



KERRVILLE CITY COUNCIL WORKSHOP AGENDA
AUGUST 18, 2020 10:00 AM
CITY HALL, COUNCIL CHAMBERS
701 MAIN STREET, KERRVILLE, TEXAS



***Council Meeting Procedures during the Disaster Declaration
and Citizen/Public Participation Guidelines***

COVID-19 (Coronavirus) provides a unique concern in that gathering members of the public, City Council, and City staff within a physical setting constitutes a public health risk. On March 16, 2020, the Texas Governor suspended certain requirements of the Open Meetings Act to permit open meetings to occur in a fully virtual setting (e.g., telephonic or videoconference meeting). In an effort to avoid and mitigate health risks, and limited occupancy levels in Council Chambers, City Council will convene in a virtual forum and attendance will be limited to only those persons essential to holding the meeting. No member of the public will be admitted into City Hall during this time. **Despite the necessity to restrict public access to Kerrville City Council meetings in the interest of public health during the COVID-19 pandemic, citizens and visitors are welcome to participate in Kerrville City Council meetings in several alternate ways as outlined below.**

Instructions for callers:

Dial one of the following toll free numbers: **1-877-853-5247** or **1-888-788-0099**.

If you cannot get through on one number, call the other number.

When your call is answered you will hear **"Welcome to Zoom, enter your Meeting ID followed by pound"**. Enter in the Meeting ID below followed by the pound sign (#).

The Meeting ID is **956 9984 3635#**.

If the moderator has not started the meeting, you will hear "The meeting has not started yet, please hold or call back later." Citizens must call in by 9:45 a.m., August 18, 2020 and register with the Zoom moderator, and each speaker is limited to four minutes.

Once you have called into the meeting, your microphone will be placed on mute and your call will be placed in the call queue. At this point, you will hear silence on the phone. Do not hang up. The moderator will unmute your microphone as he/she is going down the list. Once the meeting has started, you will be able to listen to proceedings even if your microphone is muted.

The moderator will be accepting calls starting at 9:00 a.m. Place your call before the 9:45 a.m. deadline in order to participate in speaking on a specific item. You will be queued to speak. Any calls made after the 9:45 a.m. deadline will not be answered, and microphones will be kept muted. Each speaker is limited to four minutes.

Instructions for written comments:

Written comments will be accepted for any agenda items, including Public Hearings. You are required to provide your first and last name, address, and identify the item you wish to comment on. All information must be provided in order for your comments to be read into record.

Written comments can be provided two different ways:

- **OPTION 1 by hard copy** – Comments may be dropped off at the City Hall Utility Payments Drop-Box on the north side of City Hall by 9:45 a.m. the evening of the Council meeting.
- **OPTION 2 by email** - Comments can be emailed to **shelley.mcelhannon@kerrvilletx.gov** and must be received by 9:45 a.m. the evening of the Council meeting. In addition, anyone may email Councilmembers via their City email addresses as specified on the City's website.

Citizens may view and hear the City Council meetings on Spectrum Channel 2 or by live-streaming via the City's website (www.kerrvilletx.gov). City Council meetings are recorded and the recordings are posted on the City's website.

Thank you for your participation!



KERRVILLE CITY COUNCIL WORKSHOP AGENDA
AUGUST 18, 2020 10:00 AM
CITY HALL, COUNCIL CHAMBERS
701 MAIN STREET, KERRVILLE, TEXAS



CALL TO ORDER

1. PUBLIC COMMENTS:

A member of the public may address City Council regarding an item on this agenda. Comments must be relevant to the agenda item. This is not intended to be a question and answer session. Speakers must call in by 9:45 a.m. and register with the Zoom moderator. Citizens may also submit written comments to be read into record. Written comments must be received by 9:45 a.m., either emailed to shelley.mcelhannon@kerrvilletx.gov or dropped off at the City Hall Utility Payments Drop-Box. Each speaker is limited to four minutes.

2. INFORMATION AND DISCUSSION:

- 2A. Kerrville Economic Development Board budget
- 2B. Economic Improvement Corporation budget
- 2C. Kerrville Convention and Visitors Bureau budget

ADJOURN



Proposed KEDC Budget FY 2020-2021

Gilberto Salinas, Executive Director
Theresa Metcalf, BRE Manager
Kerr Economic Development Corp.



