. BUSINESS RETENTION AND EXPANSION**

KEDC will successfully develop and maintain a proactive direct outreach and prospecting program focused on generating quality leads that can be nurtured and converted into job creation, and job diversification opportunities for the region.

Accelerating regional business and industry expansion is a key component of KEDC's primary business attraction strategy. Maintaining and growing employment, payroll, capital investment and corporate partners foster stability in the regional economy. Therefore, KEDC will continue to address primary industry needs through engagement in cluster development, expansion of financial incentives, technical support and real estate assistance.

Since fierce global competition forces many companies to continually evaluate the best location for their business, KEDC will work in close alignment with its public-sector partners to conduct outreach to target sector firms and encourage/support economic growth and expansion projects. Outreach visits to these sectors will provide valuable insight on business drivers, workforce challenges, and regional competitiveness.

In support of the direct outreach and prospecting program, KEDC offers a full range of services to assist companies as they evaluate Kerr County as a premier and high-quality location in which to locate and grow their companies. Business development activities and strategies will be focused on targeted industries through organized marketing for both inbound and outbound promotion.

### **Action Items**

- Plan and execute a targeted program of regional and national business development.
- Outreach missions targeting select high-impact companies in select markets.
- Plan and execute focused outreach to site selectors, consultants and advisors in key markets.
- Leverage resources by engaging and coordinating business development efforts within Kerr County.
- Support and participate in Governor's Small Business Forum.
- Plan a biennial event to bring Texas site selectors to Kerr County as part of familiarity tour.
- Participate in or sponsor booths at selected targeted industry trade shows/conferences.
- Support the region's communities as needed by hosting select business delegations.

## **2. STRATEGIC DEVELOPMENT OF INFRASTRUCTURE**

Infrastructure is not the end result of economic activity; rather it is the framework that makes economic activity possible.

### **Action Items**

- Continue to develop the Location One Information System (LOIS) property inventory to track changes in commercial and industrial property inventory.
- Create an Industrial Park Plan specific to development of the Hwy 27 corridor.
- Site selectors most often consider hard infrastructure assets when representing clients. Therefore, marketing materials will include information on: 1) number and quality of roadways; 2) airport capacity; 3) availability of electrical, natural gas, water and sewer.
- Work with private property owners to market shovel-ready property.

## **3. TALENT DEVELOPMENT**

Education has been identified as an important determinant of economic growth. Higher levels of educational attainment lead to a more skilled and productive workforce, providing a higher standard of goods and services, which in turn forms the basis for faster economic growth and rising living standards.

### **Action Items**

- Establish a local chapter of the SCORE Association or similar business mentoring program. SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. SCORE is supported by the U.S. Small Business Administration and volunteers; SCORE delivers services at little or no cost. Kerr County has a significant number of retired Executives that could be used more effectively as mentors, advisors and investors.
- Create strong innovation ecosystems, particularly through initiatives like cluster organizations, business accelerators, and innovation districts.
- Update the Avalanche Consulting Labor Shed Analysis to identify Kerr County's strengths that can be promoted through local training and educational institutions.
- Work with Alamo Colleges, the University of Texas at San Antonio, Workforce Solutions and others to increase regional workforce initiatives in the construction trades that could eventually encourage the development of affordable housing.
- Build solid bridges between the world of work and training programs in order to match skills provision to the needs of local business.
- Create sustained dialogue between employers and trainers, by providing labor market and employment services information as steps to an early identification of skills needs.
- Develop relationships between employers and educators by centralizing data on job placement and workforce trends.
- Develop common definitions of credentials and streamlining the process for employers to implement apprenticeship and cooperative education programs.



#### 4. BUSINESS RECRUITMENT

Although revitalizing a community is less about what you can attract from outside and more about what you can grow yourself, some effort should be made to recruit new business to Kerr County.

##### Action Items

- Work with Kerr County's more prominent companies to identify suppliers and vendors that may be interested in moving to the area.
- Direct market to companies and site selectors within Kerr County's target industries for relocation to the area.
- Create a local environment/culture for early-stage business through 1) micro-loans, business incubators, business accelerators to cultivate a niche market.
- Work with Mooney International to approach airplane partners about relocation opportunities.
- Work with Mooney International to establish sources of Aviation Engineering for future R&D expansion.

#### PRIORITY AREAS

In support of a creating a Higher Wage Job Creation Strategy, the KEDC will concentrate time, energy and financial resources in five priority areas.

##### 1. COMPETITIVENESS IMPROVEMENT

- **Regional Business Identity and Brand:** Launch a collaborative community-based effort supported by the CVB, to strengthen, merchandise and promote the region's business identity with a focus on Kerr County and the City of Kerrville as business-friendly and a good place for business.
- **Higher Wage Industry Growth:** Support and assist in efforts to organize, develop and accelerate growth and the competitive position of the region's current and emerging higher wage industry sectors.
- **Competitive Product Strategy:** Partner with (Alamo Colleges, Schreiner University, UTSA, KISD, Workforce Solutions and others) to improve the region's competitive position in the areas of workforce and talent recruitment.

##### 2. MARKETING AND PROMOTION

- **Middle-Market Recruitment:** Focus business outreach efforts on attraction and recruitment of small to mid-sized businesses, within Austin and San Antonio MSA, identified within the target industry sectors that can broaden the local employment base while allowing the local infrastructure to develop.

##### 3. BUSINESS DEVELOPMENT AND PROMOTION

- **Site Locaters, Consultants and Advisors:** Elevate awareness of the opportunities in Kerr County through proactive outreach to site locaters, consultants and industry advisors.

#### 4. BUSINESS NETWORKING

▪ **Economic Forum:** Work with City and County leaders to organize and launch an Economic Forum to create a peer region benchmarking program with Fredericksburg and Boerne to inform/educate regional leadership about common issues/concerns such as workforce, affordable housing and education/skills development.

▪ **Enhanced Company/Industry Research Platform:** Collaborate with UTSA, Alamo Colleges, Texas A&M Real Estate Center and Schreiner University to strengthen research capability and data collection in target sectors.

#### 5. INVESTOR RELATIONS AND ENGAGEMENT

▪ **Investor Relations and Engagement:** Bring together a cross section of business community members to review, analyze and understand investor opportunities, frame new investment tiers and support opportunities.

#### PROGRAM MEASUREMENT AND EVALUATION

KEDC is a strong proponent of the belief that “what gets measured gets done”. Measurement can be a powerful catalyzing force to engender a more inclusive overall economy. Therefore, the KEDC’s approach to program evaluation includes three types of assessment.

1. **Monitor Progress:** Success in carrying out program activities on schedule and within budget.
2. **Evaluate Effectiveness:** Determine whether efforts achieve prescribed objectives.
3. **Measure Impact:** Assess positive changes in the overall environment that relate to program actions.

Within this context, the KEDC will develop a system of performance assessments that evaluates both historical performance and functions as a management tool to drive future actions and results. With a clear understanding of what performance areas should be measured, KEDC can also develop a best practice approach to setting specific performance targets and goals.



## TOP-LEVEL METRICS AND PERFORMANCE INDICATORS

The following chart illustrates potential top-level Key Performance Indicators (KPIs) that have been identified to measure future performance. Specific threshold and target goals will be determined as performance is measured and monitored in the future.

| Annual Metric or Performance Measure             | Threshold Goals | Target Goals |
|--------------------------------------------------|-----------------|--------------|
| Projects Completed                               |                 |              |
| Jobs Announced                                   |                 |              |
| Payroll Announced                                |                 |              |
| Capital Investment Announced                     |                 |              |
| Absorption of Commercial/Industrial Space (S.F.) |                 |              |
| Average Wage                                     |                 |              |
| Lead Generation                                  |                 |              |
| Project Generation                               |                 |              |
| Prospects Hosted                                 |                 |              |
| Return on Investment                             |                 |              |
| Utilization of 4B Funding                        |                 |              |

### Action Items

- Design and implement a Quarterly Project Activity Report (Exhibit D) covering regional progress and organizational performance.
- Conduct specialized research, reports as required to highlight Kerr County's: business climate and cost; industry base; physical infrastructure; real estate availability; and talent pool.
- Convene biannual workshops with partnering agencies (City, County, EIC and KPUB) to refine program benchmarks.

## TARGETED INDUSTRIES & SECTORS

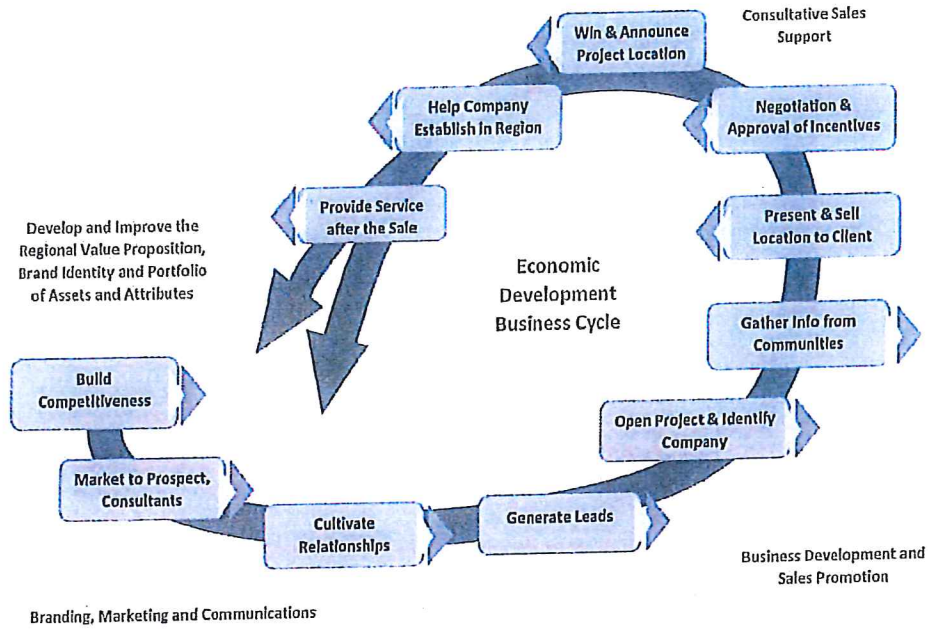
KEDC will continue to target industries where Kerr County has a natural advantage. Industry sectors that job creation efforts are focused on will periodically be reevaluated. The sectors currently being focused on include:

- Advanced Manufacturing
- Aviation, Aerospace & Defense
- Craft Agriculture
- Energy
- Food Processing & Storage
- Information, Analytics & Security
- Life Sciences & Healthcare

## STRATEGIES, OPERATIONAL PLANS AND TACTICS

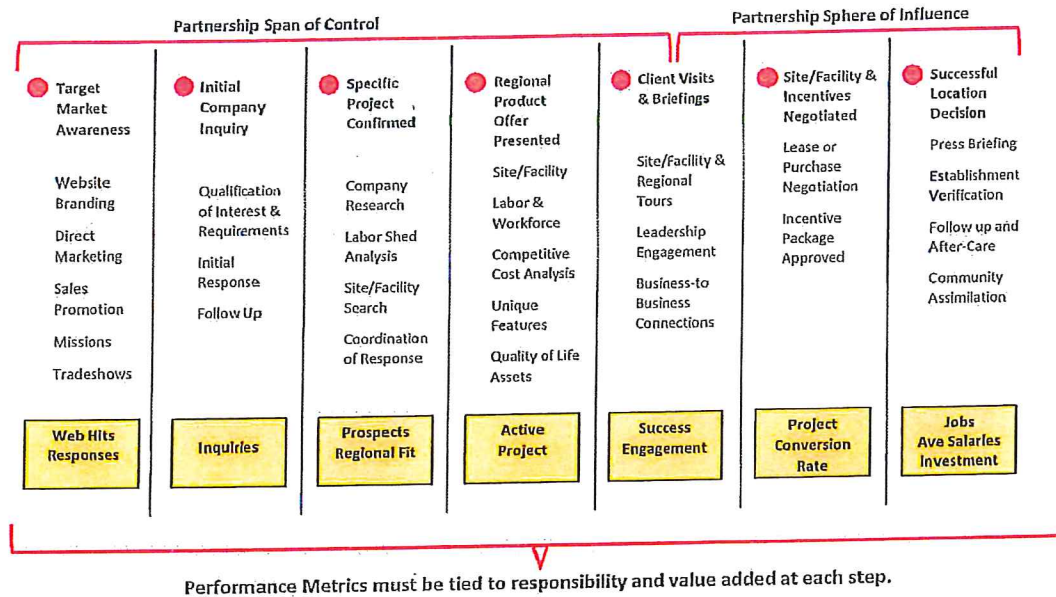
KEDC will concentrate its efforts where it can add value in the economic development business cycle.

Exhibit B



The chart below illustrates, how through “The Partnership,” KEDC will be more capable of shifting resources throughout the site selection process to ensure better business recruitment and attraction results.

### KEDC Action Chart

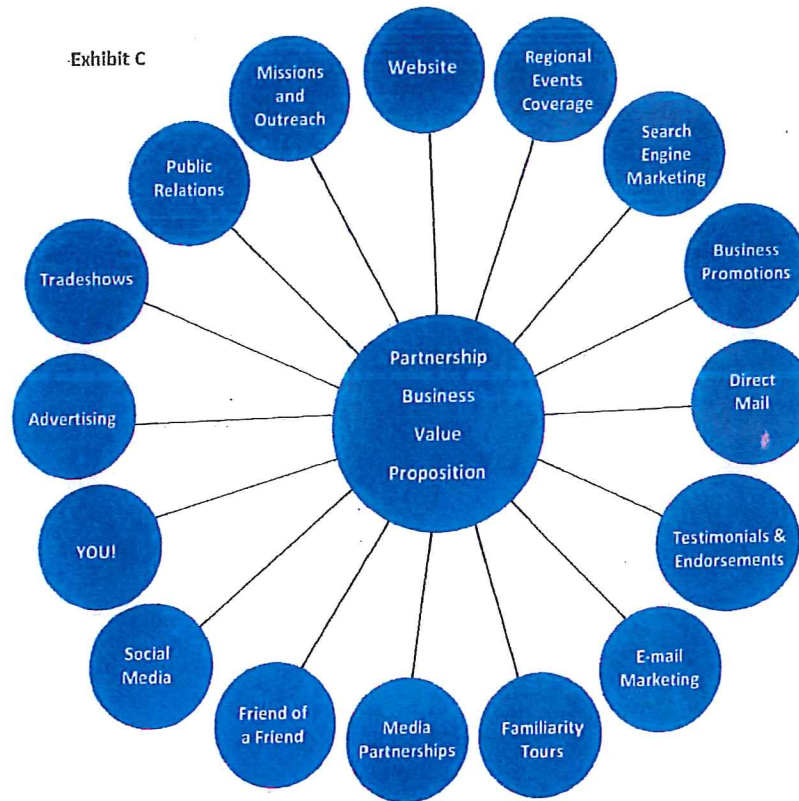


## MARKETING & COMMUNICATIONS

As 2018 is the initial year of the KEDC’s revised organizational structure and business plan, a marketing and promotional campaign will be required. A marketing campaign is necessary to create more opportunities to present the region’s locational advantages to qualified business and industry prospects.

The program includes a stronger branding program along with specific marketing and promotional program enhancements. The marketing campaign’s focus is on enhancing and building perceptions about Kerr County. This will be accomplished by marketing through a variety of means including advertising, direct mail, and website content as demonstrated in (Exhibit C).

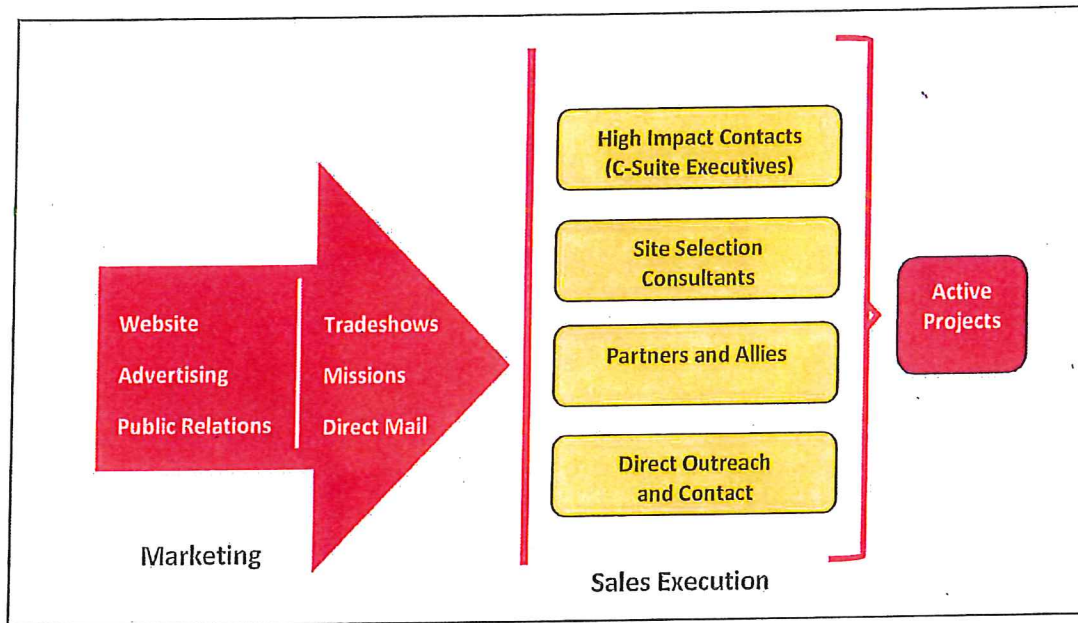
Exhibit C



Impact measures will include new leads that come directly as a result of the marketing and promotional campaign within targeted industries. The ultimate goal of the marketing campaign is to convert these leads into new business opportunities, new capital investment and new job creation for the region.



The image below demonstrates how coordinated marketing and branding efforts drive traffic to KEDC and manifests itself in terms of inquiries, leads and prospective business and industry clients. The Chamber of Commerce and the KEDC in collaboration with its regional partners will work to convert the increased traffic, leads and prospects into new business investment projects.



#### Action Items

- KEDC will conduct baseline research, regional identity/brand audit and prepare regional positioning assessment, retail and labor shed analysis, and business case.
- Organize and drive development of a regional identity and brand strategy platform, and an overall regional marketing and communications strategy and plan.
- Design and implement direct marketing and outreach to both site selection consultants and c-suite executives within targeted industries.
- Directly support and assist in the implementation of out-of-market business development missions to spread the Kerr County business identity message, positively change perceptions and generate leads.
- Continually refine and upgrade the messaging of the KEDC and Chamber website to coordinate messaging.
- Plan and execute a comprehensive regional communications program to ensure business and government leaders, stakeholders, partners and investors are educated and informed about the KEDC's efforts to implement the Five-Year Higher Wage Job Creation Strategy.
- Strategically involve local partners, stakeholders and investors in all efforts to spread the message of the Kerr County business identity.

## INVESTOR RELATIONS & EVENTS

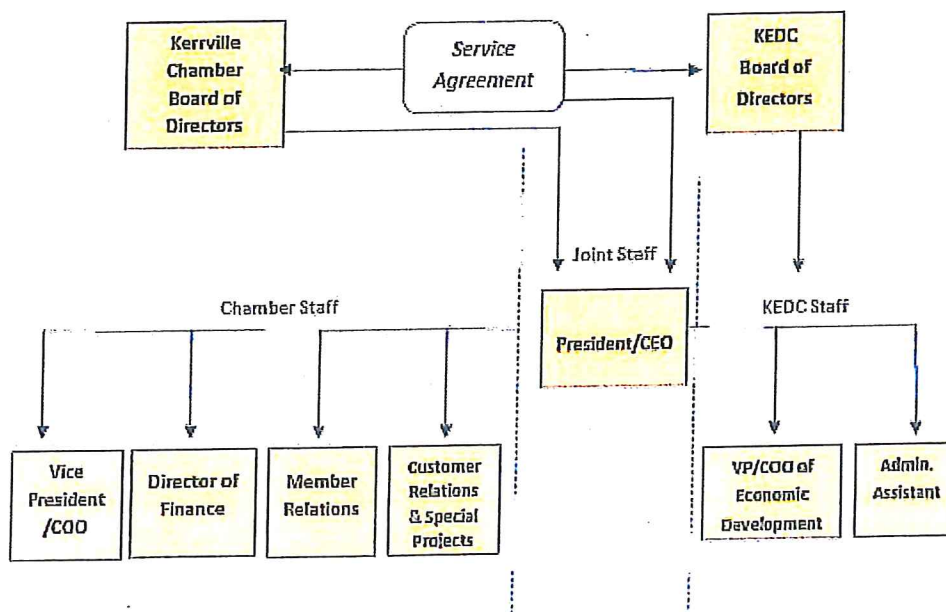
The KEDC's value is enhanced by effectively engaging both public and private stakeholders.

### Action Items

- Organize and staff investor relations meetings to review, analyze and understand investor concerns, new investment opportunities and regional support efforts.
- Plan, organize and recruit attendance for two (2) Investor Update sessions across the region.

## MANAGEMENT & OPERATIONS

The Partnership team is organized in a way to bring staff members of the Chamber and KEDC closer together under a single Executive responsible to both Boards. This organization is expected to eliminate administrative redundancies, streamline resources, and create a unified vision and voice. The Chamber retains the Executive as an employee and the KEDC contracts for services from the Chamber through a Service Agreement. The Executive will be the initial shared resource and other sharing will be considered as the Partnership develops. Formation of the Partnership does not require modification to either Organizations' Bylaws, and the Service Agreement will have a cancellation option with notice requirements. KEDC Staff will be hired through a KEDC Board approved process that involves the Joint President/CEO.