YTD Deliverables

Project Pipeline

Roadmap 2021

Proposed Budget



YTD Deliverables

KEDC Business Ecosystem

KEDC 2-YEAR ROADMAP & ECONOMIC DEVELOPMENT ECOSYSTEM

BUSINESS RETENTION EXPANSION		MARKETING TO KERRVILLE		HUMAN CAPITAL PIPELINE		ENCOURAGING ENTREPRENEURS		CORPORATE RECRUITMENT		STAKEHOLDER COMMUNICATION		ORGANIZATIONAL HOUSEKEEPING	
INDUSTRIAL FOOTPRINT INDEXER Survey industrial sites, creating a footprint index to track growth and retention.	MARKET RESEARCH (2021) Conduct a comprehensive market research study to identify growth opportunities and challenges.	MARKET RESEARCH (2021) Conduct a comprehensive market research study to identify growth opportunities and challenges.	MARKET RESEARCH (2021) Conduct a comprehensive market research study to identify growth opportunities and challenges.	MARKET RESEARCH (2021) Conduct a comprehensive market research study to identify growth opportunities and challenges.	MARKET RESEARCH (2021) Conduct a comprehensive market research study to identify growth opportunities and challenges.	BUSINESS INCUBATION (2021-22) Develop a program to support local entrepreneurs through mentorship, training, and resources.	OUTREACH (2021-22) Conduct outreach to local businesses and organizations to promote KEDC programs and services.	REPORTING (2021-22) Develop a system to track and report on KEDC activities and outcomes.	ED MASTER PLAN (2021-22) Develop a master plan for KEDC activities and outcomes.	2YR ROADMAP (2021-22) Develop a two-year roadmap for KEDC activities and outcomes.	2YR ROADMAP (2021-22) Develop a two-year roadmap for KEDC activities and outcomes.	2YR ROADMAP (2021-22) Develop a two-year roadmap for KEDC activities and outcomes.	2YR ROADMAP (2021-22) Develop a two-year roadmap for KEDC activities and outcomes.
SHOVEL READY (2021-22) Create a shovel-ready program to attract and retain businesses.	BRAND (2021) Develop a brand identity for KEDC.	BRAND (2021) Develop a brand identity for KEDC.	BRAND (2021) Develop a brand identity for KEDC.	BRAND (2021) Develop a brand identity for KEDC.	BRAND (2021) Develop a brand identity for KEDC.	BRANDING (2021-22) Develop a branding strategy for KEDC.	KEY AIRPORT (2021-22) Develop a program to support local businesses at the airport.	DELEGATIONS (2021-22) Develop a program to support local businesses through delegations.	ANNUAL ECONOMIC FORUM (2021-22) Develop an annual economic forum for KEDC.	ONE-ON-ONE VISITS (2021-22) Develop a program to support local businesses through one-on-one visits.	COMMUNITY PRESENCE (2021-22) Develop a program to support local businesses through community presence.	ECONOMIC INCENTIVES (2021-22) Develop a program to support local businesses through economic incentives.	ECONOMIC INCENTIVES (2021-22) Develop a program to support local businesses through economic incentives.
TARGET SECTORS (2021-22) Identify target sectors for KEDC focus.	ASSETS (2021-22) Identify and leverage local assets.	ASSETS (2021-22) Identify and leverage local assets.	ASSETS (2021-22) Identify and leverage local assets.	ASSETS (2021-22) Identify and leverage local assets.	ASSETS (2021-22) Identify and leverage local assets.	WORKFORCE COMMISSION (2021-22) Develop a workforce commission to address workforce needs.	LOCAL EXPERIENCE (2021-22) Develop a program to support local businesses through local experience.	FOCUS ON LEAD GENERATION (2021-22) Develop a program to support local businesses through lead generation.	HILL COUNTRY 200 (2021-22) Develop a program to support local businesses through Hill Country 200.	PROSPECT FLOW CHART (2021-22) Develop a prospect flow chart for KEDC.	IMPACT STUDIES (2021-22) Develop impact studies for KEDC.	ANNUAL REVIEW (2021-22) Develop an annual review for KEDC.	ANNUAL REVIEW (2021-22) Develop an annual review for KEDC.
INVENTORY (2021-22) Conduct an inventory of local businesses and resources.	INHOUSE MARKETING PROGRAM (2021-22) Develop an inhouse marketing program for KEDC.	INHOUSE MARKETING PROGRAM (2021-22) Develop an inhouse marketing program for KEDC.	INHOUSE MARKETING PROGRAM (2021-22) Develop an inhouse marketing program for KEDC.	INHOUSE MARKETING PROGRAM (2021-22) Develop an inhouse marketing program for KEDC.	INHOUSE MARKETING PROGRAM (2021-22) Develop an inhouse marketing program for KEDC.	COMMITTEE: Entrepreneur Dev. Develop a committee to support entrepreneurship development.	COMMITTEE: Human Capital Develop a committee to support human capital development.	COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.	COMMITTEE: Agriculture Develop a committee to support agriculture development.	COMMITTEE: Healthcare Develop a committee to support healthcare development.	COMMITTEE: Education Develop a committee to support education development.	COMMITTEE: Arts & Culture Develop a committee to support arts and culture development.	COMMITTEE: Environmental Develop a committee to support environmental development.
ECONOMIC INDICATORS (2021-22) Develop a system to track and report on economic indicators.	RELATIONS, LOCAL INDUSTRY (2021-22) Develop a program to support local businesses through relations and industry.	RELATIONS, LOCAL INDUSTRY (2021-22) Develop a program to support local businesses through relations and industry.	RELATIONS, LOCAL INDUSTRY (2021-22) Develop a program to support local businesses through relations and industry.	RELATIONS, LOCAL INDUSTRY (2021-22) Develop a program to support local businesses through relations and industry.	RELATIONS, LOCAL INDUSTRY (2021-22) Develop a program to support local businesses through relations and industry.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.	COMMITTEE: Key Performance Indicators Develop a committee to support key performance indicators.



YTD Deliverables

Business Retention & Expansion

30-34 Companies Visited / Supported / Conferenced

Top 10 Private Employers

Smaller Mfg. Firms

Medical / Health Sector

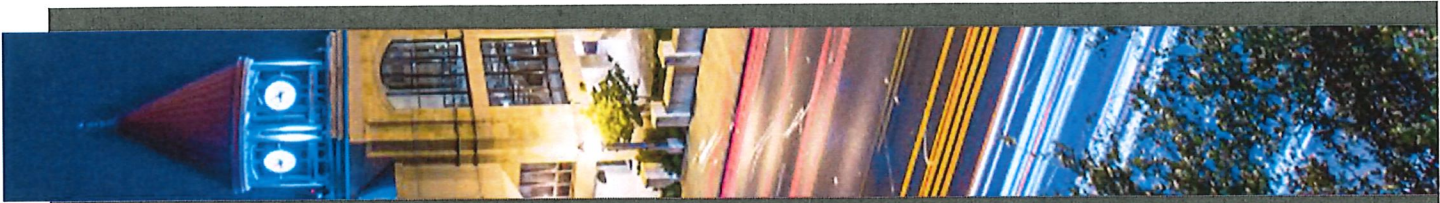
Construction Companies

Oil & Gas, Energy

194 No. of Respondents to Business Survey

13 Featured in 'Over the Fence Podcast'

200-plus Contact with small businesses, since pandemic



YTD Deliverables

Human Capital / Workforce

KEDC Collaborated with following:

- Workforce Solutions – Kerr
- Texas Workforce Commission
- Alamo Colleges – Kerrville
- Kerrville ISD (*Visit from state*)

Hosted Texas Workforce Commissioner

- Julian Alvarez, Commissioner – Labor
- Dale Robertson, Executive Director

Texas Skills Development Funding for:

Killdeer Mountain	\$364,000
All Plastics	\$115,000



YTD Deliverables

Encouraging Entrepreneurs

Seminars, workshops, events, etc.

Hill Country Economic Summit

Roundtables (webinar & in person)

1-On-1 Visits at Office

40-Under-40 Campaign

‘Over the Fence’ Podcasts / Webinars

Small Business Series with Office of the Gov.