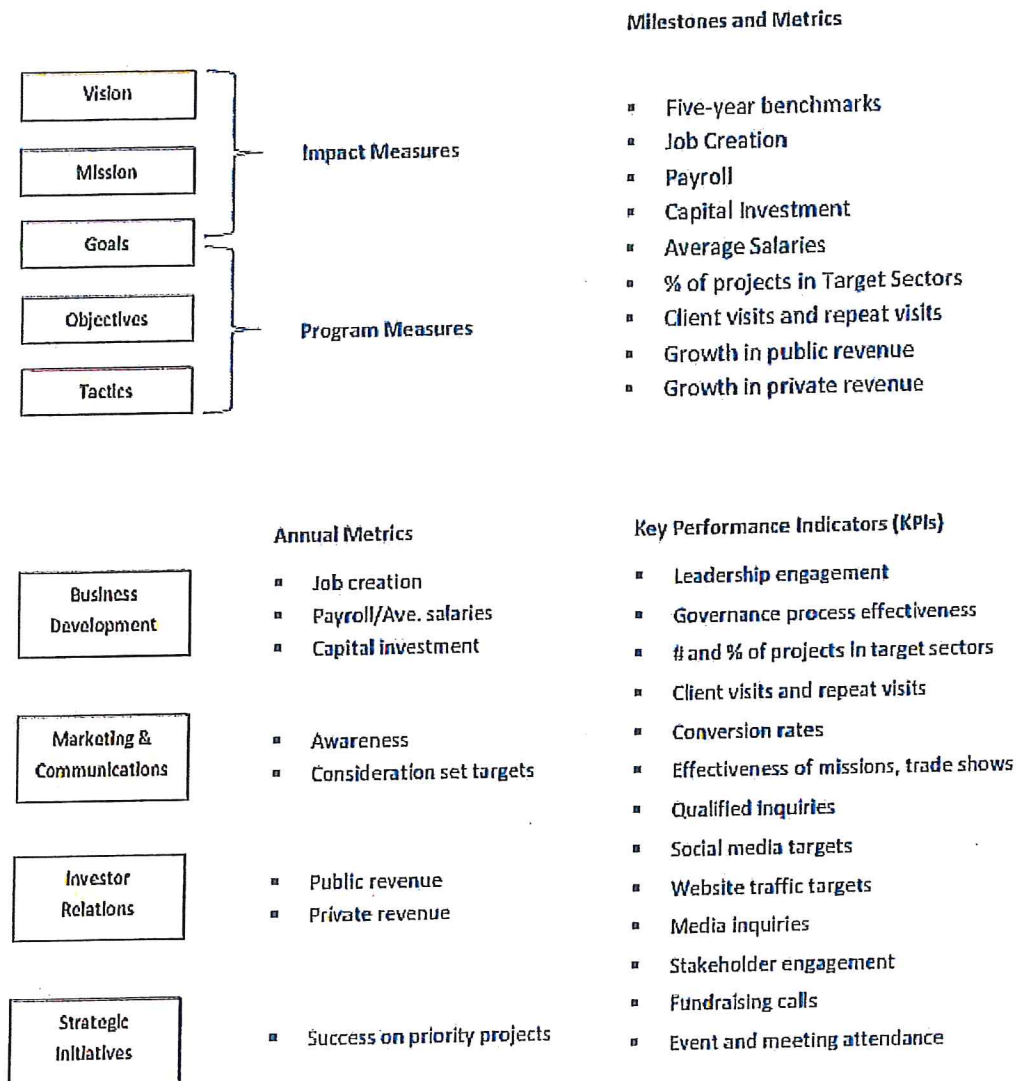


## BUDGETS & FUNDING

The proposed operating budget is shown below in Table 1. The table shows the current year, 2017/2018 Budget, 2017/2018 Forecast Year End Budget Performance, and the Proposed 2018/2019 Budget. Funding requests for 2018/2019 are the same as 2017/2018. Contract Services are increased primarily due to the engagement of a recruiter to fill the vacant VP/COO of Economic Development position. Operations is down due to reduced office lease cost with the Chamber Partnership. We recognize that there is a need to enhance the efficiency of our economic development efforts and believe that there are opportunities to make improvements through economies of scale and efficiency improvements.

| Table 1                   | 2017/2018<br>Budget | 2017/2018<br>Forecast YE | 2018/2019<br>Budget |
|---------------------------|---------------------|--------------------------|---------------------|
| <b>Beginning Balance</b>  | <b>112,873.09</b>   | <b>112,873.09</b>        | <b>111,546.33</b>   |
| <b>Income</b>             |                     |                          |                     |
| City of Kerrville         | 24,500.00           |                          | 24,500.00           |
| EIC                       | 140,000.00          | 140,000.00               | 140,000.00          |
| Kerr County               | 24,500.00           |                          | 24,500.00           |
| KPUB                      | 24,500.00           |                          | 24,500.00           |
| Other Income              |                     |                          |                     |
| <b>Total Income</b>       | <b>213,500.00</b>   | <b>140,000.00</b>        | <b>213,500.00</b>   |
| <b>Expense</b>            |                     |                          |                     |
| Business Recruitment      | 6,500.00            | 8,250.00                 | 6,500.00            |
| Website                   | 300.00              | 2,880.93                 | 2,880.00            |
| Marketing                 | 3,450.00            | 447.46                   | 3,450.00            |
| Business Expenses - Other | 20,000.00           | 235.90                   | 20,000.00           |
| Contract Services         | 3,500.00            | 11,227.97                | 16,166.67           |
| Operations                | 19,850.00           | 13,043.01                | 13,050.00           |
| Liability Insurance       | 900.00              | 1,700.00                 | 900.00              |
| Payroll Expenses          | 181,000.00          | 102,363.25               | 177,600.00          |
| Travel and Meetings       | 18,000.00           | 1,178.24                 | 18,000.00           |
| <b>Total Expenses</b>     | <b>253,500.00</b>   | <b>141,326.76</b>        | <b>258,546.67</b>   |
| <b>Net Income</b>         | <b>-40,000.00</b>   | <b>-1,326.76</b>         | <b>-45,046.67</b>   |
| <b>Ending Balance</b>     | <b>72,873.09</b>    | <b>111,546.33</b>        | <b>66,499.66</b>    |

## Exhibit A – Performance Measurement Framework



## **LEGAL ENTITY**

The Kerr Economic Development Corporation (KEDC) received its certificate of incorporation from the Texas Secretary of State on July 14, 2015. The business affairs of the KEDC are conducted by a board of 9 directors, all of whom have one vote on any proposition coming before the commission. As of July 2018, the KEDC Bylaws are being revised to add one additional director for the City of Kerrville and one additional director for the Kerr County Commissioners Court.

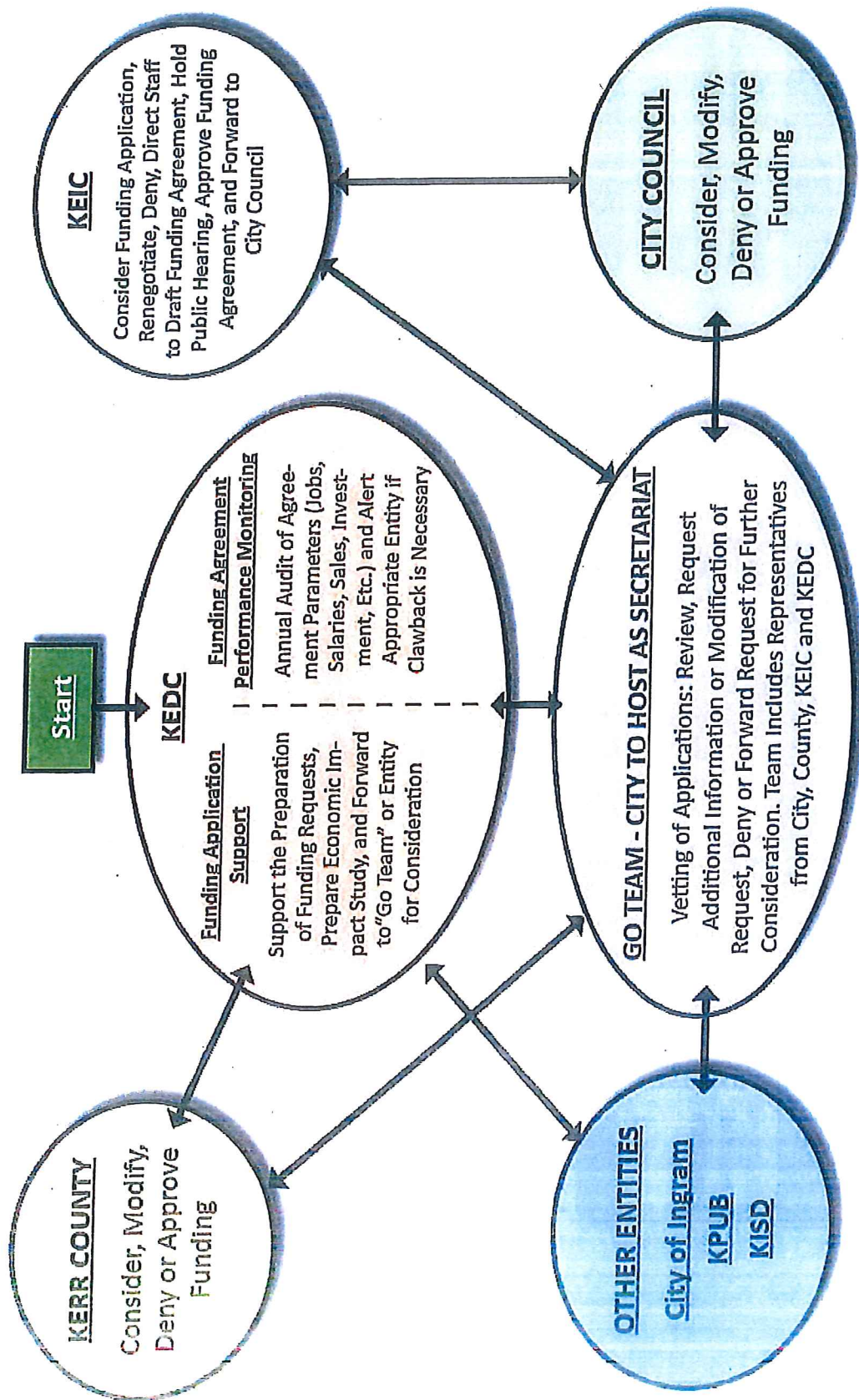
The day-to-day management of the organization is entrusted to a hired executive director that is evaluated annually by the board of directors. The leadership regularly meets the first Thursday of each month at 7:30 A.M. for monthly meetings. The officer seats of chair, vice-chair, treasurer and secretary are selected at the scheduled annual meeting in January.

## **PROPOSED COMPOSITION OF THE KEDC BOARD OF DIRECTORS**

- One (1) representative from the Kerrville City Council (appointed by the City Council)
- One (1) representative from the Kerrville City Administration (appointed by the City Manager)
- Two (2) representatives from the Kerr County Commissioners Court (appointed by the Commissioners Court)
- One (1) representative of the Economic Improvement Corporation (appointed by the Economic Improvement Corporation)
- One (1) representative from the Kerrville Public Utility Board (appointed by the KPUB Board)
- One (1) representative from the Kerrville Chamber of Commerce Board of Directors (appointed by the Chamber of Commerce Board)
- Two (2) representatives from the Business Community (appointed by the KEDC Board)
- One (1) representative from the Kerrville Convention and Visitors Bureau (appointed by the CVB)
- One (1) representative from the Kerrville Independent School District (appointed by the KISD Board)

## **ECONOMIC DEVELOPMENT STAKEHOLDERS, PROCESSES, ROLES AND TOOLS**

The charts below illustrate the current processes, roles and tools for handling funding requests by the Stakeholders in our community. The first chart shows KEDC providing primary support for funding applications and the Go Team vetting those applications. The Go Team routes applications to the appropriate entities to consider those applications. A large project could have multiple applications being considered by different entities at the same time. The second chart illustrates each KEDC Stakeholder's lead role(s) and the types of tools or support provided by that Stakeholder.





| KEDC Stakeholders                                                                                                                                                                                                 |                                                                                                                                                                                                                                                          |                                                                                                                                                                                    |                                                              |                                                                                                                                                       |                                                                           |                                                                            |                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Kerr Economic Development Corporation                                                                                                                                                                             | City of Kerrville                                                                                                                                                                                                                                        | Kerr County                                                                                                                                                                        | Kerrville Economic Improvement Corporation                   | Kerrville Area Chamber of Commerce                                                                                                                    | Kerrville Convention and Visitors Bureau                                  | Kerrville Public Utility Board                                             | Kerrville Independent School District                                                   |
| Lead Role                                                                                                                                                                                                         |                                                                                                                                                                                                                                                          |                                                                                                                                                                                    |                                                              |                                                                                                                                                       |                                                                           |                                                                            |                                                                                         |
| <ul style="list-style-type: none"><li>- Entry Point for ED Opportunities</li><li>- Primary Jobs</li><li>- Recruitment</li><li>- Retention and Expansion</li><li>- Workforce Development &amp; Readiness</li></ul> | <ul style="list-style-type: none"><li>- Go Team</li><li>- Secretariat</li><li>- Housing</li><li>- Downtown</li><li>- Infrastructure</li><li>- Quality of Life</li><li>- Retail Development</li></ul>                                                     |                                                                                                                                                                                    |                                                              | <ul style="list-style-type: none"><li>- Start ups</li><li>- Incubators</li><li>- Expansion of Business</li><li>- Small Business Development</li></ul> | <ul style="list-style-type: none"><li>- Tourism</li></ul>                 |                                                                            |                                                                                         |
| Tools and Support                                                                                                                                                                                                 |                                                                                                                                                                                                                                                          |                                                                                                                                                                                    |                                                              |                                                                                                                                                       |                                                                           |                                                                            |                                                                                         |
| <ul style="list-style-type: none"><li>- Local Hub for Economic Development</li><li>- State Incentives</li></ul>                                                                                                   | <ul style="list-style-type: none"><li>- 380 Agreements</li><li>- Property tax Abatement</li><li>- TIRZ Creation</li><li>- Hotel Occupancy Tax (HOT) Rebates</li><li>- Retail Incentives</li><li>- Infrastructure</li><li>- Tourism Facilitator</li></ul> | <ul style="list-style-type: none"><li>- 381 Agreement</li><li>- Property tax Abatement</li><li>- TIRZ Participation</li><li>- Retail Incentives</li><li>- Infrastructure</li></ul> | <ul style="list-style-type: none"><li>- 4B Funding</li></ul> | <ul style="list-style-type: none"><li>- KEDC Partner</li><li>- Liason for Businesses</li><li>- SBA/SCORE</li></ul>                                    | <ul style="list-style-type: none"><li>- Marketing and Promotion</li></ul> | <ul style="list-style-type: none"><li>- Electric Rate Incentives</li></ul> | <ul style="list-style-type: none"><li>- Workforce Development &amp; Readiness</li></ul> |



## Exhibit B

# KEDC 2-YEAR ROADMAP & ECONOMIC DEVELOPMENT ECOSYSTEM

NOTE: 2050 is for Comprehensive Plan / AV is 2016-2022 Business Plan / COO is Immersion Tour / TIP is Trasy Andy

| BUSINESS RETENTION EXPANSION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | MARKETING TO KERRVILLE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | HUMAN CAPITAL PIPELINE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ENCOURAGING ENTREPRENEURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | CORPORATE ACQUISITION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | STAKEHOLDER COMMUNICATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ORGANIZATIONAL HOUSEKEEPING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------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| <b>INDUSTRIAL FOOTPRINT (2050-E4)</b><br>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.<br><br><b>SHOVEL READY (AV-Sec.2, TIP)</b><br>Create an Industrial Park Plan specific to development of the Hwy 27 corridor.<br><br><b>TARGET SECTORS (2050-E12; AV)</b><br>Advanced manufacturing<br>Aviation and aerospace<br>Craft agriculture<br>Food processing, storage<br>Information, Analytics<br>Energy<br>Healthcare and medical<br><br><b>INVENTORY (AV-Sec.2)</b><br>Conduct and maintain inventory of commercial and industrial property.<br><br><b>ECONOMIC INDICATORS (COO)</b><br>Researching, tracking local and national economic trends. | <b>MARKET RESEARCH (COO)</b><br>Collection of data, combined with identifying and preparing content.<br><br><b>MARKET PROFILE (COO)</b><br>Vital tool for recruitment for the area, which needs to be created, published.<br><br><b>BRAND (TIP)</b><br>Leverage the Hill Country brand.<br><br><b>BRANDING (2050-E7)</b><br>Create a brand to promote Kerrville as the Capital of the Hill Country.<br><br><b>PROMOTIONS (AV)</b><br>Campaign to promote business recruitment for Kerrville. Creating a branding program, focus on building a better perception of Kerrville.<br><br><b>ASSETS (AV-Sec.2)</b><br>Create marketing materials specifically for site selectors:<br><ul style="list-style-type: none"> <li>Roadway information</li> <li>Airport Capacity</li> <li>Utilities</li> </ul>                                | <b>LABOR SHED (AV-Sec.3)</b><br>Update the labor shed analysis done by Avalanche Consulting.<br><br><b>COLLABORATE (AV-Sec.3)</b><br>Increase regional workforce initiatives through the collaboration of the local institutions.<br><br><b>BUILD BRIDGES (AV-Sec.3)</b><br>Between the private sector and workforce training; Build relationships between employers and educators; Form apprenticeship programs.<br><br><b>FRESH TALENT (TIP)</b><br>Schreiner University is the key to drawing fresh talent to Kerrville.<br><br><b>KISD (TIP)</b><br>Partnership with the school district to proactively address workforce needs.<br><br><b>WORKFORCE COMMISSION (COO)</b><br>Host the Texas Workforce Commissioner in order to obtain funding commitment, custom programs for local existing business. | <b>BUSINESS INCUBATION (2050-E1)</b><br>Develop program to support local entrepreneurs through an incubator facility, where KEDC would provide:<br><ul style="list-style-type: none"> <li>Technical assistance</li> <li>Access to financing options</li> <li>Low cost, rent for space</li> <li>Tap into retiree, mentors, leverage brain trust</li> </ul><br><b>BRANDING (2050-E9/E11)</b><br>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.<br><br><b>SMALL BUSINESS (AV-Sec.1)</b><br>Support and participate in Gov. Small Business Forum.<br><br><b>MENTORING (AV-Sec.3)</b><br>Establish a SCORE Chapter for small business and entrepreneurs.<br><br><b>LOCAL EXPERIENCE (TIP)</b><br>Leverage local professional experience and wealth to grow small business. | <b>OUTREACH (AV-Sec.1)</b><br>Outreach missions targeting select high-impact companies.<br><br><b>SITE SELECTORS (AV-Sec.1)</b><br>Host site selectors as part of familiarity tour.<br><br><b>DELEGATIONS (AV-Sec.1)</b><br>Host business delegations.<br><br><b>KERV AIRPORT (TIP)</b><br>Airport has capacity for expansion, specifically in aviation and aerospace sector.<br><br><b>TARGET SECTORS (COO)</b><br>The KEDC will work with the following target sectors and in turn, work to develop subsectors from each:<br><ul style="list-style-type: none"> <li>Light Manufacturing</li> <li>Advanced manufacturing</li> <li>Aviation and aerospace</li> <li>Back office operations</li> <li>Healthcare and medical</li> <li>Tech spillover from AUS-SA</li> <li>CEO with ties to Kerrville</li> </ul>     | <b>REPORTING (AV)</b><br>Implement Quarterly Reports to stakeholders and Biannual Workshops with partner entities.<br><br><b>STAKEHOLDER RETREAT (TIP)</b><br>Once per year, hosted by the KEDC with or without a consultant.<br><br><b>ANNUAL ECONOMIC FORUM (COO)</b><br>Host a keynote speaker, provide a State of Economic Development to stakeholders and the community.<br><br><b>ONE-ON-ONE VISITS (COO)</b><br>Meetings with KEDC Board and IEC Members on a periodic basis, to provide update and also receive input from each of the members.<br><br><b>COMMUNITY PRESENCE (COO)</b><br>Provide an update at all Kerrville area organizations, once per year for each identified community organization.<br><br><b>COLLABORATION (TIP)</b><br>Increase collaboration and cooperation to develop a regional approach to economic development. | <b>ED MASTER PLAN (2050-E1, TIP)</b><br>Develop a holistic economic development master plan outlining:<br><ul style="list-style-type: none"> <li>Roles</li> <li>Goals, Objectives</li> <li>Target Industries</li> </ul><br><b>2YR ROADMAP (2050-E1, TIP, COO)</b><br>This plan of action which becomes the Master Plan for the next 2 years.<br><br><b>POLICIES, PROCEDURES (COO)</b><br>Articles of Incorporation and Bylaws have been created for the KEDC, but the missing component to complete the business are the Policies & Procedures.<br><br><b>ECONOMIC INCENTIVES (2050-E2)</b><br>Re-examine the EIC and City incentive matrix in terms of:<br><ul style="list-style-type: none"> <li>Criteria, qualifying projects</li> <li>Identify, develop tools</li> <li>Flow, process of incentives</li> </ul><br><b>CREATIVE INCENTIVES (2050-E5)</b><br>Develop creative financing mechanisms to diversify the community's economic development toolbox, i.e., state incentives.<br><br><b>PROSPECT FLOW CHART (COO)</b><br>Delineate the prospect development process, specifically with the KEDC and partnering entities.<br><br><b>IMPACT STUDIES (2050-E1)</b><br>Conduct economic impact studies / write papers / executive summaries for local industry and communicating to stakeholders.<br><br><b>ANNUAL REVIEW (2050-E2)</b><br>Periodic review and benchmark of the organization's effectiveness based on the KEDC's adherence to the adopted Strategic Economic Development Vision.<br><br><b>Non Committee: KEDC Staff Initiative w/ Board involvement</b> |
| <b>RELATIONS, LOCAL INDUSTRY</b><br>Either new construction or existing facility, the KEDC BRE Program will provide guidance and foster:<br><ul style="list-style-type: none"> <li>Workforce contacts</li> <li>Construction</li> <li>Utility services (all)</li> <li>School districts</li> <li>Local college, university</li> <li>Supplier data base</li> <li>Logistics &amp; distribution</li> <li>Housing</li> <li>Real Estate</li> <li>Expansion plans</li> </ul> Ongoing communication with the company, tracking its growth and accommodating their needs.<br><br><b>COMMITTEE: Industry Roundtable Group</b><br>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.         | <b>INHOUSE MARKETING PROGRAM</b><br>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:<br><ul style="list-style-type: none"> <li>New website</li> <li>Social media, messaging</li> <li>YouTube Channel</li> <li>Segments, City channel</li> <li>KEDC Economic Journal</li> <li>Community presentations</li> <li>Collateral material</li> <li>Newspaper editorials</li> <li>Prospect packets</li> <li>Market Profile</li> </ul><br><b>COMMITTEE: 40-Under-40</b><br>The KEDC will work with the committee to coordinate the contest and host the event for the winners. | <b>HUMAN CAPITAL INITIATIVE</b><br>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:<br><ul style="list-style-type: none"> <li>Kerrville ISD</li> <li>Ingram ISD</li> <li>Texas Workforce (State)</li> <li>Alamo Colleges</li> <li>Schreiner University</li> <li>UT-San Antonio</li> <li>Other regional schools</li> </ul><br>The KEDC is supporting the Mayhew's Housing Workforce Task Force, providing its expertise in economic development.<br><br><b>COMMITTEE: Human Capital</b><br>Agency heads for the region's different educational and workforce institutions, meet on quarterly basis.                                    | <b>ENTREPRENEUR DEVELOPMENT</b><br>The KEDC will be in a support role for both, the proposed incubator program being developed by Schreiner University and the Kerrville Chamber.<br>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:<br><ul style="list-style-type: none"> <li>The Capital Factory</li> <li>Geekdom</li> <li>LiftFund (formerly Accion)</li> <li>Fol Consultant</li> <li>Local Entrepreneur Network</li> </ul><br><b>COMMITTEE: Entrepreneur Dev.</b><br>Will focus on developing a program for Community Based Entrepreneur Growth and consequently a campaign to promote entrepreneurship in Kerrville.                                                               | <b>FOCUSED LEAD GENERATION</b><br>Leads will be coming in from different sources:<br><ul style="list-style-type: none"> <li>KEDC Research, internal lead generation</li> <li>Site Selector Network</li> <li>RFPs from Governor's Office</li> <li>Inbound calls and walk ins</li> <li>Website inquiries</li> <li>Referrals from other EDOs</li> <li>Consultants, mission specific</li> </ul><br>The KEDC will be in a support role with the following sectors:<br><ul style="list-style-type: none"> <li>Retail, commercial</li> <li>Quality of life and tourism</li> <li>Infrastructure, i.e., housing</li> </ul><br><b>COMMITTEE: Aviation, Aerospace &amp; Space</b><br>Due to current prospect activity, the KEDC has an opportunity to create a cluster within the airport and at the Airport Commerce Park. | <b>COMMUNICATION EFFORT</b><br>The strategy for communication to stakeholders and the overall community is consistency and messaging.<br>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.<br><br><b>Non Committee: KEDC Staff Initiative and Tasks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Completion, implementation of: KEDC Roadmap, KEDC Policies &amp; Procedures, Incentives Policy, Impact Studies and Flow Chart(s)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>KEY PERFORMANCE INDICATORS (Aligned with all plans)</b> <ul style="list-style-type: none"> <li>Companies visited</li> <li>No. of expansion jobs</li> <li>Payroll from expansion</li> <li>Industrial Absorption Rates</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Website metrics</li> <li>Distribution of social media</li> <li>No. of earned media</li> <li>Consistency of messaging</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Increase in labor force</li> <li>Workforce program(s)</li> <li>Workforce training dollars</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>No. of entrepreneurs developed</li> <li>No. of seminars, workshops hosted for entrepreneurs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Jobs, payroll and CAP created</li> <li>Lead generation</li> <li>Increase in average wages</li> <li>Prospects hosted</li> <li>Project ROI from EIC Funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Stakeholder meetings (1-on-1)</li> <li>Annual event</li> <li>Stakeholder retreat</li> <li>Quarterly reporting</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## **Exhibit C**