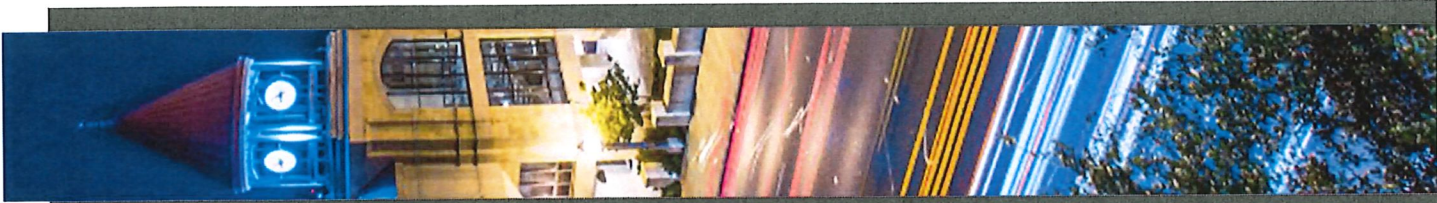
KerrvilleTogether.com Portal for Entrepreneurs



YTD Deliverables

Marketing Kerrville

- 5 Social Media Outlets
 - Facebook / Twitter
 - LinkedIn / Instagram
 - YouTube Channel
- 16 'Over the Fence' Podcasts
- 10 Covid Community Update with City of Kerrville
- 34 Newspaper / Magazine Articles / Press Releases
- 4 Webinars for Small Business & Industry
- 4 National Conference / Webinar / Aerospace Panel
- 4,400 Joint Webinar with Office of Governor



YTD Deliverables

Marketing Kerrville

- 5 Social Media Outlets
 - Facebook / Twitter
 - LinkedIn / Instagram
 - YouTube Channel

16 'Over the Fence' Podcasts

10 Covid Community Update with City of Kerrville

34 Newspaper / Magazine Articles / Press Releases

4 Webinars for Small Business & Industry

4 National Conference / Webinar / Aerospace Panel

4,400 Joint Webinar with Office of Governor

KerrvilleTogether.com

Kerrville CVB

City of Kerrville

Kerrville Chamber

KPUB

Gov. Office



YTD Deliverables

Stakeholder Communication

Quarterly reporting (KEDC Highlights)

Stakeholder retreat (Follow up from 2019)

One-on-One visits

Economic development forum

Hill Country Economic Summit

Roundtable with Commissioner Alvarez

Second roundtable with KMM & Top 5 Employers

Organizational Housekeeping

2-Year Roadmap (Adding resiliency component)

KEDC Policies & Procedures

Revamp Economic Incentives Guidelines



YTD Deliverables

Corporate Recruitment

32 No. of leads generated

7	Outreach from staff
1	Walk ins
0	Cold Calling
3	Calls at office
5	Site Selectors
4	Relationships
12	RFPs from Gov.

5 Active Prospects for Kerr County (area)

2 Deals facilitated and/or closed by KEDC



Headlines from KMM Announcement

Kerrville Daily Times

Hill Country Journal

West Kerr Current

Office of Governor, Social Media

Texas Workforce Commission

KVUE-Austin

KENS5-San Antonio

San Antonio Express News

San Antonio Business Journal

Chicago Telegraph

News4San Antonio

MSN.com

Jam Broadcasting News

The Texas

Direct News Source (wire)

Texas Municipal Leage

Border Business Press

KURV Business Radio

NTV Houston

KENS 5 San Antonio

News Break (wire)

Virtual Builders Exchange

Texas Political Pulse

Sharecaster (wire)

T-Span (wire)

Innovation Toronto



AREA DEVELOPMENT

Killdeer Mountain Manufacturing Builds Manufacturing Complex Kerrville, Texas

RELATED RESEARCH

Aerospace and Defense
Investment Projects Take the
Long View

Controlling Conditions in
Aerospace Manufacturing
Facilities

A company that produces circuit card assemblies and cable and fiber harnesses for the aerospace industry, Killdeer Mountain Manufacturing will establish an \$8 million manufacturing facility in Kerrville, Texas. The company plans to create 200 jobs.