## **Metrics for FY 2019-2020**

### **Business Retention and Expansion**

- Companies Visited: 30-34

### **Marketing to Kerrville**

- Social Media Engagement: 52 Posts across various platforms
- Economic Development Articles: 12

### **Encouraging Entrepreneurs**

- Seminars, Workshops, Events: 6-8

### **Corporate Recruitment**

- Lead Generation: 18-22
- Prospects/Site Selectors Hosted: 2-4

### **Stakeholder Communication**

- Annual Economic Development Forum: 1
- Stakeholder Retreat: 1
- Quarterly Reporting: 4 per stakeholder

## Exhibit D



## Proposed Budget FY19/20

DRAFT

|                                     | Projected YE 18-19 | 18-19 Budget  | 19/2020      |
|-------------------------------------|--------------------|---------------|--------------|
| <b>Income</b>                       |                    |               |              |
| 40000 Income                        |                    |               |              |
| 40100 City of Kerrville             | 24,500.00          | 24,500.00     | 50,000.00    |
| 40200 EIC                           | 140,000.00         | 140,000.00    | 250,000.00   |
| 40300 Kerr County                   | 24,500.00          | 24,500.00     | 50,000.00    |
| 40400 KPUB                          | 24,500.00          | 24,500.00     | 50,000.00    |
| Total 40000 Income                  | \$ 213,500.00      | \$ 213,500.00 | \$400,000.00 |
| <b>Other Income</b>                 |                    |               |              |
| 71000 Carryover Income              | 88,083.25          | 88,083.25     | 19,196.95    |
| Total Other Income                  | \$ 88,083.25       | \$ 88,083.25  | 19,196.95    |
| Net Other Income                    | \$ 88,083.25       | \$ 88,083.25  | 19,196.95    |
| Total Income                        | \$ 301,583.25      | \$ 301,583.25 | \$419,196.95 |
| <b>Expenses</b>                     |                    |               |              |
| Total 60000 Business Expenses       | \$ 30,083.47       | \$ 32,830.00  | 43,000.00    |
| Total 61000 Contract Services       | \$ 82,454.31       | \$ 66,766.67  | 71,567.00    |
| Total 63000 Operations              | \$ 8,914.72        | \$ 8,250.00   | 21,883.00    |
| Total 65000 Other Types of Expenses | \$ 875.00          | \$ 900.00     | 900.00       |
| Total 66000 Payroll Expenses        | \$ 131,800.00      | \$ 131,800.00 | 214,050.00   |
| Total 68000 Travel and Meetings     | \$ 22,226.40       | \$ 18,000.00  | 42,600.00    |
| Reimbursements                      | 6,000.00           | 6,000.00      | 6,000.00     |
| Uncategorized Expense               | 32.40              |               |              |
| Total Expenses                      | \$ 282,386.30      | \$ 264,546.67 | 400,000.00   |
| Net Operating Income                | \$ 19,196.95       | \$ 37,036.58  | 19,196.95    |

EIC Board of Directors Meeting, July 15, 2019

## **Proposed Budget FY19/20**

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Business Recruitment \$20,000

- Focused corporate recruitment mission
- Major metro area (*campaign to identify CEOs*)
- C-level executives with ties to Kerrville

Marketing & Design \$23,000

- Website, collateral material, etc.
- Developing local marketing program

## **Proposed Budget FY19/20**

---

Business Recruitment \$20,000

- Focused corporate recruitment mission
- Major metro area (*campaign to identify CEOs*)
- C-level executives with ties to Kerrville

Marketing & Design \$23,000

- Website, collateral material, etc.
- Developing local marketing program

## **Proposed Budget FY19/20**

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Training \$ 5,000

- Staff development

Meals & Entertainment \$12,000

- Prospect visits, hosting delegations, etc.

Outside Contract Services \$12,667

- Consultants, Economic impact analysis, etc.

Conferences \$10,000

- Fees associated with IEDC and TEDC

EIC Board of Directors Meeting, July 15, 2019

## **Proposed Budget FY19/20**

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### **Travel**

**\$17,000**

- Conferences
- Site Selectors Guild
- Prospect Activity
- Events, inbound & outbound





**TO BE CONSIDERED BY THE CITY COUNCIL  
CITY OF KERRVILLE, TEXAS**

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**SUBJECT:** Economic Development Grant Agreement between the City of Kerrville, Texas Economic Improvement Corporation and the Kerr Economic Development Corporation for an amount up to \$250,000.00 for Fiscal Year 2020, Fiscal Year 2021, and Fiscal Year 2022 upon annual review.

**AGENDA DATE OF:** September 24, 2019      **DATE SUBMITTED:** Aug 16, 2019

**SUBMITTED BY:** Sherry Mosier

**EXHIBITS:** [20190924\\_Agreement\\_Grant Agreement KEDC and CoK and EIC.pdf](#)

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| <b>Expenditure<br/>Required:</b> | <b>Remaining Budget<br/>Balance in<br/>Account:</b> | <b>Amount Budgeted:</b> | <b>Account Number:</b> |
|----------------------------------|-----------------------------------------------------|-------------------------|------------------------|
| \$250,000                        | \$250,000                                           | \$250,000               | N/A                    |

**PAYMENT TO BE MADE TO:** Kerr Economic Development Corporation

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|                             |                                                                                                                                                                                                                                                                         |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kerrville 2050 Item?</b> | Yes                                                                                                                                                                                                                                                                     |
| <b>Key Priority Area</b>    | E - Economic Development                                                                                                                                                                                                                                                |
| <b>Guiding Principle</b>    | E2. Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of City and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business |
| <b>Action Item</b>          | N/A                                                                                                                                                                                                                                                                     |

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**SUMMARY STATEMENT:**

Fiscal Year 2019 marked the end of a one-year economic development grant agreement between the City of Kerrville, Texas Economic Improvement Corporation (EIC) and the Kerr Economic Development Corporation (KEDC) for the provision of a comprehensive economic development program. The current agreement expires September 30, 2019.

The new agreement has been drafted for a three-year term whereby the KEDC is requesting \$250,000 from the EIC for the implementation of a comprehensive economic development program over the next three fiscal years (with annual reviews). The KEDC is also requesting \$50,000.00 each from the City, County, and KPUB, under separate grant agreements with each entity. The \$250,000 KEDC request was budgeted in the EIC's Fiscal Year 2020 Budget, per the annual work program review presented to the EIC on July 15, 2019.

The item was unanimously approved at the September 16, 2019 EIC meeting.

**RECOMMENDED ACTION:**

Approve the Economic Development Grant Agreement.

**ECONOMIC DEVELOPMENT GRANT AGREEMENT BETWEEN KERR  
ECONOMIC DEVELOPMENT CORPORATION AND THE CITY OF  
KERRVILLE, TEXAS ECONOMIC IMPROVEMENT CORPORATION**

This Agreement entered into by and between **KERR ECONOMIC DEVELOPMENT CORPORATION** ("KEDC"), a Texas nonprofit corporation; and the **CITY OF KERRVILLE, TEXAS, ECONOMIC IMPROVEMENT CORPORATION** ("EIC"), a Type B Economic Development Corporation established pursuant to Chapters 501, 502, and 505 of the Texas Local Government Code, as amended (*i.e.*, the Development Corporation Act and hereafter referred to as "the Act"); each acting by and through their duly authorized officers. KEDC and EIC are sometimes collectively referred to herein as "Parties" and individually as "Party".

**WITNESSETH:**

**WHEREAS**, EIC was formed to administer the sales and use tax approved by the citizens of Kerrville, Texas, in May 1995 and collected for projects to enhance economic development and/or the quality of life within the Kerrville area; and

**WHEREAS**, pursuant to the Act, the EIC is authorized to provide funding for promotional expenses, such expenses which are used to advertise or publicize the City for the purpose of developing new and expanded business enterprises; and

**WHEREAS**, KEDC is a 501(c)6 private non-profit entity whose purpose is to support and promote the retention, expansion, and attraction of business entities in Kerr County in a manner that complements the efforts of its economic development partners and enhances the quality of life for residents of Kerrville and surrounding areas; and

**WHEREAS**, KEDC has applied for funding from EIC for marketing to expand and increase its efforts toward the promotion of economic development and for programming to facilitate retention and recruitment of businesses, workforce development, entrepreneur development, stakeholder communication, and development of policy and incentives in the Kerrville area; and

**WHEREAS**, EIC finds that the formation of KEDC was intended to promote and develop new or expanded business enterprises and to foster the creation or retention of "primary jobs," as that term is defined by the Act; and

**WHEREAS**, Section 505.102 of the Act provides that a Type B corporation may contract with another private corporation to (1) carry out an industrial development program or objective; or (2) assist with the development or operation of an economic development program or objective consistent with the purposes and duties specified by the Act; and

**WHEREAS**, pursuant to Section 505.103 of the Act, EIC is limited to spending not more than 10 percent of its current annual revenues for promotional expenses in any given year; and

**WHEREAS**, EIC has determined that funding KEDC pursuant to this Agreement (“Grant”) complies with the Act and is in keeping with the mission of EIC and *City of Kerrville Economic Improvement Corporation 4B Sales Tax Funding Request Guidelines and Procedures* in that it will enhance business development and/or the “quality of life” within the community; and

**WHEREAS**, EIC finds that it will be in the public interest to enter into an agreement with KEDC to provide sales tax revenues collected pursuant to the Act (“4B Revenues”) to KEDC for costs related to marketing expenses for economic development; and

**WHEREAS**, on August 19, 2019, and September 16, 2019, in meetings that were open to the public in accordance with the Texas Open Meetings Act, EIC deliberated as to the proposed expenditure of 4B revenues for the purposes provided above;

**NOW THEREFORE**, for and in consideration of the recitals set forth above and the promises made herein, KEDC and EIC agree as follows:

## **ARTICLE I EIC’S OBLIGATIONS**

- A.** Subject to terms found elsewhere in this Agreement, EIC hereby grants KEDC funding up to the following annual amounts during the term of this Agreement:
- (1) EIC shall pay KEDC \$250,000.00 for the first year of this Agreement. EIC shall divide this amount into equal quarterly payments (\$62,500.00), each of which it shall pay within ten (10) business days after the beginning of each calendar quarter.
- (2) KEDC, subject to subsection 1.C., is eligible to receive an amount up to \$250,000.00 for each of the remaining two years of this Agreement, each payment of which EIC shall likewise pay in equal quarterly payments and within ten (10) business days after the beginning of each calendar quarter.
- B.** EIC’s payments to KEDC are solely intended for KEDC’s costs directly related to: i) carrying out an industrial development program or objective as more specifically described in Section II., below; and ii) assisting with the development and operation of an economic development program or objective consistent with the purposes and duties specified by the Act. Such activities are collectively referred to herein as “Economic Development.”
- C.** Payments to be made by EIC to KEDC for the second and third year of this Agreement are subject to the following:

(1) EIC's appropriation of funds for such payments in the budget year for which they are paid. Any payment made by EIC to KEDC must be made solely from the annual budgeting and appropriations of EIC. In the event that EIC does not appropriate funds in any fiscal year for a payment(s) under this Agreement, EIC will not be liable to KEDC for any such or future payments and either the EIC or KEDC will have the right to terminate this Agreement, to be effective at the end of EIC's then existing fiscal year (September 30); and

(2) EIC's annual review, consideration, and approval of KEDC's fulfillment of its obligations, as specified within ARTICLE II.

- D. In no event shall the total amount of the Grant from EIC to KEDC exceed Seven Hundred Fifty Thousand and 00/100 Dollars (\$750,000.00).
- E. KEDC specifically agrees that EIC shall only be liable to KEDC for the actual amount of the Grant to be conveyed to KEDC and shall not be liable to KEDC for any other actual or consequential damages, direct or indirect, interest, attorney fees, or costs of court for any act of default by EIC under the terms of this Agreement.

## ARTICLE II. KEDC'S OBLIGATIONS

- A. Pursuant to the purposes for which the Grant was awarded and in strict accordance with Section 505.102 of the Texas Local Government Code, KEDC shall use the Grant for only those costs directly resulting from its Economic Development. Toward this end, KEDC will conduct Economic Development pursuant to its adopted "mission", "objectives", and "target markets" as specified in its *2018-2022 Business Plan* (the "Business Plan") dated July 12, 2018 and attached hereto as **Exhibit A**. In addition, in fulfilling its obligations under this Agreement, KEDC shall comply with its *2-Year Roadmap and Economic Development Ecosystem* (the "Plan of Work") as presented to the EIC during its regularly scheduled meeting held July 15, 2019, and which is attached as **Exhibit B**, and associated performance metrics for FY 2019-2020 ("Metrics"), attached as **Exhibit C**. KEDC may not change the Business Plan or Plan of Work without providing prior written notice to EIC. However, where KEDC pursues funding for the year(s) beyond the first year of this Agreement, KEDC, as part of its notice to EIC that it is seeking such funding, shall submit an updated Business Plan, Plan of Work, and Metrics to EIC, each of which indicating any changes that it has made to said documents.
- B. KEDC shall hire and employ sufficient professional personnel to perform its Economic Development obligations, including an Executive Director.
- C. KEDC shall maintain complete and accurate records relating to its costs and expenditures made for Economic Development as specified in KEDC's 2019-

2020 budget as approved by its Board of Directors and attached as **Exhibit D**. KEDC shall update its budget annually for each remaining year of this Agreement and provide copies to EIC following approval of each budget by its Board of Directors. KEDC shall maintain such records separate and identifiable from its other records and for three (3) years following the termination of this Agreement. EIC and its representatives shall be entitled to inspect the records during the term of this Agreement and for three (3) years thereafter, upon reasonable notice.

- D. KEDC, either through its Executive Director or another KEDC representative (collectively referred to herein as "Executive Director"), shall appear at each regular meeting of the EIC and make a presentation regarding its Economic Development pursuant to a regularly posted agenda item. Additionally, the Executive Director shall attend the "GO TEAM" meetings as scheduled by the City of Kerrville for the vetting of projects and applications for 4B Revenues.
- E. KEDC shall only be liable to EIC for the actual amount of the Grant to be conveyed to KEDC and shall not be liable to EIC for any other actual or consequential damages, direct or indirect, interest, attorney fees, or cost of court for any act of default by KEDC under the terms of this Agreement.

### **ARTICLE III. KEDC'S REPRESENTATIONS AND WARRANTIES**

- A. KEDC represents and warrants as of the date hereof:
  - (1) KEDC is a Texas 501(c)6 private non-profit corporation existing in good standing and authorized to do business in the State of Texas;
  - (2) Execution of this Agreement has been duly authorized by KEDC and this Agreement is not in contravention of KEDC's corporate charter, or any agreement or instrument to which KEDC is a party or by which it may be bound as of the date hereof;
  - (3) No litigation or governmental proceeding is pending, or, to the knowledge of the Executive Director, threatened against or affecting KEDC, which may result in a material adverse change in KEDC's business, properties or operations sufficient to jeopardize KEDC's legal existence; and
  - (4) No written application, written statement or correspondence delivered by KEDC to EIC in connection with this Agreement, or in connection with any transaction contemplated hereby, to the knowledge of the Executive Director, contains any untrue statement of a material fact or fails to state any material fact necessary to keep the statements contained therein from being misleading.



- B. Except as expressly set forth in this Article III, KEDC makes no other representation or warranty of any kind in connection with or related to the provisions of this Agreement.

**ARTICLE IV.  
EIC'S REPRESENTATIONS AND WARRANTIES**

- A. EIC represents and warrants as of the date hereof:
- (1) EIC, to the best of the knowledge of its Board of Directors, is legally authorized to enter into this Agreement by virtue of the statute under which it is governed and by the authorities and powers vested in it as a corporation duly and properly organized under the Act;
  - (2) Execution of this Agreement has been duly authorized by EIC;
  - (3) No litigation or governmental proceeding is pending, or, to the knowledge of any of EIC's officers, threatened against or affecting EIC, which may result in EIC's inability to meet its obligations under this Agreement; and
  - (4) EIC has no reasonable basis for believing that it has or will have incurred debts beyond its ability to pay as such debts mature, including but not limited to the obligations set forth in this Agreement.
- B. Except as expressly set forth in this Article IV, EIC makes no other representation or warranty of any kind in connection with or related to the provisions of this Agreement.

**ARTICLE V.  
MAJOR FORCES PREVENTING KEDC FROM CARRYING  
OUT ITS OBLIGATIONS UNDER THIS AGREEMENT**

If, by reason of force majeure, such as fire, flood, windstorm, drought, or other act of God, act of war, act of terrorism, labor strike, or economic downturn affecting KEDC, KEDC is reasonably unable to fulfill its obligations under this Agreement, KEDC shall use reasonable and diligent efforts to rectify the situation to allow it to perform its obligations specified herein with all due haste. In the event that the situation cannot be rectified within six (6) months after the occurrence of the force majeure, either party may terminate this Agreement by providing thirty (30) days advance written notice to the other without further liability hereunder. To the extent that KEDC has not expended funds from the Grant, KEDC shall immediately, but in any event within ten (10) days, return such funding to the EIC and to other funding stakeholders on a pro-rata basis.

**ARTICLE VI.**  
**CONDITIONS UNDER WHICH EIC MAY SUSPEND PERFORMANCE**  
**OF ITS OBLIGATIONS UNDER THIS AGREEMENT**

Under any of the following conditions EIC may, at its option, after fifteen (15) days written notice to KEDC, suspend its further performance under this Agreement until such time as KEDC shall have cured the condition(s) and so notified EIC, in writing, that the condition(s) have been cured:

- A. The KEDC becomes insolvent. "Insolvent" is defined to mean one either has ceased to pay its debts in the ordinary course of business or cannot pay its debts as they become due, or is insolvent within the meaning of the federal bankruptcy law.
- B. The appointment of a receiver of KEDC, or of all or any substantial part of its property, and the failure of such receiver to be discharged within sixty (60) days thereafter.
- C. The adjudication of KEDC as bankrupt.
- D. The filing by KEDC of a petition to be adjudged as bankrupt, or a petition or answer seeking reorganization or admitting the material allegations of a petition filed against it in any bankruptcy or reorganization proceeding.
- E. KEDC ceases to exist as a legal organization under state law.

Should any of these conditions not be cured by KEDC within a period of three (3) months EIC may, at its option, with written notice to KEDC, terminate this Agreement and KEDC shall have no further obligations hereunder.

**ARTICLE VII.**  
**REMEDIES**

- A. Except as otherwise provided in this Agreement, in the event of any default in or breach of this Agreement, by any party hereto, or any successor to such party, such defaulting or breaching party (or successor) shall upon written notice from the other, proceed immediately to cure or remedy such default or breach, and, in any event, within sixty (60) days after receipt of such notice. In the event that remedial action is not taken or not diligently pursued and the default or breach shall not be cured or remedied within a reasonable time (but in no event later than ninety (90) days from the date of notification of such breach), the aggrieved party may institute such proceedings as may be necessary or desirable in its opinion to cure and remedy such default or breach, including but not limited to, seeking specific performance and/or injunctive relief, enforcement by mandamus or by the appointment of a receiver in equity with power to charge and collect rents, purchase price payments, and loan

payments and to apply the revenues from the project in accordance with this Agreement, as required by the Act.

- B. Upon breach of this Agreement by either party and the failure to cure as permitted by this Article VII, the non-breaching party shall have the sole right and discretion to either terminate this Agreement or pursue any and all remedies which may be provided by law and this Agreement. Each party acknowledges and agrees that no party hereunder shall be entitled to recover any amounts in excess of the Grant contracted for under this Agreement and that no party hereunder shall be liable to the other party for any other actual or consequential damages for any act of default by such party under the terms of this Agreement.
- C. Any delay by any party in instituting or prosecuting any actions or proceedings or otherwise asserting its rights shall not, so long as the breach or default by another party shall be continuing, operate as a waiver of such rights or to deprive it of or limit such rights in any way; nor shall any waiver in fact be made by any party with respect to any specific default by any other party except to the extent specifically waived in writing.

## **ARTICLE VIII. GENERAL PROVISIONS**

- A. Severability. The provisions of this Agreement are severable, and if for any reason a provision of this Agreement is determined to be invalid by a court having competent jurisdiction over the subject matter of the invalid provision, the invalidity shall not affect other provisions that can be given effect without the invalid provision. Further, in lieu of such illegal, invalid or unenforceable provision, there shall be added automatically as a part of this Agreement, a provision as similar in its terms to such illegal, invalid or unenforceable provision as may be possible and be legal, valid and enforceable.
- B. Amendment. This Agreement may be amended only by written amendment signed by both parties.
- C. Venue. All payments made pursuant to this Agreement and other obligations performed under this Agreement shall be made or performed in Kerrville, Kerr County, Texas. Venue shall lie in Kerr County, Texas; and this Agreement shall be governed by and construed in accordance with the laws of the State of Texas without respect to the conflict of laws rules thereof.
- D. Notices. All notices given with respect to this Agreement shall be in writing and shall be deemed to have been properly given for all purposes (i) if sent by a nationally recognized overnight carrier for next business day delivery, on the first business day following deposit of such notice with such carrier unless such carrier confirms such notice was not delivered, then on the day such carrier

actually delivers such notice, or (ii) if personally delivered, on the actual date of delivery, or (iii) if sent by certified U.S. Mail, return receipt requested postage prepaid, on the fifth business day following the date of mailing, or (iv) if sent by facsimile, then on the actual date of delivery (as evidenced by a facsimile confirmation) provided that a copy of the facsimile and confirmation is also sent by regular U.S. Mail, addressed as follows:

1. EIC  
President  
City of Kerrville, Texas, Economic Improvement Corporation  
701 Main Street  
Kerrville, Texas 78028  
Facsimile: (830) 792-3850

*With a copy to:*  
City Manager  
City of Kerrville  
701 Main Street  
Kerrville, Texas 78028  
Facsimile: (830) 792-3850

2. KEDC Executive Director  
1700 Sidney Baker Suite 100  
Kerrville, Texas 78028  
Phone: (830) 896-1175

E. Assignment. This Agreement shall be binding upon the parties hereto and their successors and assigns. This Agreement may not be assigned by either party without the specific prior written consent of the other, which consent will not be unreasonably withheld. In the event that a party consents to any valid assignment of this Agreement by the other party hereto, the assigning party shall be relieved of any and all obligations and liabilities on the part of such assigning party under this Agreement. KEDC may, without written consent of EIC, assign this Agreement to any entity controlled and 100 percent owned by KEDC or by the parent, subsidiary or affiliate of KEDC provided the entity assumes all of KEDC's obligations and liabilities under this Agreement; agrees to comply with all provisions of this Agreement; has the legal, managerial, technical and financial ability to properly perform and discharge such obligations and liabilities; and such abilities are each at least as great as those of KEDC and KEDC provides a written guarantee of such assignee's performance in a form reasonably acceptable to EIC. EIC shall be advised in writing of such assignment and of the entity's qualifications at least sixty (60) days before such assignment occurs.

- F. Parties In Interest. Nothing in this Agreement shall entitle any party other than KEDC or EIC to any claim, cause of action, remedy or right of any kind except as expressly provided in Article VII.
- G. Term. The term of this Agreement (the "Term") shall commence on October 1, 2019 (the "Effective Date"), and shall terminate on the earlier of: (i) September 30, 2022; (ii) when terminated by mutual agreement of the parties; (iii) when terminated pursuant to Article VII; (iv) at KEDC's sole and absolute discretion but only upon and subject to KEDC's return of all Grant funding to EIC that it has received under this Agreement; or, (v) upon KEDC's repayment of all monies that are demanded by EIC. Upon termination of this Agreement as specified herein, all rights, duties and obligations of any kind under this Agreement shall automatically expire and terminate and be of no other force and effect.
- H. Interpretation. Each party has had the opportunity to be represented by counsel of its choice in negotiating this Agreement. This Agreement shall therefore be deemed to have been negotiated and prepared at the joint request, direction, and construction of the parties, at arms length, with the advice and participation of counsel, and will be interpreted in accordance with its terms without favor to any party.
- I. Indemnity. **IT IS UNDERSTOOD AND AGREED BETWEEN THE PARTIES THAT KEDC, IN PERFORMING ITS OBLIGATIONS HEREUNDER, IS ACTING INDEPENDENTLY, AND EIC ASSUMES NO RESPONSIBILITY OR LIABILITY IN CONNECTION THEREWITH TO KEDC. KEDC AGREES TO INDEMNIFY AND HOLD HARMLESS EIC, ITS OFFICERS AND AGENTS, AGAINST ANY AND ALL CLAIMS, LAWSUITS, JUDGMENTS, COSTS AND EXPENSES FOR PERSONAL INJURY (INCLUDING DEATH), PROPERTY DAMAGE OR OTHER HARM FOR WHICH RECOVERY OF DAMAGES IS SOUGHT, SUFFERED BY ANY PERSON OR PERSONS THAT MAY ARISE OUT OF OR BE OCCASIONED BY KEDC'S BREACH OF ANY OF THE TERMS OR PROVISIONS OF THIS AGREEMENT OR BY ANY NEGLIGENT ACT OR OMISSION OF KEDC, ITS OFFICER, AGENTS, ASSOCIATES OR EMPLOYEES, IN THE PERFORMANCE OF THIS AGREEMENT; AND NOTHING HEREIN SHALL BE CONSTRUED AS A WAIVER OF ANY GOVERNMENTAL IMMUNITY AVAILABLE TO EIC UNDER TEXAS LAW.**
- J. No Joint Venture. Nothing contained in this Agreement is intended by the parties to create a partnership or joint venture between the parties.
- K. Survival of Terms. All rights, duties, liabilities and obligations accrued prior to termination shall survive termination.

- L. Entire Agreement. This Agreement represents the entire agreement of the parties with respect to the subject matter hereof.

EXECUTED AND EFFECTIVE, as of the date indicated above, by the City of Kerrville, Texas, Economic Improvement Corporation, by and through its Board President, duly authorized to execute same by action of the Board, and by Kerrville Economic Development Corporation, acting through its Executive Director.

**CITY OF KERRVILLE, TEXAS  
ECONOMIC IMPROVEMENT  
CORPORATION**

  
\_\_\_\_\_  
Kenneth Early, President

**KERRVILLE ECONOMIC  
DEVELOPMENT CORPORATION**

\_\_\_\_\_  
Walt Koenig, Executive Director

ATTEST:

\_\_\_\_\_  
Kayla McInturff, Secretary to the Corporation

APPROVED AS TO FORM:

\_\_\_\_\_  
Michael C. Hayes, Attorney for the EIC



# Exhibit A



# 2018-2022 Business Plan

July 12, 2018

## **EXECUTIVE SUMMARY**

### **VISION**

The Kerr Economic Development Corporation (KEDC) is a 501(c)(6) non-profit public-private regional economic development organization committed to creating a more prosperous and diverse regional economy. To better serve the region, KEDC proposes to form a Partnership with the Kerrville Chamber of Commerce. As a result, the Partnership, will combine the Chamber's business-to-business network of 1,000 members and access to local resources with the KEDC's technical expertise and connection to regional resources to provide optimum economic development services throughout Kerr County.

Moreover, the newly formed Partnership will seek to eliminate administrative redundancies, reduce operating expenses as well as create a unified vision and voice for penetration into new business markets through enhanced communication efforts, a broad regional business network that will improve KEDC's business retention and recruitment efforts.

### **MISSION**

It is KEDC's mission to adopt a more comprehensive approach to economic development and to aggressively attract, start-grow and retain higher wage industries, talent and jobs. KEDC and Chamber of Commerce will also collaborate with the Convention & Visitors Bureau's regional marketing platform to promote Kerr County and its communities as a primary location for economic investment and business expansion.

KEDC will continue to serve as the area's lead regional economic development organization to recruit and encourage new and expanded business development and a talented business employment pool. Leadership for both organizations will be unified, and the current President and CEO of the Kerrville Area Chamber of Commerce will also serve as the Executive Director of the Kerr Economic Development Corporation.

#### **More specifically, the Partnership will:**

- Help existing companies with their expansion needs when requested by the locality or the company.
- Identify and target regional and national companies for recruitment to Kerr County.
- Aggressively market the competitive advantages of Kerr County.
- Develop and promote a region inclusive of and bolstered by its individual community brands.
- Focus on achieving regional success that is broad-based and inclusive of each partner in the community.
- Organize, grow and strengthen higher wage industry across the region.
- Maintain a regional economic development information, research and resource center.
- Promote entrepreneurship and support startup businesses.
- Identify and support regional efforts that lead to a broad and diversified economic base.



**Formation of the Partnership will benefit both organizations by:**

- Creating a unified vision and voice.
- Delivering additional value to Chamber members through Economic Development technical support.
- Providing KEDC access to the Chamber's relationships and network of members to enhance Business Retention and Expansion activities.
- Enhancing marketing efforts to improve business retention and recruitment efforts.
- Providing a more comprehensive approach to economic development to aggressively attract, grow and retain higher wage industries, talent, and jobs.
- Streamlining resources and eliminating administrative redundancies.
- Improving regional competitiveness through greater awareness of available real estate, financial incentives, workforce and quality of life.
- Strengthen the Chamber's Core Mission to bring together a wide range of business that can share information on competitiveness.
- Creating a "One-Stop Shop" for existing and prospective businesses
- Providing additional professional development for staff.

**STRATEGY**

It is the KEDC's belief that economic development should increase opportunities for today's businesses, while expanding the possibilities for younger people in Kerr County to stay in the region and obtain nationally competitive jobs.

Therefore, KEDC will aggressively pursue a higher wage job creation strategy that will be developed through a broad-based and inclusive planning effort during 2018. A Five-Year Higher Wage Job Creation Strategy plan will be developed based on industry research and higher wage job creation models focusing on the region's current and emerging advanced industrial sectors. The plan will drive the creation of higher wage jobs in the region overall through new-to-market business recruitment.

**STRATEGIC APPROACH & PRIORITIES**

The four areas of primary focus for developing a Higher Wage Job Creation Strategy were first developed through a series of strategic planning sessions that were facilitated by Avalanche Consulting of Austin, Texas on December 12, 2017 and January 29, 2018.

1. Business Retention and Expansion (BR&E)
2. Strategic Development Leveraging Existing Community Infrastructure
3. Talent Development
4. Business Recruitment

Revenue to support Kerr County's economic development efforts comes from funding provided by the City and County government and local utility partners. Future funding models will be reviewed as part of the 2018 planning process.

KEDC will continue to focus on the growth of "Primary Jobs" through the use of various tools authorized by Stakeholders and other entities. "Primary Employer" means a business that provides or manufactures goods, services, supplies and/or inventory that are sold predominantly (more than

50%) to customers that permanently reside outside of the immediate region (more than 30 travel miles from the intersection of State Highway 16 and State Highway 27). Primary Job means a job or position employed by a Primary Employer.

Examples of Primary Employers are:

- A manufacturer that produces a good its sales can be predominantly attributed to customers who reside outside of the immediate region.
- A company that provides a service and its sales can be predominantly attributed to customers who reside outside of the immediate region.
- An educational or training institution of higher education that has a student body who predominantly resides outside of the immediate region on a permanent basis.

## **1. BUSINESS RETENTION AND EXPANSION**

KEDC will successfully develop and maintain a proactive direct outreach and prospecting program focused on generating quality leads that can be nurtured and converted into job creation, and job diversification opportunities for the region.

Accelerating regional business and industry expansion is a key component of KEDC's primary business attraction strategy. Maintaining and growing employment, payroll, capital investment and corporate partners foster stability in the regional economy. Therefore, KEDC will continue to address primary industry needs through engagement in cluster development, expansion of financial incentives, technical support and real estate assistance.

Since fierce global competition forces many companies to continually evaluate the best location for their business, KEDC will work in close alignment with its public-sector partners to conduct outreach to target sector firms and encourage/support economic growth and expansion projects. Outreach visits to these sectors will provide valuable insight on business drivers, workforce challenges, and regional competitiveness.

In support of the direct outreach and prospecting program, KEDC offers a full range of services to assist companies as they evaluate Kerr County as a premier and high-quality location in which to locate and grow their companies. Business development activities and strategies will be focused on targeted industries through organized marketing for both inbound and outbound promotion.

### **Action Items**

- Plan and execute a targeted program of regional and national business development.
- Outreach missions targeting select high-impact companies in select markets.
- Plan and execute focused outreach to site selectors, consultants and advisors in key markets.
- Leverage resources by engaging and coordinating business development efforts within Kerr County.
- Support and participate in Governor's Small Business Forum.
- Plan a biennial event to bring Texas site selectors to Kerr County as part of familiarity tour.
- Participate in or sponsor booths at selected targeted industry trade shows/conferences.
- Support the region's communities as needed by hosting select business delegations.

## **2. STRATEGIC DEVELOPMENT OF INFRASTRUCTURE**

Infrastructure is not the end result of economic activity; rather it is the framework that makes economic activity possible.

### **Action Items**

- Continue to develop the Location One Information System (LOIS) property inventory to track changes in commercial and industrial property inventory.
- Create an Industrial Park Plan specific to development of the Hwy 27 corridor.
- Site selectors most often consider hard infrastructure assets when representing clients. Therefore, marketing materials will include information on: 1) number and quality of roadways; 2) airport capacity; 3) availability of electrical, natural gas, water and sewer.
- Work with private property owners to market shovel-ready property.

## **3. TALENT DEVELOPMENT**

Education has been identified as an important determinant of economic growth. Higher levels of educational attainment lead to a more skilled and productive workforce, providing a higher standard of goods and services, which in turn forms the basis for faster economic growth and rising living standards.

### **Action Items**

- Establish a local chapter of the SCORE Association or similar business mentoring program. SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. SCORE is supported by the U.S. Small Business Administration and volunteers; SCORE delivers services at little or no cost. Kerr County has a significant number of retired Executives that could be used more effectively as mentors, advisors and investors.
- Create strong innovation ecosystems, particularly through initiatives like cluster organizations, business accelerators, and innovation districts.
- Update the Avalanche Consulting Labor Shed Analysis to identify Kerr County's strengths that can be promoted through local training and educational institutions.
- Work with Alamo Colleges, the University of Texas at San Antonio, Workforce Solutions and others to increase regional workforce initiatives in the construction trades that could eventually encourage the development of affordable housing.
- Build solid bridges between the world of work and training programs in order to match skills provision to the needs of local business.
- Create sustained dialogue between employers and trainers, by providing labor market and employment services information as steps to an early identification of skills needs.
- Develop relationships between employers and educators by centralizing data on job placement and workforce trends.
- Develop common definitions of credentials and streamlining the process for employers to implement apprenticeship and cooperative education programs.



#### 4. BUSINESS RECRUITMENT

Although revitalizing a community is less about what you can attract from outside and more about what you can grow yourself, some effort should be made to recruit new business to Kerr County.

##### Action Items

- Work with Kerr County's more prominent companies to identify suppliers and vendors that may be interested in moving to the area.
- Direct market to companies and site selectors within Kerr County's target industries for relocation to the area.
- Create a local environment/culture for early-stage business through 1) micro-loans, business incubators, business accelerators to cultivate a niche market.
- Work with Mooney International to approach airplane partners about relocation opportunities.
- Work with Mooney International to establish sources of Aviation Engineering for future R&D expansion.

#### PRIORITY AREAS

In support of a creating a Higher Wage Job Creation Strategy, the KEDC will concentrate time, energy and financial resources in five priority areas.

##### 1. COMPETITIVENESS IMPROVEMENT

- **Regional Business Identity and Brand:** Launch a collaborative community-based effort supported by the CVB, to strengthen, merchandise and promote the region's business identity with a focus on Kerr County and the City of Kerrville as business-friendly and a good place for business.
- **Higher Wage Industry Growth:** Support and assist in efforts to organize, develop and accelerate growth and the competitive position of the region's current and emerging higher wage industry sectors.
- **Competitive Product Strategy:** Partner with (Alamo Colleges, Schreiner University, UTSA, KISD, Workforce Solutions and others) to improve the region's competitive position in the areas of workforce and talent recruitment.

##### 2. MARKETING AND PROMOTION

- **Middle-Market Recruitment:** Focus business outreach efforts on attraction and recruitment of small to mid-sized businesses, within Austin and San Antonio MSA, identified within the target industry sectors that can broaden the local employment base while allowing the local infrastructure to develop.

##### 3. BUSINESS DEVELOPMENT AND PROMOTION

- **Site Locaters, Consultants and Advisors:** Elevate awareness of the opportunities in Kerr County through proactive outreach to site locaters, consultants and industry advisors.



#### 4. BUSINESS NETWORKING

- **Economic Forum:** Work with City and County leaders to organize and launch an Economic Forum to create a peer region benchmarking program with Fredericksburg and Boerne to inform/educate regional leadership about common issues/concerns such as workforce, affordable housing and education/skills development.
- **Enhanced Company/Industry Research Platform:** Collaborate with UTSA, Alamo Colleges, Texas A&M Real Estate Center and Schreiner University to strengthen research capability and data collection in target sectors.

#### 5. INVESTOR RELATIONS AND ENGAGEMENT

- **Investor Relations and Engagement:** Bring together a cross section of business community members to review, analyze and understand investor opportunities, frame new investment tiers and support opportunities.

#### PROGRAM MEASUREMENT AND EVALUATION

KEDC is a strong proponent of the belief that “what gets measured gets done”. Measurement can be a powerful catalyzing force to engender a more inclusive overall economy. Therefore, the KEDC’s approach to program evaluation includes three types of assessment.

1. **Monitor Progress:** Success in carrying out program activities on schedule and within budget.
2. **Evaluate Effectiveness:** Determine whether efforts achieve prescribed objectives.
3. **Measure Impact:** Assess positive changes in the overall environment that relate to program actions.

Within this context, the KEDC will develop a system of performance assessments that evaluates both historical performance and functions as a management tool to drive future actions and results. With a clear understanding of what performance areas should be measured, KEDC can also develop a best practice approach to setting specific performance targets and goals.

## TOP-LEVEL METRICS AND PERFORMANCE INDICATORS

The following chart illustrates potential top-level Key Performance Indicators (KPIs) that have been identified to measure future performance. Specific threshold and target goals will be determined as performance is measured and monitored in the future.

| Annual Metric or Performance Measure             | Threshold Goals | Target Goals |
|--------------------------------------------------|-----------------|--------------|
| Projects Completed                               |                 |              |
| Jobs Announced                                   |                 |              |
| Payroll Announced                                |                 |              |
| Capital Investment Announced                     |                 |              |
| Absorption of Commercial/Industrial Space (S.F.) |                 |              |
| Average Wage                                     |                 |              |
| Lead Generation                                  |                 |              |
| Project Generation                               |                 |              |
| Prospects Hosted                                 |                 |              |
| Return on Investment                             |                 |              |
| Utilization of 4B Funding                        |                 |              |

### Action Items

- Design and implement a Quarterly Project Activity Report (Exhibit D) covering regional progress and organizational performance.
- Conduct specialized research, reports as required to highlight Kerr County's: business climate and cost; industry base; physical infrastructure; real estate availability; and talent pool.
- Convene biannual workshops with partnering agencies (City, County, EIC and KPUB) to refine program benchmarks.