Project Pipeline



KEDC Active Projects

Skymaster

(Killdeer Mountain)

Aerospace sector, potential for 200 jobs, above ACW, conducted visit to HQ last month, making progress

Tin Roof

(Prime Metal Bldgs)

Metal fabricator, locating off Harper Road, new construction, 15-20 jobs, part manufacturing & commercial component

Blue HQ

Aerospace & defense firm, seeking building, conduct training, host federal delegations

Replenish

Small operation, seeking facility, medical sector, creating 20 jobs, good wages

Vista

Outside county, massive mfg. operation, San Antonio-area project, with direct and significant economic impact to Kerrville



Roadmap 2021

KEDC Business Ecosystem

KEDC 2-YEAR ROADMAP & ECONOMIC DEVELOPMENT ECOSYSTEM

BUSINESS RETENTION/EXPANSION		MARKETING OF KERRVILLE		HUMAN CAPITAL PIPELINE		ENCOURAGING ENTREPRENEURS		CORPORATE RECRUITMENT		STAKEHOLDER COMMUNICATION	
INDUSTRIAL FOOTPRINT (2025-30) State and regional economic growth opportunities. Attracting and retaining high-value manufacturing and service industries.		MARKET RESEARCH (2025-30) Conduct market research to identify growth opportunities and target markets.		LABOR SHORTAGE (2025-30) Identify and address labor shortages in key sectors.		BUSINESS INCUBATION (2025-30) Develop programs to support early-stage businesses and entrepreneurs.		OUTREACH (2025-30) Conduct outreach to attract corporate and institutional investors.		REPORTING (2025-30) Implement Quarterly Reports to stakeholders and annual Workforce Development Report.	
MARKET PROFILE (2025-30) Identify and analyze key market segments and their growth potential.		COLLABORATION (2025-30) Foster partnerships and collaboration between businesses, academia, and government.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SITE SELECTORS (2025-30) Identify and attract site selectors to the region.		STAKEHOLDER RETREAT (2025-30) Conduct an annual retreat for the KEDC Board and staff.	
SHOVEL READY (2025-30) Identify and develop shovel-ready projects that can attract investment and create jobs.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		DELEGATIONS (2025-30) Host annual delegations to the region.		ANNUAL ECONOMIC FORUM (2025-30) Host an annual forum to bring together local business leaders and policymakers.	
TARGET SECTORS (2025-30) Identify and prioritize key economic sectors for targeted development efforts.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		KEYW AIRPORT (2025-30) Develop a plan for the airport to attract investment and create jobs.		ONE-ON-ONE VISITS (2025-30) Conduct one-on-one meetings with business leaders to address their needs and concerns.	
PROMOTIONS (2025-30) Develop and implement targeted marketing and promotional campaigns.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		TARGET SECTORS (2025-30) Identify and prioritize key economic sectors for targeted development efforts.		COMMUNITY PRESENCE (2025-30) Increase the visibility and presence of the region in the broader community.	
ASSETS (2025-30) Identify and leverage existing assets and resources for economic development.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		MENTORING (2025-30) Develop a mentorship program to support early-stage businesses and entrepreneurs.		COLLABORATION (2025-30) Foster partnerships and collaboration between businesses, academia, and government.	
ECONOMIC INDICATORS (2025-30) Monitor and track key economic indicators to assess progress and impact.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		LOCAL EXPERIENCE (2025-30) Develop a program to showcase the local experience to attract investment and create jobs.		ECONOMIC INCENTIVES (2025-30) Develop and implement targeted economic incentives to attract investment and create jobs.	
RELATIONS, LOCAL INDUSTRY Build and strengthen relationships with local businesses and industry leaders.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		FOCUSED LEAD GENERATION Develop a program to generate focused leads for the region.		HILL COUNTRY ECONOMIC DEVELOPMENT (2025-30) Develop a program to support economic development in the Hill Country region.	
KEY PERFORMANCE INDICATORS Establish a set of key performance indicators to measure success and progress.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Entrepreneur Dev. Develop a committee to support entrepreneurship and economic development.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.	
ANNUAL ECONOMIC FORUM (2025-30) Host an annual forum to bring together local business leaders and policymakers.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aviation Develop a committee to support aviation development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
ONE-ON-ONE VISITS (2025-30) Conduct one-on-one meetings with business leaders to address their needs and concerns.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMUNITY PRESENCE (2025-30) Increase the visibility and presence of the region in the broader community.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COLLABORATION (2025-30) Foster partnerships and collaboration between businesses, academia, and government.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
ECONOMIC INCENTIVES (2025-30) Develop and implement targeted economic incentives to attract investment and create jobs.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
CREATING LEAD GENERATION Develop a program to generate focused leads for the region.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
HILL COUNTRY ECONOMIC DEVELOPMENT (2025-30) Develop a program to support economic development in the Hill Country region.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
PROSPECT FLOW CHART (2025-30) Develop a program to support economic development in the Hill Country region.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
IMPACT STUDIES (2025-30) Develop a program to support economic development in the Hill Country region.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
ANNUAL REVIEW (2025-30) Develop a program to support economic development in the Hill Country region.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		SKILLS DEVELOPMENT (2025-30) Invest in workforce training and education to meet the needs of the local economy.		BRANDING (2025-30) Develop a strong brand identity for the region to attract investment and talent.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.		COMMITTEE: Aerospace & Space Develop a committee to support aerospace and space development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.	
COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE: KEDC Staff Develop a committee to support KEDC staff development.		COMMITTEE:	