## TARGETED INDUSTRIES & SECTORS

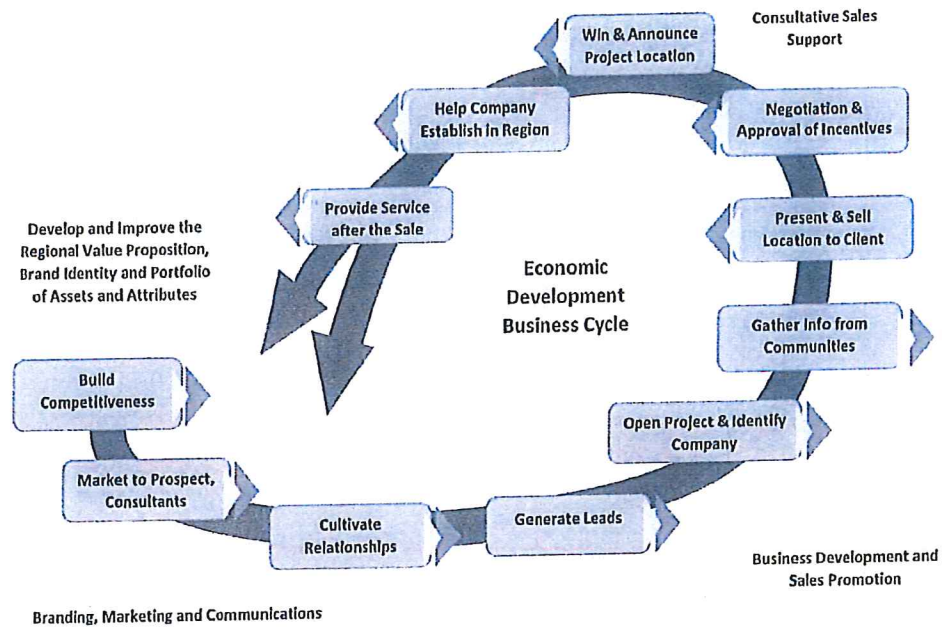
KEDC will continue to target industries where Kerr County has a natural advantage. Industry sectors that job creation efforts are focused on will periodically be reevaluated. The sectors currently being focused on include:

- Advanced Manufacturing
- Aviation, Aerospace & Defense
- Craft Agriculture
- Energy
- Food Processing & Storage
- Information, Analytics & Security
- Life Sciences & Healthcare

## STRATEGIES, OPERATIONAL PLANS AND TACTICS

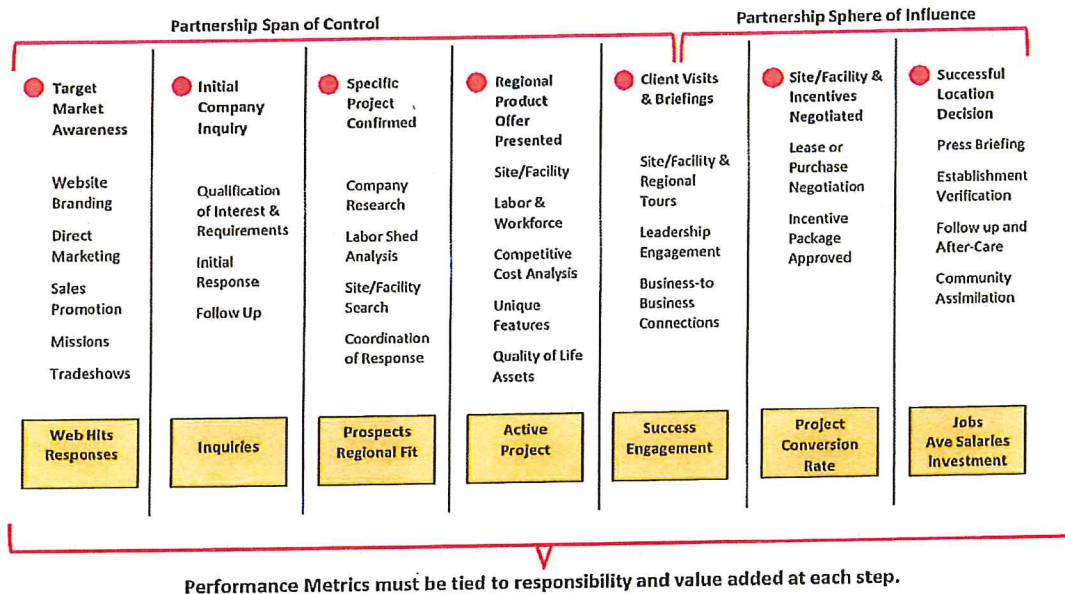
KEDC will concentrate its efforts where it can add value in the economic development business cycle.

Exhibit B



The chart below illustrates, how through “The Partnership,” KEDC will be more capable of shifting resources throughout the site selection process to ensure better business recruitment and attraction results.

### KEDC Action Chart



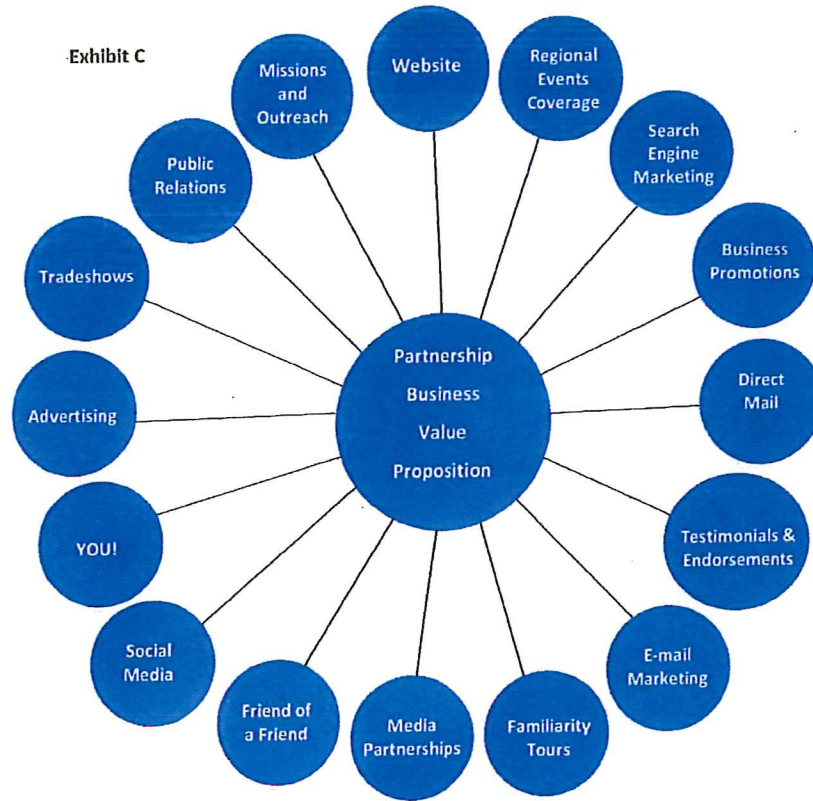
## MARKETING & COMMUNICATIONS

As 2018 is the initial year of the KEDC’s revised organizational structure and business plan, a marketing and promotional campaign will be required. A marketing campaign is necessary to create more opportunities to present the region’s locational advantages to qualified business and industry prospects.

The program includes a stronger branding program along with specific marketing and promotional program enhancements. The marketing campaign’s focus is on enhancing and building perceptions about Kerr County. This will be accomplished by marketing through a variety of means including advertising, direct mail, and website content as demonstrated in (Exhibit C).

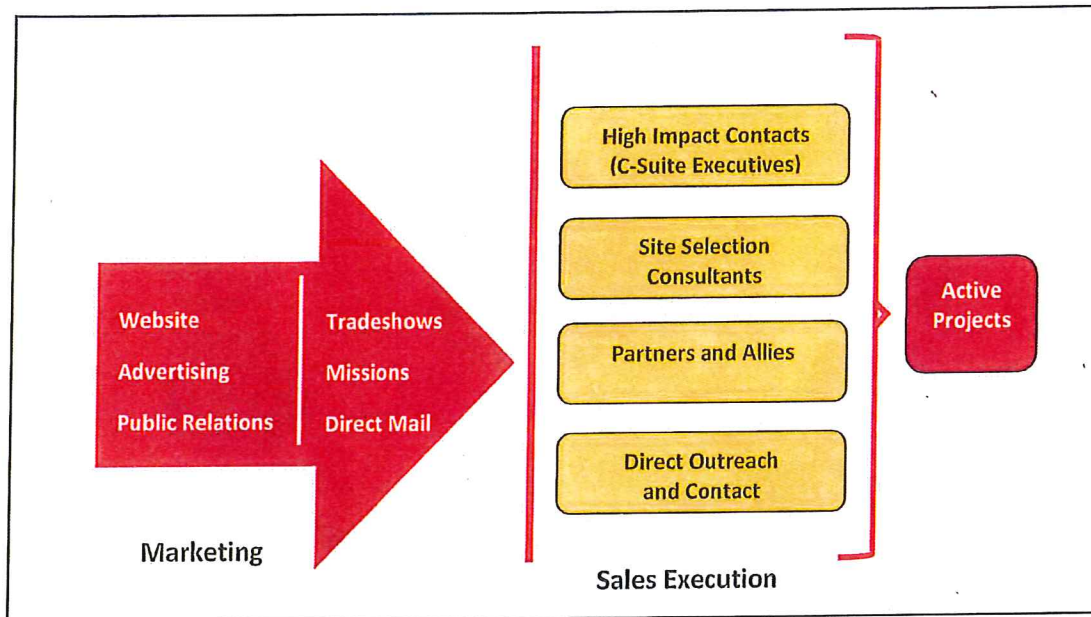


Exhibit C



Impact measures will include new leads that come directly as a result of the marketing and promotional campaign within targeted industries. The ultimate goal of the marketing campaign is to convert these leads into new business opportunities, new capital investment and new job creation for the region.

The image below demonstrates how coordinated marketing and branding efforts drive traffic to KEDC and manifests itself in terms of inquiries, leads and prospective business and industry clients. The Chamber of Commerce and the KEDC in collaboration with its regional partners will work to convert the increased traffic, leads and prospects into new business investment projects.



#### Action Items

- KEDC will conduct baseline research, regional identity/brand audit and prepare regional positioning assessment, retail and labor shed analysis, and business case.
- Organize and drive development of a regional identity and brand strategy platform, and an overall regional marketing and communications strategy and plan.
- Design and implement direct marketing and outreach to both site selection consultants and c-suite executives within targeted industries.
- Directly support and assist in the implementation of out-of-market business development missions to spread the Kerr County business identity message, positively change perceptions and generate leads.
- Continually refine and upgrade the messaging of the KEDC and Chamber website to coordinate messaging.
- Plan and execute a comprehensive regional communications program to ensure business and government leaders, stakeholders, partners and investors are educated and informed about the KEDC's efforts to implement the Five-Year Higher Wage Job Creation Strategy.
- Strategically involve local partners, stakeholders and investors in all efforts to spread the message of the Kerr County business identity.



## INVESTOR RELATIONS & EVENTS

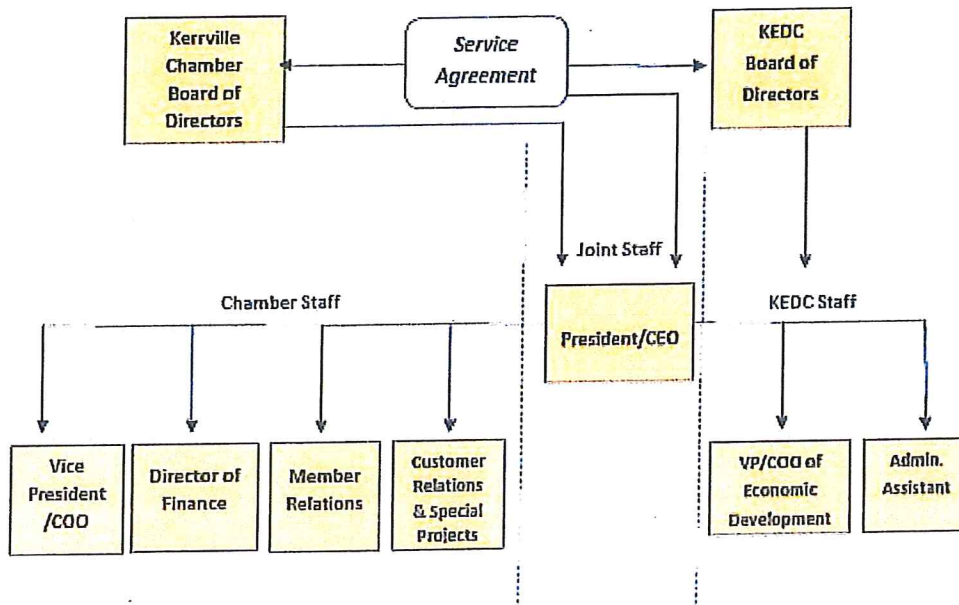
The KEDC's value is enhanced by effectively engaging both public and private stakeholders.

### Action Items

- Organize and staff investor relations meetings to review, analyze and understand investor concerns, new investment opportunities and regional support efforts.
- Plan, organize and recruit attendance for two (2) Investor Update sessions across the region.

## MANAGEMENT & OPERATIONS

The Partnership team is organized in a way to bring staff members of the Chamber and KEDC closer together under a single Executive responsible to both Boards. This organization is expected to eliminate administrative redundancies, streamline resources, and create a unified vision and voice. The Chamber retains the Executive as an employee and the KEDC contracts for services from the Chamber through a Service Agreement. The Executive will be the initial shared resource and other sharing will be considered as the Partnership develops. Formation of the Partnership does not require modification to either Organizations' Bylaws, and the Service Agreement will have a cancellation option with notice requirements. KEDC Staff will be hired through a KEDC Board approved process that involves the Joint President/CEO.

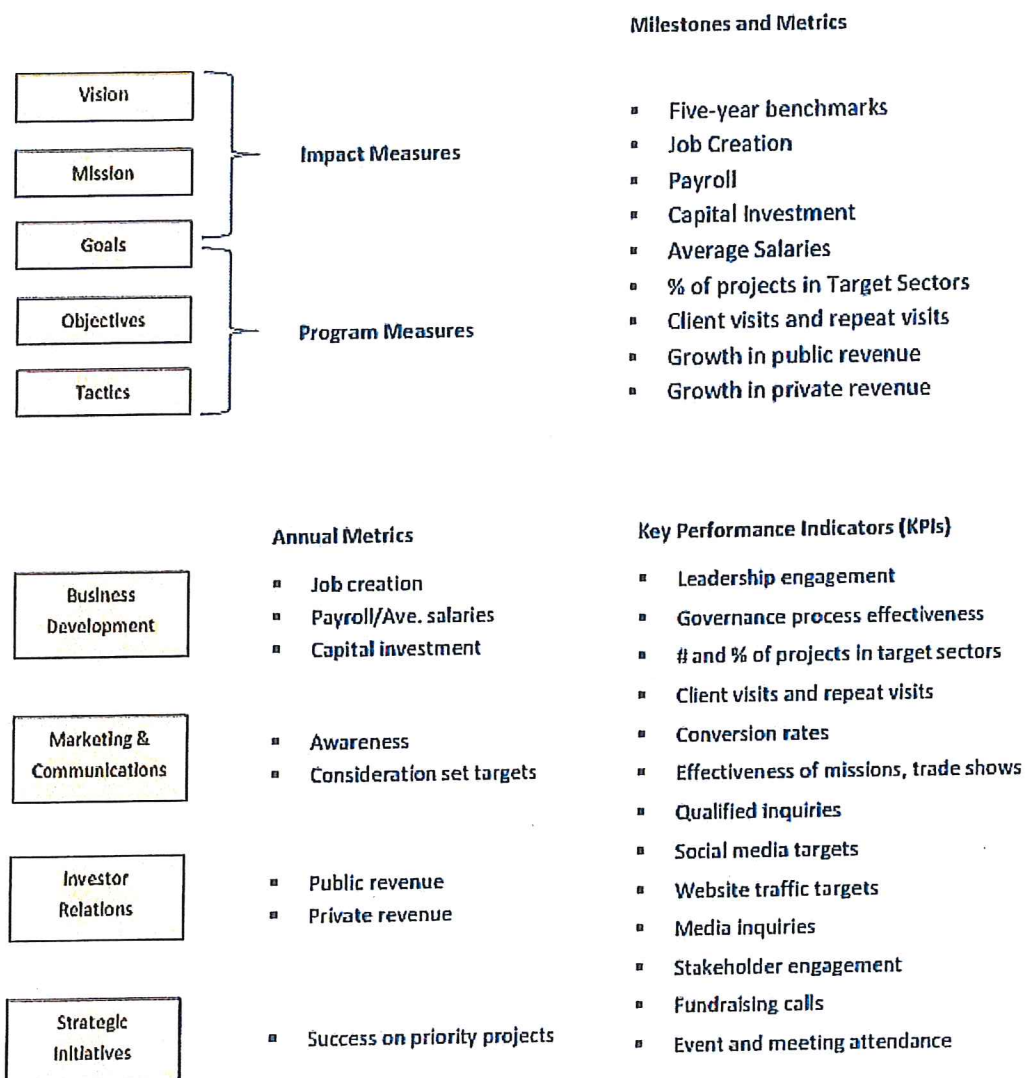


## BUDGETS & FUNDING

The proposed operating budget is shown below in Table 1. The table shows the current year, 2017/2018 Budget, 2017/2018 Forecast Year End Budget Performance, and the Proposed 2018/2019 Budget. Funding requests for 2018/2019 are the same as 2017/2018. Contract Services are increased primarily due to the engagement of a recruiter to fill the vacant VP/COO of Economic Development position. Operations is down due to reduced office lease cost with the Chamber Partnership. We recognize that there is a need to enhance the efficiency of our economic development efforts and believe that there are opportunities to make improvements through economies of scale and efficiency improvements.

| Table 1                   | 2017/2018<br>Budget | 2017/2018<br>Forecast YE | 2018/2019<br>Budget |
|---------------------------|---------------------|--------------------------|---------------------|
| <b>Beginning Balance</b>  | <b>112,873.09</b>   | <b>112,873.09</b>        | <b>111,546.33</b>   |
| <b>Income</b>             |                     |                          |                     |
| City of Kerrville         | 24,500.00           |                          | 24,500.00           |
| EIC                       | 140,000.00          | 140,000.00               | 140,000.00          |
| Kerr County               | 24,500.00           |                          | 24,500.00           |
| KPUB                      | 24,500.00           |                          | 24,500.00           |
| Other Income              |                     |                          |                     |
| <b>Total Income</b>       | <b>213,500.00</b>   | <b>140,000.00</b>        | <b>213,500.00</b>   |
| <b>Expense</b>            |                     |                          |                     |
| Business Recruitment      | 6,500.00            | 8,250.00                 | 6,500.00            |
| Website                   | 300.00              | 2,880.93                 | 2,880.00            |
| Marketing                 | 3,450.00            | 447.46                   | 3,450.00            |
| Business Expenses - Other | 20,000.00           | 235.90                   | 20,000.00           |
| Contract Services         | 3,500.00            | 11,227.97                | 16,166.67           |
| Operations                | 19,850.00           | 13,043.01                | 13,050.00           |
| Liability Insurance       | 900.00              | 1,700.00                 | 900.00              |
| Payroll Expenses          | 181,000.00          | 102,363.25               | 177,600.00          |
| Travel and Meetings       | 18,000.00           | 1,178.24                 | 18,000.00           |
| <b>Total Expenses</b>     | <b>253,500.00</b>   | <b>141,326.76</b>        | <b>258,546.67</b>   |
| <b>Net Income</b>         | <b>-40,000.00</b>   | <b>-1,326.76</b>         | <b>-45,046.67</b>   |
| <b>Ending Balance</b>     | <b>72,873.09</b>    | <b>111,546.33</b>        | <b>66,499.66</b>    |

## Exhibit A – Performance Measurement Framework



## **LEGAL ENTITY**

The Kerr Economic Development Corporation (KEDC) received its certificate of incorporation from the Texas Secretary of State on July 14, 2015. The business affairs of the KEDC are conducted by a board of 9 directors, all of whom have one vote on any proposition coming before the commission. As of July 2018, the KEDC Bylaws are being revised to add one additional director for the City of Kerrville and one additional director for the Kerr County Commissioners Court.

The day-to-day management of the organization is entrusted to a hired executive director that is evaluated annually by the board of directors. The leadership regularly meets the first Thursday of each month at 7:30 A.M. for monthly meetings. The officer seats of chair, vice-chair, treasurer and secretary are selected at the scheduled annual meeting in January.

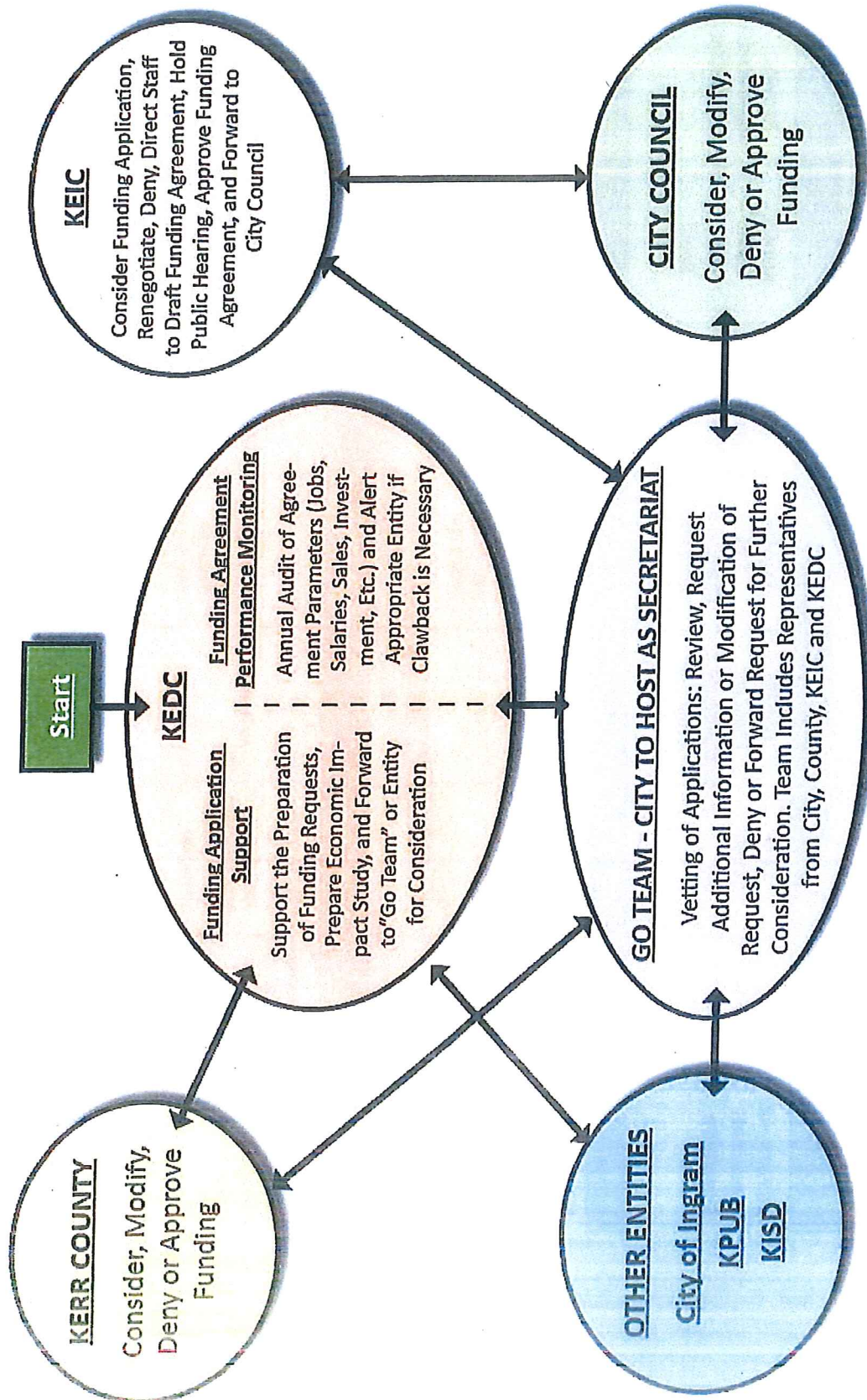
## **PROPOSED COMPOSITION OF THE KEDC BOARD OF DIRECTORS**

- One (1) representative from the Kerrville City Council (appointed by the City Council)
- One (1) representative from the Kerrville City Administration (appointed by the City Manager)
- Two (2) representatives from the Kerr County Commissioners Court (appointed by the Commissioners Court)
- One (1) representative of the Economic Improvement Corporation (appointed by the Economic Improvement Corporation)
- One (1) representative from the Kerrville Public Utility Board (appointed by the KPUB Board)
- One (1) representative from the Kerrville Chamber of Commerce Board of Directors (appointed by the Chamber of Commerce Board)
- Two (2) representatives from the Business Community (appointed by the KEDC Board)
- One (1) representative from the Kerrville Convention and Visitors Bureau (appointed by the CVB)
- One (1) representative from the Kerrville Independent School District (appointed by the KISD Board)

## **ECONOMIC DEVELOPMENT STAKEHOLDERS, PROCESSES, ROLES AND TOOLS**

The charts below illustrate the current processes, roles and tools for handling funding requests by the Stakeholders in our community. The first chart shows KEDC providing primary support for funding applications and the Go Team vetting those applications. The Go Team routes applications to the appropriate entities to consider those applications. A large project could have multiple applications being considered by different entities at the same time. The second chart illustrates each KEDC Stakeholder's lead role(s) and the types of tools or support provided by that Stakeholder.







| KEDC Stakeholders                                                                                                                                                                                                 |                                                                                                                                                                                                                                                          |                                                                                                                                                                                    |                                                              |                                                                                                                                                       |                                                                           |                                                                            |                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Kerr Economic Development Corporation                                                                                                                                                                             | City of Kerrville                                                                                                                                                                                                                                        | Kerr County                                                                                                                                                                        | Kerrville Economic Improvement Corporation                   | Kerrville Area Chamber of Commerce                                                                                                                    | Kerrville Convention and Visitors Bureau                                  | Kerrville Public Utility Board                                             | Kerrville Independent School District                                                   |
| Lead Role                                                                                                                                                                                                         |                                                                                                                                                                                                                                                          |                                                                                                                                                                                    |                                                              |                                                                                                                                                       |                                                                           |                                                                            |                                                                                         |
| <ul style="list-style-type: none"><li>- Entry Point for ED Opportunities</li><li>- Primary Jobs</li><li>- Recruitment</li><li>- Retention and Expansion</li><li>- Workforce Development &amp; Readiness</li></ul> | <ul style="list-style-type: none"><li>- Go Team Secretariat</li><li>- Housing</li><li>- Downtown</li><li>- Infrastructure</li><li>- Quality of Life</li><li>- Retail Development</li></ul>                                                               |                                                                                                                                                                                    |                                                              | <ul style="list-style-type: none"><li>- Start ups</li><li>- Incubators</li><li>- Expansion of Business</li><li>- Small Business Development</li></ul> | <ul style="list-style-type: none"><li>- Tourism</li></ul>                 |                                                                            |                                                                                         |
| Tools and Support                                                                                                                                                                                                 |                                                                                                                                                                                                                                                          |                                                                                                                                                                                    |                                                              |                                                                                                                                                       |                                                                           |                                                                            |                                                                                         |
| <ul style="list-style-type: none"><li>- Local Hub for Economic Development</li><li>- State Incentives</li></ul>                                                                                                   | <ul style="list-style-type: none"><li>- 380 Agreements</li><li>- Property tax Abatement</li><li>- TIRZ Creation</li><li>- Hotel Occupancy Tax (HOT) Rebates</li><li>- Retail Incentives</li><li>- Infrastructure</li><li>- Tourism Facilitator</li></ul> | <ul style="list-style-type: none"><li>- 381 Agreement</li><li>- Property tax Abatement</li><li>- TIRZ Participation</li><li>- Retail Incentives</li><li>- Infrastructure</li></ul> | <ul style="list-style-type: none"><li>- 4B Funding</li></ul> | <ul style="list-style-type: none"><li>- KEDC Partner</li><li>- Liason for Businesses</li><li>- SBA/SCORE</li></ul>                                    | <ul style="list-style-type: none"><li>- Marketing and Promotion</li></ul> | <ul style="list-style-type: none"><li>- Electric Rate Incentives</li></ul> | <ul style="list-style-type: none"><li>- Workforce Development &amp; Readiness</li></ul> |

## Exhibit B



# KEDC 2-YEAR ROADMAP & ECONOMIC DEVELOPMENT ECOSYSTEM

NOTE: 2050 is for Comprehensive Plan / AV is 2018-2022 Business Plan / COO is Immersion Tour / TIP is Traveler, Andy.

| BUSINESS RETENTION EXPANSION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | MARKETING TO KERRVILLE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | HUMAN CAPITAL PIPELINE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ENCOURAGING ENTREPRENEURS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | CORPORATE RECRUITMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | STAKEHOLDER COMMUNICATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ORGANIZATIONAL HOUSEKEEPING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          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| <b>INDUSTRIAL FOOTPRINT (2050-E4)</b><br>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.<br><br><b>SHOVEL READY (AV-Sec.2, TIP)</b><br>Create an Industrial Park Plan specific to development of the Hwy 27 corridor.<br><br><b>TARGET SECTORS (2050-E1; AV)</b><br>Advanced manufacturing<br>Aviation and aerospace<br>Food processing, storage<br>Information, Analytics<br>Energy<br>Healthcare and medical<br><br><b>INVENTORY (AV-Sec.2)</b><br>Conduct and maintain inventory of commercial and industrial property.<br><br><b>ECONOMIC INDICATORS (COO)</b><br>Researching, tracking local and national economic trends.               | <b>MARKET RESEARCH (COO)</b><br>Collection of data, combined with identifying and preparing content.<br><br><b>MARKET PROFILE (COO)</b><br>Vital tool for recruitment for the area, which needs to be created, published.<br><br><b>BRAND (TIP)</b><br>Leverage the Hill Country brand.<br><br><b>BRANDING (2050-E7)</b><br>Create a brand to promote Kerrville as the Capital of the Hill Country.<br><br><b>PROMOTIONS (AV)</b><br>Campaign to promote business recruitment for Kerrville. Creating a branding program, focus on building a better perception of Kerrville.<br><br><b>ASSETS (AV-Sec.2)</b><br>Create marketing materials specifically for site selectors:<br><ul style="list-style-type: none"> <li>Roadway information</li> <li>Airport Capacity</li> <li>Utilities</li> </ul>                             | <b>LABOR SHED (AV-Sec.3)</b><br>Update the labor shed analysis done by Avalanche Consulting.<br><br><b>COLLABORATE (AV-Sec.3)</b><br>Increase regional workforce initiatives through the collaboration of the local institutions.<br><br><b>BUILD BRIDGES (AV-Sec.3)</b><br>Between the private sector and workforce training: Build relationships between employers and educators; Form apprenticeship programs.<br><br><b>FRESH TALENT (TIP)</b><br>Schreiner University is the key to drawing fresh talent to Kerrville.<br><br><b>KISD (TIP)</b><br>Partnership with the school district to proactively address workforce needs.<br><br><b>WORKFORCE COMMISSION (COO)</b><br>Host the Texas Workforce Commissioner in order to obtain funding commitment, custom programs for local existing business. | <b>BUSINESS INCUBATION (2050-E1)</b><br>Develop program to support local entrepreneurs through an incubator facility, where KEDC would provide:<br><ul style="list-style-type: none"> <li>Technical assistance</li> <li>Access to financing options</li> <li>Low cost, rent for space</li> <li>Tap into retiree, mentors, leverage brain trust</li> </ul> <b>BRANDING (2050-E9/E11)</b><br>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.<br><br><b>SMALL BUSINESS (AV-Sec.1)</b><br>Support and participate in Gov. Small Business Forum.<br><br><b>MENTORING (AV-Sec.3)</b><br>Establish a SCORE Chapter for small business and entrepreneurs.<br><br><b>LOCAL EXPERIENCE (TIP)</b><br>Leverage local professional experience and wealth to grow small business. | <b>OUTREACH (AV-Sec.1)</b><br>Outreach missions targeting select high-impact companies.<br><br><b>SITE SELECTORS (AV-Sec.1)</b><br>Host site selectors as part of familiarity tour.<br><br><b>DELEGATIONS (AV-Sec.1)</b><br>Host business delegations.<br><br><b>KERV AIRPORT (TIP)</b><br>Airport has capacity for expansion, specifically in aviation and aerospace sector.<br><br><b>TARGET SECTORS (COO)</b><br>The KEDC will work with the following target sectors and in turn, work to develop subsectors from each:<br><ul style="list-style-type: none"> <li>Light Manufacturing</li> <li>Advanced manufacturing</li> <li>Aviation and aerospace</li> <li>Back office operations</li> <li>Healthcare and medical</li> <li>Tech spillover from AUS-SA</li> <li>CEO with ties to Kerrville</li> </ul> | <b>REPORTING (AV)</b><br>Implement Quarterly Reports to stakeholders and Biannual Workshops with partner entities.<br><br><b>STAKEHOLDER RETREAT (TIP)</b><br>Once per year, hosted by the KEDC with or without a consultant.<br><br><b>ANNUAL ECONOMIC FORUM (COO)</b><br>Host a keynote speaker, provide a State of Economic Development to stakeholders and the community.<br><br><b>ONE-ON-ONE VISITS (COO)</b><br>Meetings with KEDC Board and IEC Members on a periodic basis, to provide update and also receive input from each of the members.<br><br><b>COMMUNITY PRESENCE (COO)</b><br>Provide an update at all Kerrville area organizations, once per year for each identified community organization.<br><br><b>COLLABORATION (TIP)</b><br>Increase collaboration and cooperation to develop a regional approach to economic development. | <b>ED MASTER PLAN (2050-E1; TIP)</b><br>Develop a holistic economic development master plan outlining:<br><ul style="list-style-type: none"> <li>Goals</li> <li>Objectives</li> <li>Target Industries</li> </ul> <b>2YR ROADMAP (2050-E1; TIP; COO)</b><br>This plan of action which becomes the Master Plan for the next 2 years.<br><br><b>POLICIES, PROCEDURES (COO)</b><br>Articles of Incorporation and Bylaws have been created for the KEDC, but the missing component to complete the business are the Policies & Procedures.<br><br><b>ECONOMIC INCENTIVES (2050-E2)</b><br>Re-examine the EIC and City Incentive matrix in terms of:<br><ul style="list-style-type: none"> <li>Criteria, qualifying projects</li> <li>Identify, develop tools</li> <li>Flow, process of incentives</li> </ul> <b>CREATIVE INCENTIVES (2050-E5)</b><br>Develop creative financing mechanisms to diversify the community's economic development toolbox, i.e., state incentives.<br><br><b>PROSPECT FLOW CHART (COO)</b><br>Delineate the prospect development process, specifically with the KEDC and partnering entities.<br><br><b>IMPACT STUDIES (2050-E1)</b><br>Conduct economic impact studies / white papers / executive summaries for local industry and communicating to stakeholders.<br><br><b>ANNUAL REVIEW (2050-E2)</b><br>Periodic review and benchmark of the organization's effectiveness based on the KEDC's adherence to the adopted Strategic Economic Development Vision.<br><br><b>Non Committee: KEDC Staff Initiative w/ Board Involvement</b> |
| <b>RELATIONS, LOCAL INDUSTRY</b><br>Either new construction or existing facility, the KEDC BRE Program will provide guidance and foster:<br><ul style="list-style-type: none"> <li>Workforce contacts</li> <li>Construction</li> <li>Utility services (all)</li> <li>School districts</li> <li>Local college, university</li> <li>Supplier data base</li> <li>Logistics &amp; distribution</li> <li>Housing</li> <li>Real Estate</li> <li>Expansion plans</li> </ul> Ongoing communication with the company, tracking its growth and accommodating their needs.<br><br><b>COMMITTEE: Industry Roundtable Group</b><br>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. | <b>INHOUSE MARKETING PROGRAM</b><br>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:<br><ul style="list-style-type: none"> <li>New website</li> <li>Social media, messaging</li> <li>YouTube Channel</li> <li>Segments, City channel</li> <li>KEDC Economic Journal</li> <li>Community presentations</li> <li>Collateral material</li> <li>Newspaper editorials</li> <li>Prospect packets</li> <li>Market Profile</li> </ul> <b>COMMITTEE: 40-Under-40</b><br>The KEDC will work with the committee to coordinate the contest and host the event for the winners. | <b>HUMAN CAPITAL INITIATIVE</b><br>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:<br><ul style="list-style-type: none"> <li>Kerrville ISD</li> <li>Ingram ISD</li> <li>Workforce Solutions</li> <li>Texas Workforce (State)</li> <li>Alamo Colleges</li> <li>Schreiner University</li> <li>UT-San Antonio</li> <li>Other regional schools</li> </ul> The KEDC is supporting the Mayor's Housing Workforce Task Force, providing its expertise in economic development.                                                                                                                                                              | <b>ENTREPRENEUR DEVELOPMENT</b><br>The KEDC will be in a support role for both, the proposed incubator program being developed by Schreiner University and the Kerrville Chamber.<br><ul style="list-style-type: none"> <li>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:</li> <li>The Capital Factory</li> <li>Geekdom</li> <li>LiftFund (formerly Action)</li> <li>Fdi Consultant</li> <li>Local Entrepreneur Network</li> </ul> <b>COMMITTEE: Entrepreneur Dev.</b><br>Will focus on developing a program for Community Based Entrepreneur Growth and consequently a campaign to promote entrepreneurship in Kerrville.                                                         | <b>FOCUSED LEAD GENERATION</b><br>Leads will be coming in from different sources:<br><ul style="list-style-type: none"> <li>KEDC Research, internal lead generation</li> <li>Site Selector Network</li> <li>RFPs from Governor's Office</li> <li>Inbound calls and walk ins</li> <li>Website inquiries</li> <li>Referrals from other EDOs</li> <li>Consultants, mission specific</li> </ul> The KEDC will be in a support role with the following sectors:<br><ul style="list-style-type: none"> <li>Retail, commercial</li> <li>Quality of life and tourism</li> <li>Infrastructure, i.e. housing</li> </ul> <b>COMMITTEE: Aviation, Aerospace &amp; Space</b><br>Due to current prospect activity, the KEDC has an opportunity to create a cluster within the airport and at the Airport Commerce Park.    | <b>Stakeholder meetings (1-on-1)</b><br><ul style="list-style-type: none"> <li>Annual event</li> <li>Stakeholder retreat</li> <li>Quarterly reporting</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Completion, implementation of:</b><br><ul style="list-style-type: none"> <li>KEDC Roadmap, KEDC Policies &amp; Procedures, Incentives Policy, Impact Studies and Flow Chart(s)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>KEY PERFORMANCE INDICATORS</b> (Aligned with all plans)<br><ul style="list-style-type: none"> <li>Companies visited</li> <li>No. of expansion jobs</li> <li>Payroll from expansion</li> <li>Industrial Absorption Rates</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Website metrics</li> <li>Distribution of social media</li> <li>No. of earned media</li> <li>Consistency of messaging</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Increase in labor force</li> <li>Workforce program(s)</li> <li>Workforce training dollars</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>No. of entrepreneurs developed</li> <li>No. of seminars, workshops hosted for entrepreneurs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Jobs, payroll and CAP created</li> <li>Lead generation</li> <li>Increase in average wages</li> <li>Prospects hosted</li> <li>Project ROI from EIC Funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                      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## Exhibit C



## **Metrics for FY 2019-2020**

### **Business Retention and Expansion**

- Companies Visited: 30-34

### **Marketing to Kerrville**

- Social Media Engagement: 52 Posts across various platforms
- Economic Development Articles: 12

### **Encouraging Entrepreneurs**

- Seminars, Workshops, Events: 6-8

### **Corporate Recruitment**

- Lead Generation: 18-22
- Prospects/Site Selectors Hosted: 2-4

### **Stakeholder Communication**

- Annual Economic Development Forum: 1
- Stakeholder Retreat: 1
- Quarterly Reporting: 4 per stakeholder



## Exhibit D

## Proposed Budget FY19/20

DRAFT

|                                     | Projected YE 18-19 | 18-19 Budget  | 19/2020      |
|-------------------------------------|--------------------|---------------|--------------|
| <b>Income</b>                       |                    |               |              |
| 40000 Income                        |                    |               |              |
| 40100 City of Kernville             | 24,500.00          | 24,500.00     | 50,000.00    |
| 40200 EIC                           | 140,000.00         | 140,000.00    | 250,000.00   |
| 40300 Kerr County                   | 24,500.00          | 24,500.00     | 50,000.00    |
| 40400 KPUB                          | 24,500.00          | 24,500.00     | 50,000.00    |
| Total 40000 Income                  | \$ 213,500.00      | \$ 213,500.00 | \$400,000.00 |
| <b>Other Income</b>                 |                    |               |              |
| 71000 Carryover Income              | 88,083.25          | 88,083.25     | 19,196.95    |
| Total Other Income                  | \$ 88,083.25       | \$ 88,083.25  | 19,196.95    |
| Net Other Income                    | \$ 88,083.25       | \$ 88,083.25  | 19,196.95    |
| Total Income                        | \$ 301,583.25      | \$ 301,583.25 | \$419,196.95 |
| <b>Expenses</b>                     |                    |               |              |
| Total 60000 Business Expenses       | \$ 30,083.47       | \$ 32,830.00  | 43,000.00    |
| Total 61000 Contract Services       | \$ 82,454.31       | \$ 66,766.67  | 71,567.00    |
| Total 63000 Operations              | \$ 8,914.72        | \$ 8,250.00   | 21,883.00    |
| Total 65000 Other Types of Expenses | \$ 875.00          | \$ 900.00     | 900.00       |
| Total 66000 Payroll Expenses        | \$ 131,800.00      | \$ 131,800.00 | 214,050.00   |
| Total 68000 Travel and Meetings     | \$ 22,226.40       | \$ 18,000.00  | 42,600.00    |
| Reimbursements                      | 6,000.00           | 6,000.00      | 6,000.00     |
| Uncategorized Expense               | 32.40              |               |              |
| Total Expenses                      | \$ 282,386.30      | \$ 264,546.67 | 400,000.00   |
| Net Operating Income                | \$ 19,196.95       | \$ 37,036.58  | 19,196.95    |

EIC Board of Directors Meeting, July 15, 2019

## **Proposed Budget FY19/20**

---

Business Recruitment \$20,000

- Focused corporate recruitment mission
- Major metro area (*campaign to identify CEOs*)
- C-level executives with ties to Kerrville

Marketing & Design \$23,000

- Website, collateral material, etc.
- Developing local marketing program

## **Proposed Budget FY19/20**

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Business Recruitment \$20,000

- Focused corporate recruitment mission
- Major metro area (*campaign to identify CEOs*)
- C-level executives with ties to Kerrville

Marketing & Design \$23,000

- Website, collateral material, etc.
- Developing local marketing program

## **Proposed Budget FY19/20**

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Training \$ 5,000

- Staff development

Meals & Entertainment \$12,000

- Prospect visits, hosting delegations, etc.

Outside Contract Services \$12,667

- Consultants, Economic impact analysis, etc.

Conferences \$10,000

- Fees associated with IEDC and TEDC

EIC Board of Directors Meeting, July 15, 2019



## **Proposed Budget FY19/20**

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### Travel

**\$17,000**

- Conferences
- Site Selectors Guild
- Prospect Activity
- Events, inbound & outbound



**TO BE CONSIDERED BY THE CITY COUNCIL  
CITY OF KERRVILLE, TEXAS**

---

**SUBJECT:** Administrative Services Contract between the City of Kerrville, Texas and the City of Kerrville, Texas Economic Improvement Corporation in the amount of \$185,000.

**AGENDA DATE OF:** September 24, 2019      **DATE SUBMITTED:** Aug 16, 2019

**SUBMITTED BY:** Sherry Mosier

**EXHIBITS:** [20190821\\_Contract\\_Administrative Services between CoK & EIC.pdf](#)

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| <b>Expenditure<br/>Required:</b> | <b>Remaining Budget<br/>Balance in<br/>Account:</b> | <b>Amount Budgeted:</b> | <b>Account Number:</b> |
|----------------------------------|-----------------------------------------------------|-------------------------|------------------------|
| \$185,000                        | \$185,000                                           | \$185,000               | N/A                    |

**PAYMENT TO BE MADE TO:** City of Kerrville

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|                             |                                                                                                                                                                                                                                                                         |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kerrville 2050 Item?</b> | Yes                                                                                                                                                                                                                                                                     |
| <b>Key Priority Area</b>    | E - Economic Development                                                                                                                                                                                                                                                |
| <b>Guiding Principle</b>    | E2. Develop policies, processes and programs, including economic incentives, which are clear and consistently applied by a team of City and partner economic development entities working with stakeholders and focused on attracting, retaining and expanding business |
| <b>Action Item</b>          | N/A                                                                                                                                                                                                                                                                     |

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**SUMMARY STATEMENT:**

The City of Kerrville provides services to the EIC through an annual Administrative Services contract. This contract includes services for project management, engineering, financial, legal, and administrative support. The approved EIC budget for FY 2020 compensates the City \$185,000 for these services. The current contract expires on September 30th, 2019 thus necessitating a new contract for FY2020, which will begin October 1st, 2019.

Attached is the FY 2020 Administrative Services Contract between the City of Kerrville and the EIC. This item was unanimously approved by the EIC at their September 19th regular meeting.

**RECOMMENDED ACTION:**

Approve the Administrative Services Contract between the City of Kerrville, Texas, and the City of Kerrville, Texas Economic Improvement Corporation in the amount of \$185,000.00.