2021 Plan of Action

Second Year of 2-Year Roadmap

Focusing on developing cluster
Specifically Aerospace-Aviation
Opportunities with current project pipeline

Continue entrepreneur development
Focus on people getting jobs, local industry
Grassroots marketing, i.e., Kerrville Together

Business recruitment (where we can)
Develop what we have, all business
Tesla could prove huge opportunity



2021 Plan of Action

Second Year of 2-Year Roadmap

Focusing on **developing cluster**
Specifically Aerospace-Aviation
Opportunities with current project pipeline

Continue entrepreneur development
Focus on people getting jobs, local industry
Grassroots marketing, i.e., KerrvilleTogether

Business recruitment (where we can)
Develop what we have, all business
Tesla could prove huge opportunity



2021 Plan of Action

Second Year of 2-Year Roadmap

Focusing on **developing cluster**
Specifically Aerospace-Aviation
Opportunities with current project pipeline

Continue entrepreneur development

Focus on people getting jobs, local industry
Grassroots marketing, i.e., KerrvilleTogether

Additional Goals:

- i. Upskilling Workforce
- ii. Economic Resiliency
- iii. Local Diversification

Business recruitment (where we can)
Develop what we have, all business
Tesla could prove huge opportunity



Proposed Budget

Proposed Budget Reductions FY20/21

Line Item	FY19/20	FY20/21	Reduction
Business Recruitment	\$ 20,000	\$ 0	\$ 20,000
Marketing, Web, Design	\$ 23,000	\$ 5,000	\$ 18,000
Staff Training	\$ 5,000	\$ 3,000	\$ 2,000
Conferences, Meetings	\$ 10,000	\$ 5,000	\$ 5,000
Contract Services	\$ 12,667	\$ 4,067	\$ 8,600
Meals, Entertainment	\$ 12,000	\$ 3,000	\$ 9,000
Travel	\$ 17,000	\$ 10,000	\$ 7,000
KEDC Service Agreement	\$ 55,400	\$ 18,500	\$ 36,900
		Subtotal	\$106,500
		Other	(\$22,500)
		TOTAL	\$84,000



Proposed Budget FY20/21

Stakeholder	FY19/20	21% Cut	FY 20/21
EIC	\$250,000	\$ 52,500	\$197,500
City	\$ 50,000	\$ 10,500	\$ 39,500
County	\$ 50,000	\$ 10,500	\$ 39,500
KPUB	\$ 50,000	\$ 10,500	\$ 39,500
TOTAL	\$400,000	\$ 84,000	\$316,000



Proposed Budget FY20/21

Stakeholder	FY19/20	21% Cut	FY 20/21
EIC	\$250,000	\$ 52,500	\$197,500
City	\$ 50,000	\$ 10,500	\$ 39,500
County	\$ 50,000	\$ 10,500	\$ 39,500
KPUB	\$ 50,000	\$ 10,500	\$ 39,500
TOTAL	\$400,000	\$ 84,000	\$316,000



In Closing

2020 Budget

Volunteered reduction, Covid situation

Mid Year Pivot

Put people to work, businesses back

2021 Goal

Cluster development with local focus

2021 Budget

Affordable plan for community size

Marketing Campaign

Keeping door open for possible funding
of marketing-recruitment campaign 2021



Proposed KEDC Budget FY 2020-2021

Gilberto Salinas, Executive Director
Kerr Economic Development Corp.

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 Traoye, Andy

BUSINESS RETENTION EXPANSION											
INDUSTRIAL FOOTPRINT (2050-E4) Seek out responsible, strategic growth opportunities to increase property tax revenues – balancing land uses which generate higher tax revenues versus those with higher service costs.											
SHOVEL READY (AV-Sec.2, TIP) Create an Industrial Park Plan specific to development of the Hwy 27											
TARGET SECTORS (2050-E12; AV) Advanced manufacturing Aviation and aerospace Craft agriculture Food processing, storage Information, Analytics Energy Healthcare and medical											
INVENTORY (AV-Sec.2) Conduct and maintain inventory of commercial and industrial property.											
ECONOMIC INDICATORS (COO) Researching, tracking local and national economic trends.											
RELATIONS, LOCAL INDUSTRY Either new construction or existing facility, the KEDC BRE Program will provide guidance and foster: <ul style="list-style-type: none">• Workforce contacts• Construction• Utility services (all)• School districts• Local college, university• Supplier data base• Logistics & distribution• Housing• Real Estate• Expansion plans Ongoing communication with the company, tracking its growth and accommodating their needs.											
COMMITTEE: Industry Roundtable Group Working group made up of plant managers, executives of top employers whom will meet on a quarterly basis to discuss local trends, opportunities and											
MARKETING to KERRVILLE											
MARKET RESEARCH (COO) Collection of data, combined with identifying and preparing content.											
MARKET PROFILE (COO) Vital tool for recruitment for the area, which needs to be created. published.											
BRAND (TIP) Leverage the Hill Country brand.											
BRANDING (2050-E7) Create a brand to promote Kerrville as the Capital of the Hill Country.											
PROMOTIONS (AV) Campaign to promote business recruitment for Kerrville. Creating a branding program, focus on building a better perception of Kerrville.											
ASSETS (AV-Sec.2) Create marketing materials specifically for site selectors: <ul style="list-style-type: none">• Roadway information• Airport Capacity• Utilities											
HUMAN CAPITAL PIPELINE											
LABOR SHED (AV-Sec.3) Update the labor shed analysis done by Avalanche Consulting.											
COLLABORATE (AV-Sec.3) Increase regional workforce initiatives through the collaboration of the local institutions											
BUILD BRIDGES (AV-Sec.3) Between the private sector and workforce training; Build relationships between employers and educators; Form apprenticeship programs.											
FRESH TALENT (TIP) Schreiner University is the key to drawing fresh talent to Kerrville.											
KISD (TIP) Partnership with the school district to proactively address workforce needs.											
WORKFORCE COMMISSION (COO) Host the Texas Workforce Commissioner in order to obtain funding commitment, custom programs for local existing business.											
ENCOURAGING ENTREPRENEURS											
BUSINESS INCUBATION (2050-E1) Develop program to support local entrepreneurs through an incubator facility, where KEDC would provide: <ul style="list-style-type: none">• Technical assistance• Access to financing options• Low cost, rent for space• Tap into retiree, mentors, leverage brain trust											
BRANDING (2050-E9/E11) Promote Kerrville as a college town, to help build the next generation of local entrepreneurs and help build a campus-oriented retail and entertainment district											
SMALL BUSINESS (AV-Sec.1) Support and participate in Gov. Small Business Forum.											