**ADMINISTRATIVE SERVICES CONTRACT  
BETWEEN CITY OF KERRVILLE, TEXAS AND  
CITY OF KERRVILLE, TEXAS ECONOMIC IMPROVEMENT CORPORATION**

**THIS CONTRACT** is entered into as of the \_\_\_\_ day of August 2019, by and between the City of Kerrville, Texas, ("City"), and the City of Kerrville, Texas Economic Improvement Corporation ("EIC") for and in consideration of the following promises and conditions:

**ARTICLE I**  
**SERVICES PROVIDED BY CITY**

City shall provide the following services to EIC subject to the limitations and conditions set forth below:

- A. **Engineering and Project Management Services:** City agrees to provide engineering and project management services, to include design, bid, and construction phases, for EIC-funded projects that involve improvements to City and/or public property. City may contract for engineering, project management, or construction services that may be necessary and EIC agrees to pay for such services as part of a project, which will be specified within a project agreement, and which is authorized by the EIC to be funded in whole or in part by sales tax revenues generated pursuant to the authority of Chapters 501, 502, and 505 of the Texas Local Government Code.
- B. **Legal Services:** City agrees the City Attorney will be the legal advisor of, and attorney for, EIC, which representation will include review of documents, contracts, and other instruments as to form and legality, the conduct of legal research, and, if requested, the issuance of legal opinions. In the provision of legal services by the City Attorney, the City Attorney shall provide such services only if the provision of legal services to EIC does not unreasonably impair his ability to provide legal services to the City. For example, in the event the City Attorney determines that a legal or ethical conflict exists between the City and the EIC, the EIC agrees that the City Attorney may continue to represent the City on such matter notwithstanding such conflict, provided the City Attorney has made reasonable disclosure of the conflict to the president of the EIC. Where a conflict exists, EIC may hire counsel of its own choice at EIC expense, subject to its budget, to include any undesignated reserve cash balance but not to exceed an overall expense of \$50,000.00. The City Attorney may contract at times for specialized legal services with respect to a project approved by EIC and EIC shall pay for such services.
- C. **Financial Services:** City agrees to provide accounting, banking, and investment services, including accounts receivable, accounts payable, disbursement of funds per agreements, investments, record keeping, financial reporting, and an audit of

all funds. The City will provide a report at each regular monthly meeting of the EIC, such report to include a statement of revenues and expenditures for all funds and a cash flow analysis on a form approved by the EIC.

- D. **Administrative Services**: City will provide services from the City Manager to include secretarial and other clerical services, including taking minutes and preparation of resolutions and correspondence related to the operation of EIC. The City Manager or designee will engage with the EIC in a manner comparable to the role identified by Section 6.04 of the City Charter.
- E. **Investment Officer**: The City's Chief Financial Officer will serve as the EIC's investment officer in accordance with the EIC's Investment Policy, as may be amended.
- F. **Regulatory Financial Reporting**: The City's Chief Financial Officer shall prepare all financial reports required by state and federal regulatory agencies.
- G. **Annual Audit**: The City's Chief Financial Officer shall include the EIC's financial information as part of the City's Comprehensive Annual Financial Report (CAFR).
- H. **Project Reports**: The City Manager or designee shall provide a report at each regular monthly meeting of the EIC on all ongoing projects, which are subject to a funding agreement with the EIC. These reports shall include the status and estimated completion date of each project and verification that performance criteria are being met.
- I. **Staff Reports**: The City Manager or designee shall prepare a report on each application for EIC funds, such report to include the following information:
  - 1. Complete Application
  - 2. Financial Impact Analysis
    - a. Total payroll
    - b. Payroll multiplier
    - c. Sales and ad valorem tax generation
  - 3. Return on Investment Analysis
    - a. Property tax – City, County, and KISD
    - b. Sales tax – City and County

- c. Payroll multiplier
- d. Timeline by which return is realized

4. Feasibility Analysis

- a. Land – size, zoning, platting, building/fire codes
- b. Building – size, suitability, condition
- c. Infrastructure – water, wastewater, streets, drainage, electricity, public safety

**J. Prospect Support Services:** The City Manager or designee shall ensure that the following support services as provided by City staff are provided to the EIC in the review and processing of applications for EIC funds:

- 1. receive applications;
- 2. evaluate applications for completeness;
- 3. determine eligibility;
- 4. facilitate submission before the EIC;
- 5. provide technical evaluation;
- 6. provide recommendations;
- 7. coordinate with other aligned agencies/entities; and
- 8. identify appropriate incentives and programs.

**ARTICLE II**  
**COMPENSATION**

In consideration of the provision by City to EIC of the services described in Article I, above, EIC shall pay City **\$185,000.00** for the term specified below. It is agreed by the parties that this compensation is equal to the reasonable value of the services anticipated to be provided by City to the EIC. City shall deduct the payment required hereunder upon receipt of said sales tax revenues from the Comptroller of Public Accounts for the State of Texas.

**ARTICLE III**  
**TERM**

The term of this Contract commences on October 1, 2019, and ends on October 1, 2020, subject to earlier termination as provided herein and extension by agreement of the parties hereto.



**ARTICLE IV**  
**TERMINATION**

This Contract may be terminated by City or EIC for any reason, with or without cause, not earlier than thirty (30) days prior to delivery to the non-terminating party of a written notice of termination. EIC agrees to pay City the reasonable cost of services rendered by City up to the date of termination.

**ARTICLE V**  
**GOVERNING LAW**

This Contract is subject to, governed by, and construed in accordance with the laws of the State of Texas.

**IN WITNESS WHEREOF**, the parties hereto have executed this Contract in the year and as of the date indicated.

**CITY OF KERRVILLE, TEXAS**

**CITY OF KERRVILLE, TEXAS  
ECONOMIC IMPROVEMENT  
CORPORATION**

By: \_\_\_\_\_  
Mark L. McDaniel, City Manager

By: \_\_\_\_\_  
Kenneth Early, President

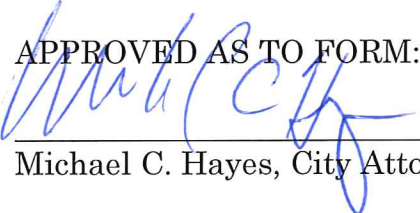
ATTEST:

ATTEST:

\_\_\_\_\_  
Shelley McElhannon, City Secretary

\_\_\_\_\_  
Kayla McInturff, Secretary of EIC

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Michael C. Hayes, City Attorney

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**TO BE CONSIDERED BY THE CITY COUNCIL  
CITY OF KERRVILLE, TEXAS**

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**SUBJECT:** Progress Report regarding Development Services Improvements.

**AGENDA DATE OF:** September 24,  
2019

**DATE SUBMITTED:** Sep 17, 2019

**SUBMITTED BY:** Guillermo Garcia

**EXHIBITS:** [2019-9-19\\_Development Services Improvements.pdf](#)

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| <b>Expenditure<br/>Required:</b> | <b>Remaining Budget<br/>Balance in<br/>Account:</b> | <b>Amount Budgeted:</b> | <b>Account Number:</b> |
|----------------------------------|-----------------------------------------------------|-------------------------|------------------------|
| \$0                              | N/A                                                 | \$0                     | N/A                    |

**PAYMENT TO BE MADE TO:** N/A

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**Kerrville 2050 Item?** Yes

**Key Priority Area** F - Public Facilities and Services

**Guiding Principle** F1. Commit to maintaining high-quality, cost-effective public services and facilities consistent with anticipated growth and ensure cost-effective use and maintenance of these assets

**Action Item** F1.7 - Continue to evaluate Development Services processes and enhance the consistency and timeliness of services

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**SUMMARY STATEMENT:**

The following presentation will provide City Council with an ongoing update of the continuous improvement efforts within the Development Services Department. This presentation will highlight the following changes:

- Business planning: Development Services in an effort to plan and prepare for the future revised its departmental business plan by using a strategic planning model. This has enabled the department to identify a new mission, values, and strategic objectives.
- Organizational changes: Additional organizational changes have been made to increase productivity and communicate new roles within the department.
- MyGovernmentOnline software update: Ongoing implementation of the new software will include the implementation of the code, health, and planning modules.
- Process improvement: Highlights of the process changes that are occurring and have been implemented.

**RECOMMENDED ACTION:**

No Action is required.



# ***Development Services***

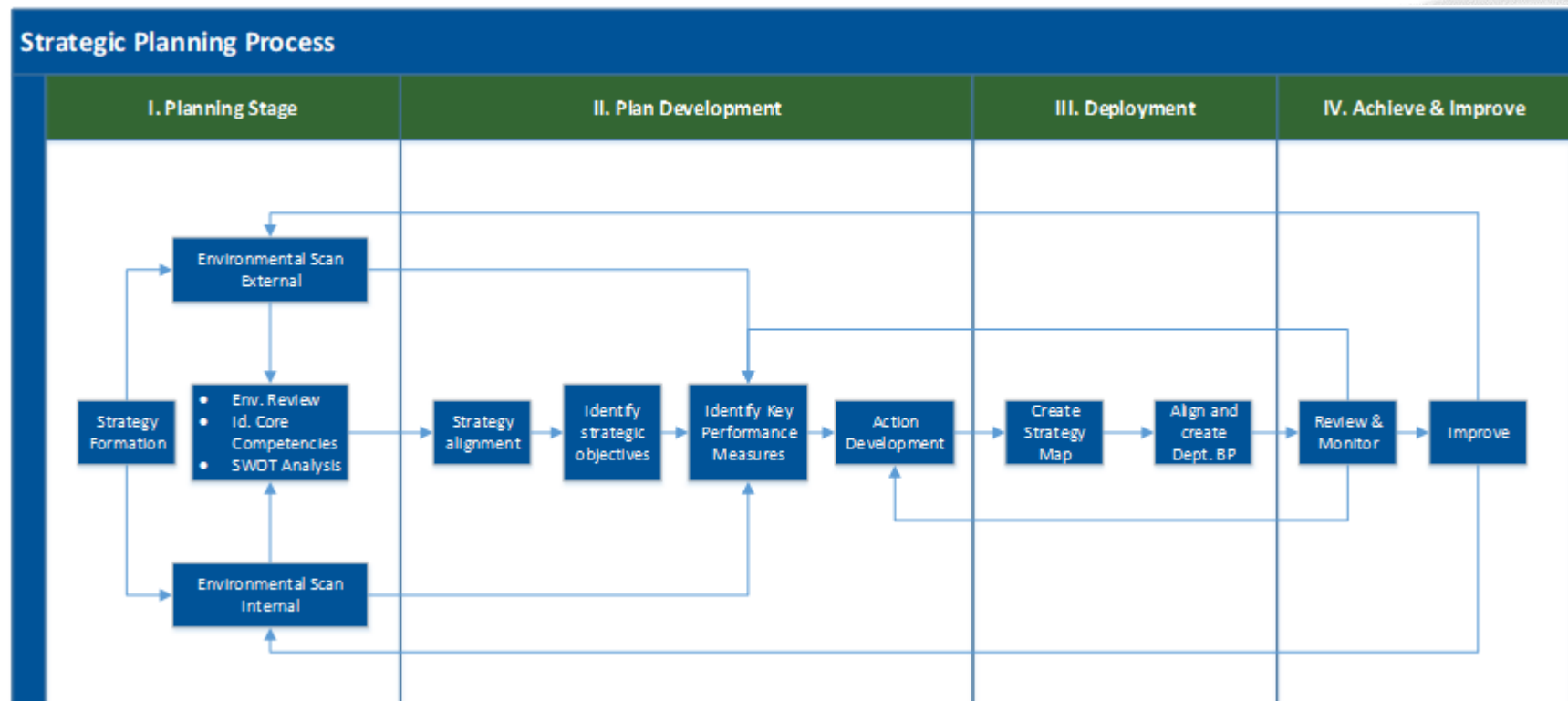
## ***Improvements***





# New Business Plan

To be successful it is imperative to have successful processes and to have a business plan. The following chart indicates the process used to develop a new strategy for Development Services:





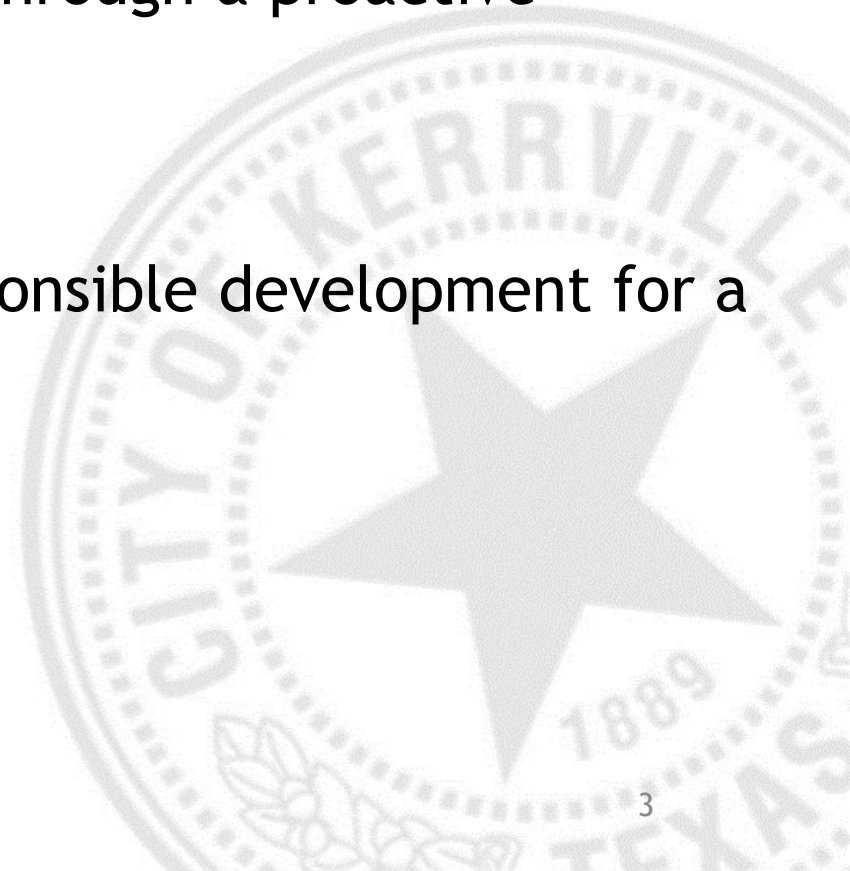
# Development Services Purpose

Old:

To continually ensure the quality of life in the City of Kerrville through consistent enforcement of codes and ordinances using innovative regulation and customer education, as well as through a proactive consultation process with customers and users.

New:

We serve to protect the public by ensuring responsible development for a thriving community.







# New Business Plan

## Values:

1. **Safety:** Ensuring a workplace that is focused on the well-being of staff, customer, and community
2. **Honesty:** Being truthful, fair, and deserving of the trust of others
3. **Customer Service:** Exceeding the expectations of internal and external customers
4. **Growth:** Embrace opportunities to learn and improve
5. **Consistency:** Delivering consistent and dependable services with the highest levels of professionalism
6. **Innovation:** Empowering staff to be curious, adventurous, and creative



# New Business Plan

## Strategic Objectives:

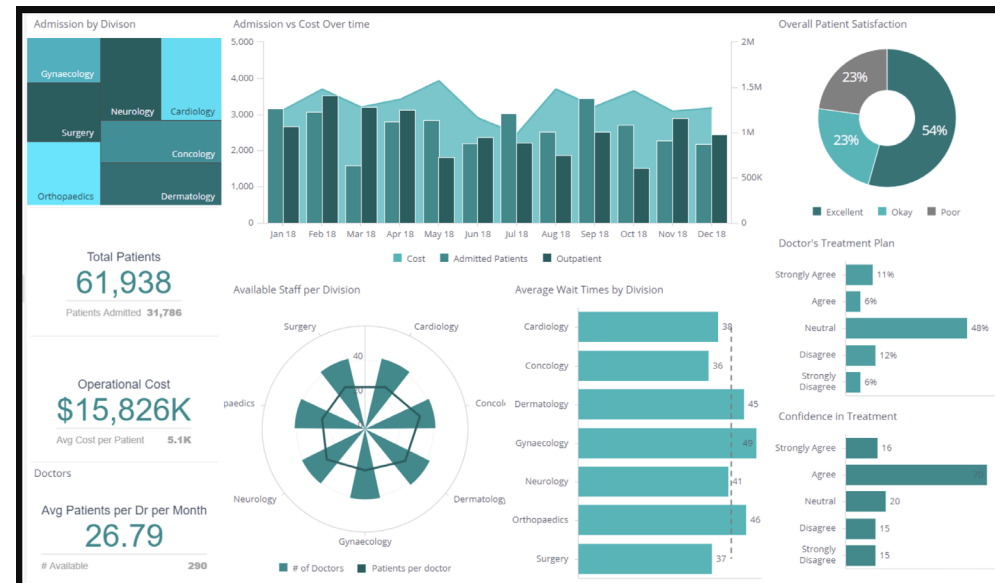
|            | STRATEGIC OBJECTIVES                                                                              | KEY PERFORMANCE INDICATORS | TARGET | ACTIONS |
|------------|---------------------------------------------------------------------------------------------------|----------------------------|--------|---------|
| WORKFORCE  | Promote growth and development of staff                                                           |                            |        |         |
|            | Promote a positive culture of safety, respect, action, continuous improvement, and accountability |                            |        |         |
|            | Leverage technology to improve efficiency                                                         |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |
| CUSTOMER   | Facilitate safe community growth                                                                  |                            |        |         |
|            | Ensure customer service that exceeds expectations                                                 |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |
| OPERATIONS | Lower operating costs through continuous improvement                                              |                            |        |         |
|            | Ensure responsive and efficient processes                                                         |                            |        |         |
|            | Ensure effective communication externally and internally                                          |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |
| FINANCIAL  | Ensure fiscal responsibility of assigned funding                                                  |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |
|            |                                                                                                   |                            |        |         |



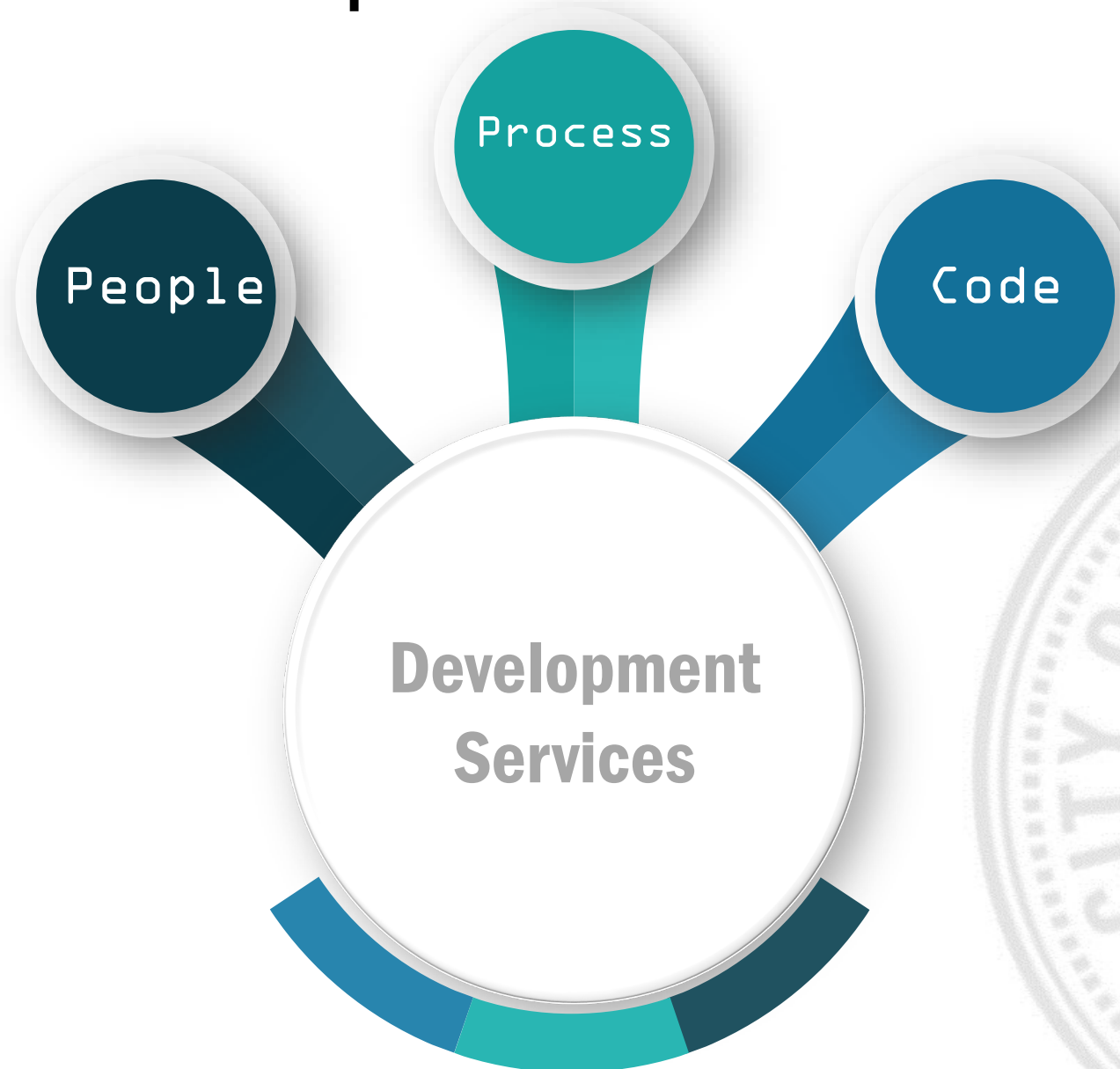
# New Business Plan

## Next Steps:

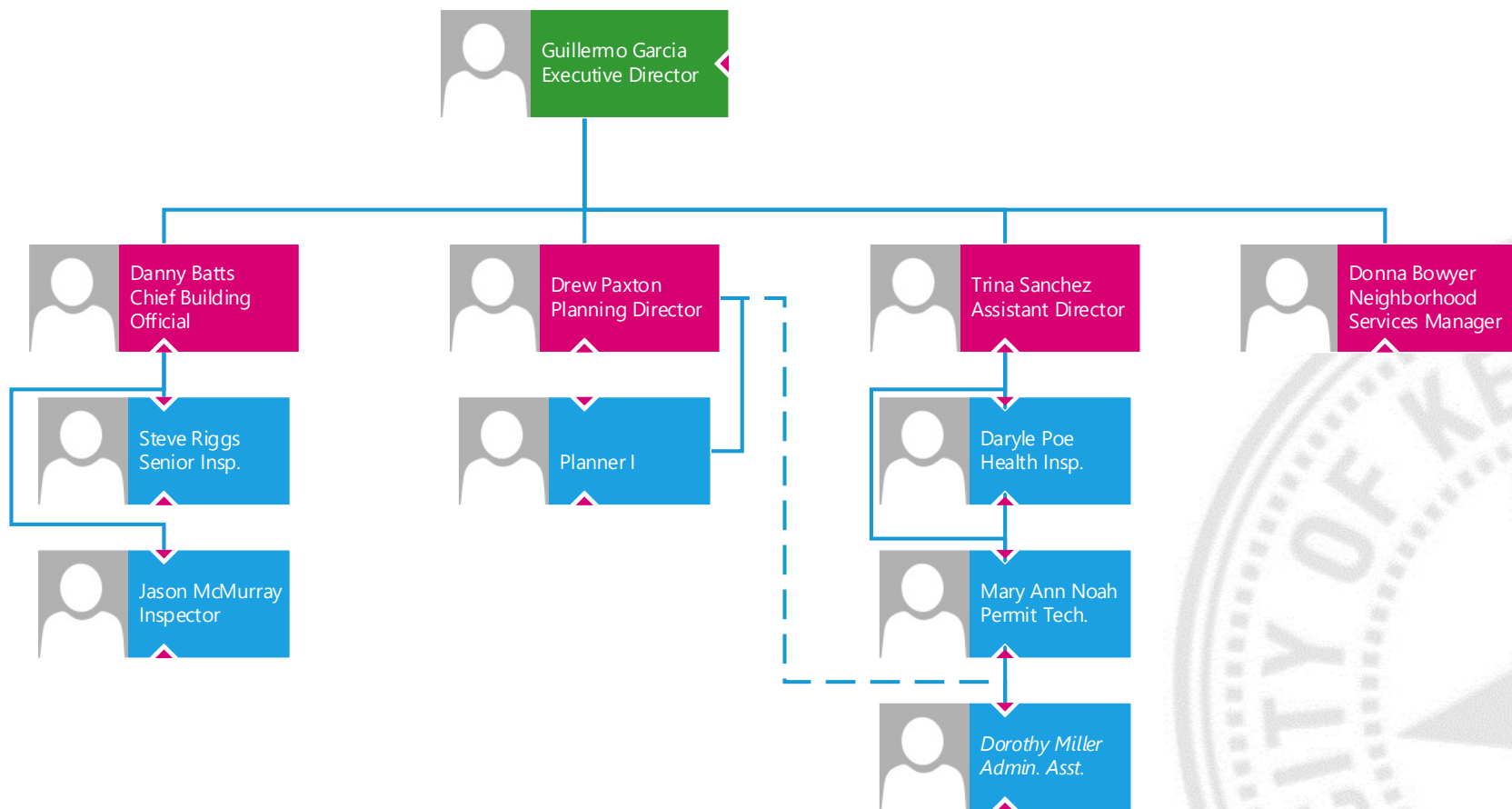
- Finalize the Key Performance Indicators
- Identify actions
- Update new Business Plan
- Create Dashboard



# Continuous Improvement



# Organizational Chart





# Organizational Chart

## Position Changes:

- Planner I
  - Repurposing of the position that was formally the Chief Planning Officer
  - Take on more responsibility of the administrative functions of the Administrative Assistant.
  - Allows Administrative Assistant position to focus on front desk responsibilities



# Organizational Chart

## Position Changes:

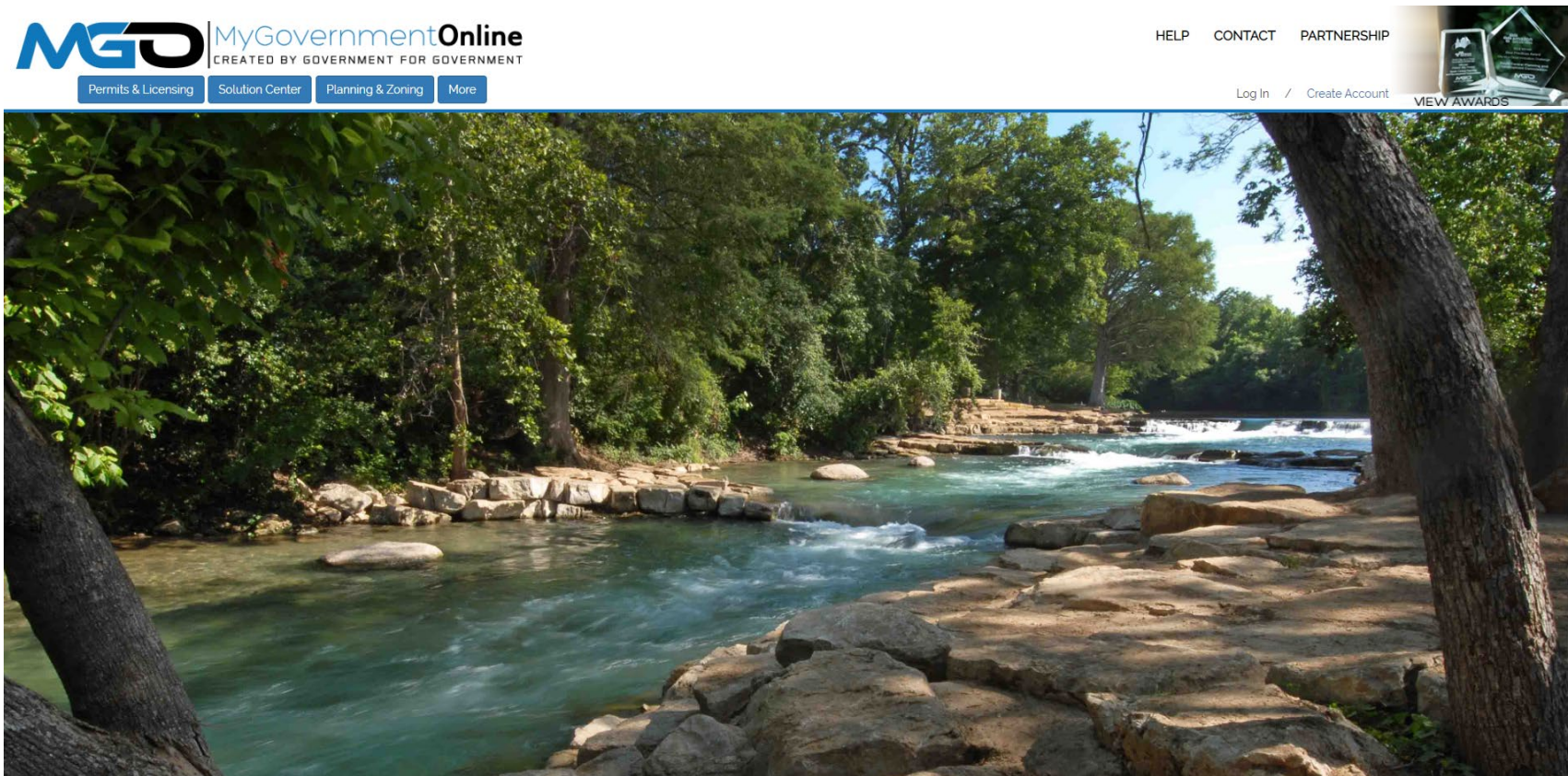
- Neighborhood Services Manager
  - Enhancing the duties of the position that was formally the Code Enforcement Officer
  - Position will focus on supporting the new Neighborhood Engagement Team (NET)
  - Coordinate with other departments to assist neighborhoods to address opportunities for improvement



# My Government Online

Process

New software:







# My Government Online

Process

My Government Online:

- Permitting/Inspections
- Planning
- Code/Health Enforcement



# My Government Online

## My Government Online:

- Additional internal training with MGO
  - Mid - October - Code/Health
  - Mid - December - Planning
- Address issues



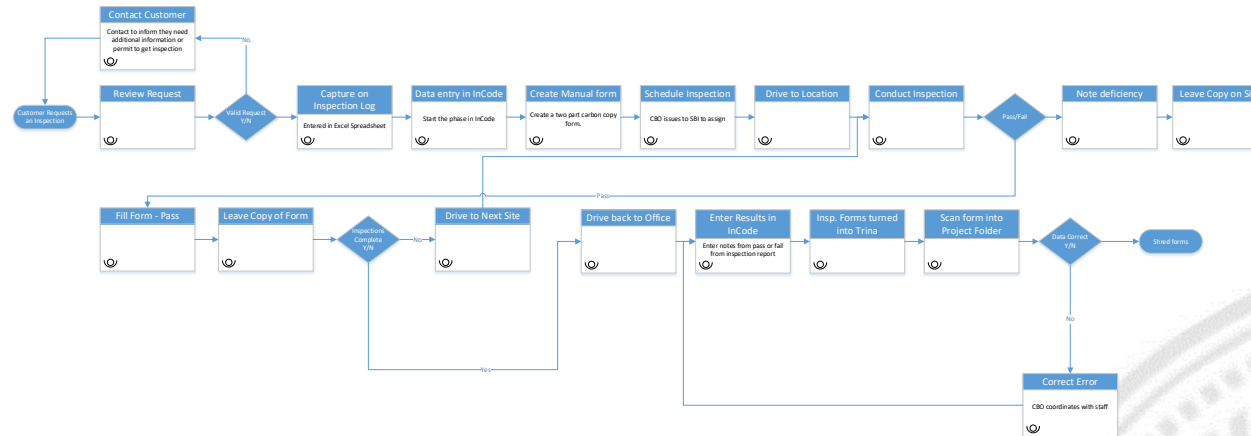


# ***Building Services***

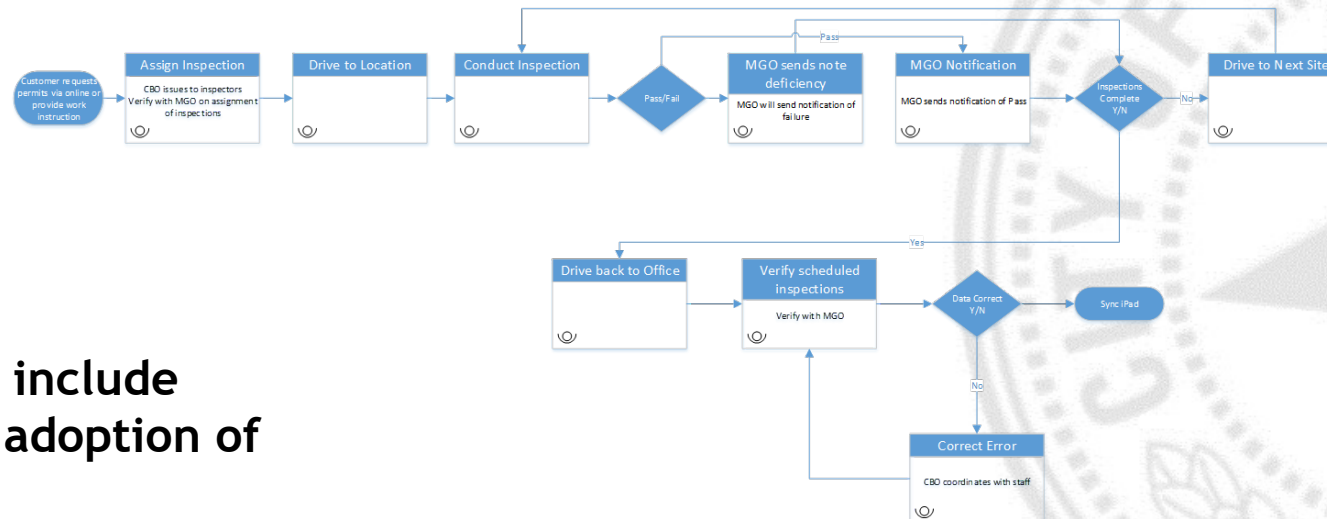


# Inspection Process

Old Process  
18 steps



New Process  
10 steps



Modified process to include changes due to the adoption of MGO





# Next

- October
  - Dangerous Building ID Process
- November
  - Contractor Registration Process
- December
  - Commercial Inspection Process
  - Residential Inspection Process

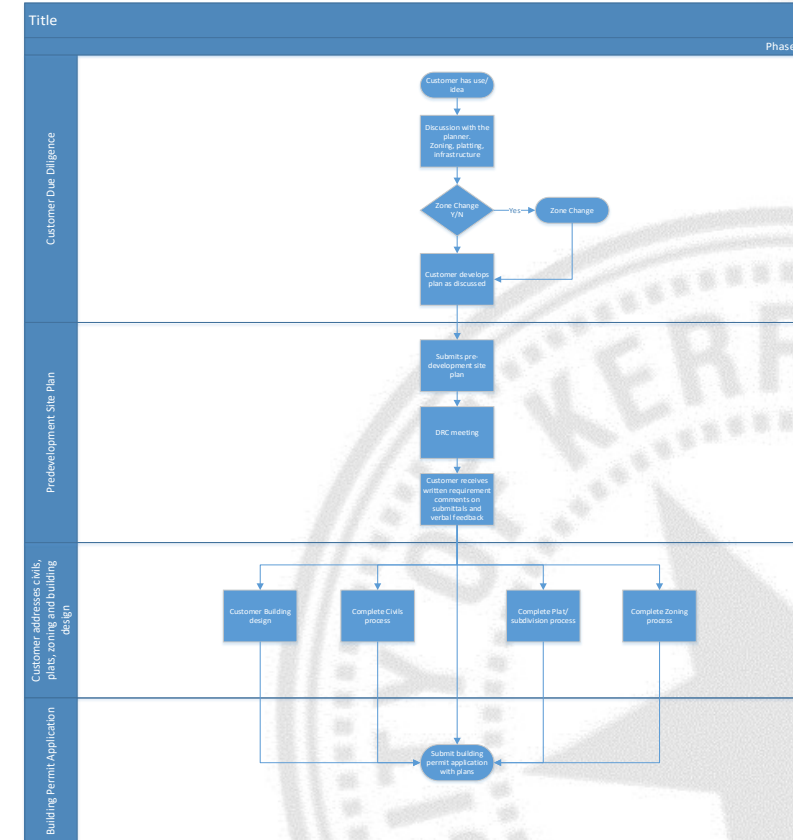


# ***Planning Division***



## Process

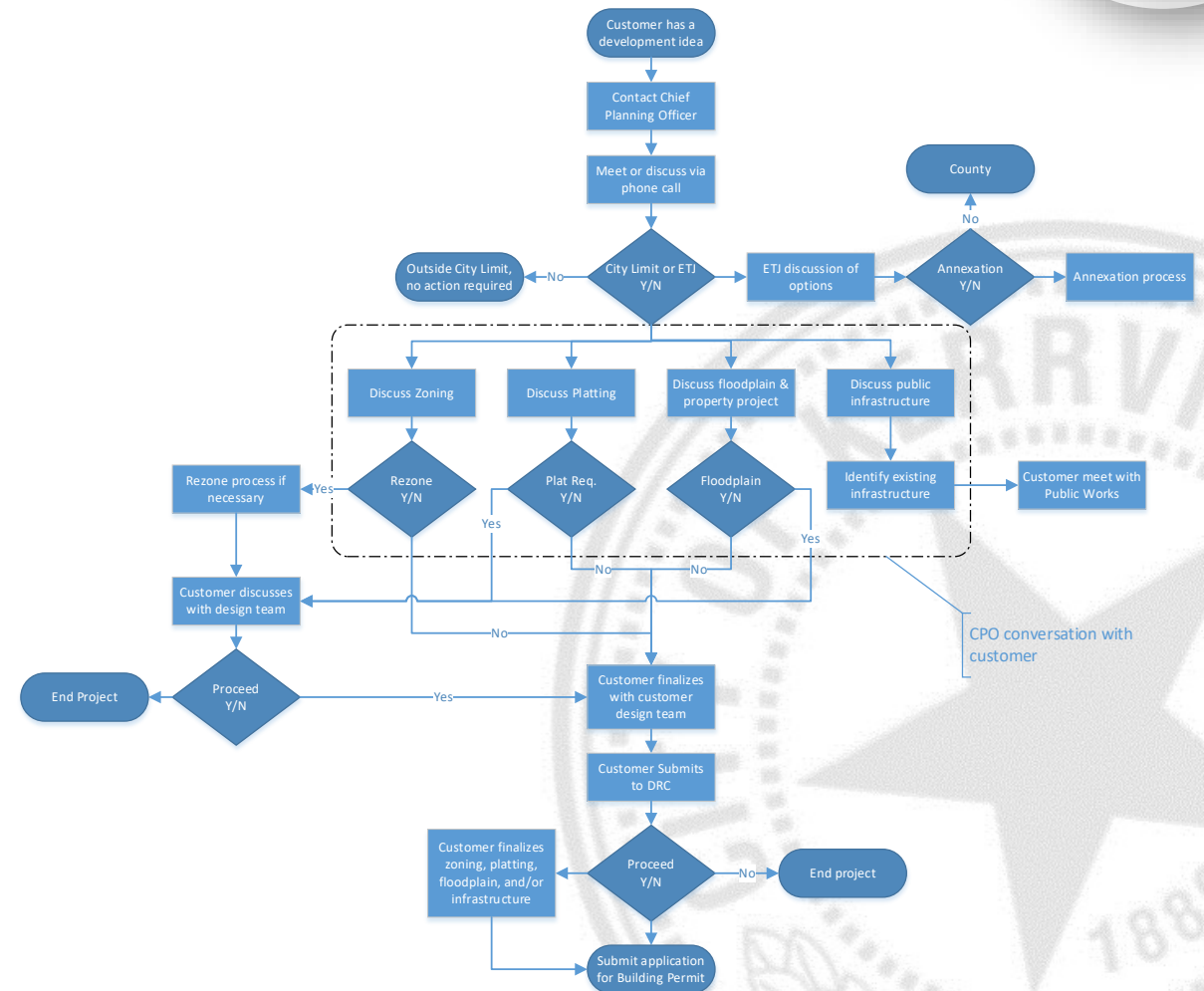
## Old Process: 12 steps



18

# Predevelopment Process

The predevelopment process was loosely developed. Instead of mapping the current process team felt an entirely new approach was needed.





# Next

- October
  - Site Plan Review Process
  - Long Range Planning Process
- November
  - P&Z Case Process
  - ZBA Case Process
- December
  - Annexation Case Process
  - Addressing Process
- January
  - Ordinance Amendment Process
  - Land Use Inventory Process
  - Development Agreement Tracking Process





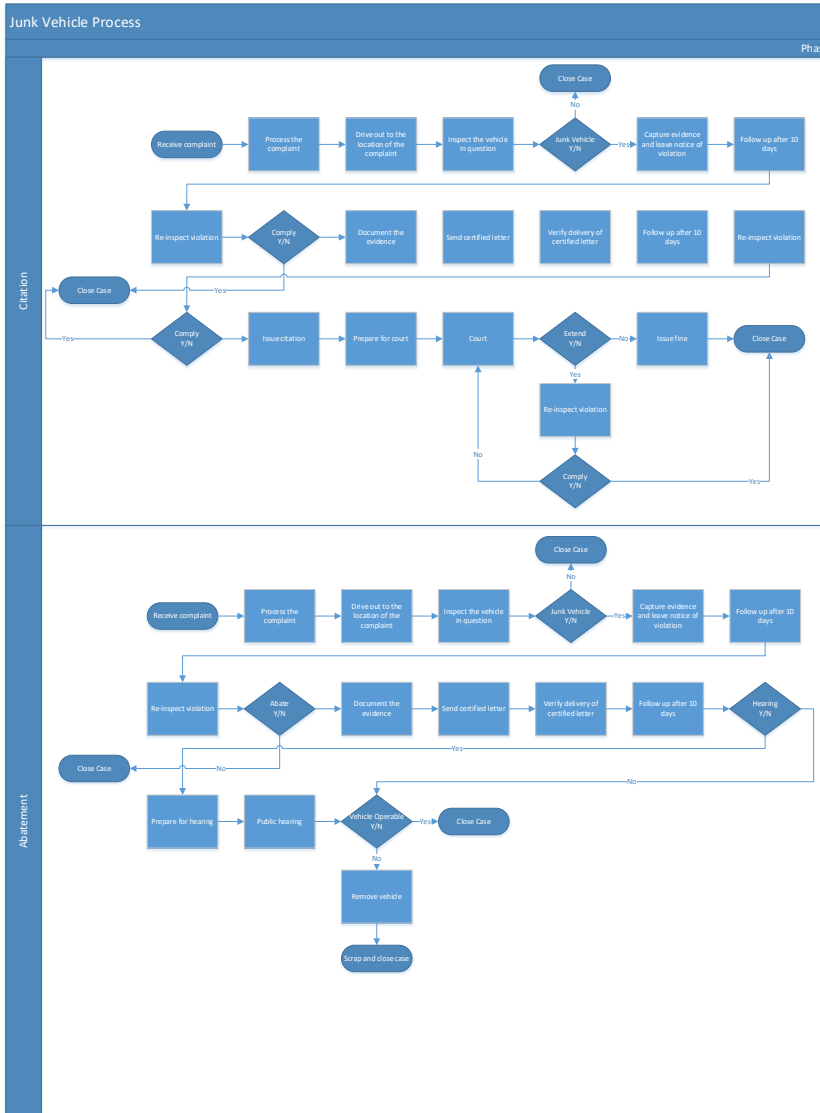
# **Code Enforcement**





# Junk Vehicles

## Process





# Next

- October
  - Hotel/Motel Inspection Process
  - Boarding Home Process
- November
  - Court Case Management Process
  - Food Inspection Process
- December
  - Commercial Pool Testing & Registration Process
  - Health Complaint Process





# Code

Code

## Codes:

- Approved:
  - Zoning Code
- Pending Approval
  - Subdivision Code
  - Overlay Zones
  - Dark Sky, Landscape, etc. Codes or Guidelines
  - Sign Code
  - Building Code
  - Pool Code
  - Fire Safety Code