MENTORING (AV-Sec.3) Establish a SCORE Chapter for small business and entrepreneurs.											
LOCAL EXPERIENCE (TIP) Leverage local professional experience and wealth to grow small											
CORPORATE RECRUITMENT											
OUTREACH (AV-Sec.1) Outreach missions targeting select high-impact companies.											
SITE SELECTORS (AV-Sec.1) Host site selectors as part of familiarity tour.											
DELEGATIONS (AV-Sec.1) Host business delegations.											
KERV AIRPORT (TIP) Airport has capacity for expansion, specifically in aviation and aerospace sector.											
TARGET SECTORS (COO) The KEDC will work with the following target sectors and in turn, work to develop subsectors from each: <ul style="list-style-type: none">• Light Manufacturing• Advanced manufacturing• Aviation and aerospace• Back office operations• Healthcare and medical• Tech spillover from AUS-SA• CEO with ties to Kerrville											
STAKEHOLDER COMMUNICATION											
REPORTING (AV) Implement Quarterly Reports to stakeholders and Biannual Workshops with partner entities.											
STAKEHOLDER RETREAT (TIP) Once per year, hosted by the KEDC with or without a consultant.											
ANNUAL ECONOMIC FORUM (COO) Host a keynote speaker, provide a State of Economic Development to stakeholders and the community.											
ONE-ON-ONE VISITS (COO) Meetings with KEDC Board and IEC Members on a periodic basis, to provide update and also receive input from each of the members.											
COMMUNITY PRESENCE (COO) Provide an update at all Kerrville area organizations, once per year for each identified community organization.											
COLLABORATION (TIP) Increase collaboration and cooperation to develop a regional approach to economic development.											
HILL COUNTRY EDO (TIP) KEDC should consider establishing and/or rebranding as a Hill Country Economic Development Organization.											
FORUMS (TIP; COO) KEDC needs to create 2 forums per year to address workforce and an update on economic development. Also needs to create a cross-industry leadership forum											
COMMUNICATION EFFORT The strategy for communication to stakeholders and the overall community is consistency and messaging. 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.											
Non Committee: KEDC Staff Initiative and Tasks											
ORGANIZATIONAL HOUSEKEEPING											
ED MASTER PLAN (2050-E1; TIP) Develop a holistic economic development master plan outlining: <ul style="list-style-type: none">• Roles• Goals, Objectives• Target industries											
2YR ROADMAP (2050-E1; TIP; COO) This plan of action which becomes the Master Plan for the next 2 years.											
POLICIES, PROCEDURES (COO) Articles of Incorporation and Bylaws have been created for the KEDC, but the missing component to complete the business are the Policies & Procedures.											
ECONOMIC INCENTIVES (2050-E2) Re-examine the EIC and City incentive matrix in terms of: <ul style="list-style-type: none">• Criteria, qualifying projects• Identify, develop tools• Flow, process of incentives											
CREATIVE INCENTIVES (2050-E5) Develop creative financing mechanisms to diversity the community's economic development toolbox, i.e., state incentives.											
PROSPECT FLOW CHART (COO) Delineate the prospect development process, specifically with the KEDC and partnering entities.											
IMPACT STUDIES (2050-E1) Conduct economic impact studies / white papers / executive summaries for local industry and communicating to stakeholders.											
ANNUAL REVIEW (2050-E2) Periodic review and benchmark of the organization's effectiveness based on the KEDC's adherence to the adopted Strategic Economic Development Vision.											
Non Committee: KEDC Staff Initiative and Board involvement											

**City of Kerrville
Economic Improvement Corporation
FY2021 Budget**

	FY20 Estimated	FY21 Proposed Budget	FY22 Projected	FY23 Projected	FY24 Projected
Beginning Cash Balance	\$3,921,213	\$1,693,958	\$2,690,608	\$4,748,922	\$6,906,803
Revenue					
Sales Tax	3,749,025	3,511,307	3,581,533	3,653,163	3,726,227
Interest and Miscellaneous	33,624	9,000	12,680	37,489	59,068
Loan Proceeds	1,000,000	-	-	-	-
Total Revenue	4,782,649	3,520,307	3,594,212	3,690,652	3,785,295
Expenditures					
Administrative					
Supplies and Miscellaneous	60	500	500	500	500
Professional Services	-	10,000	10,000	10,000	10,000
KEDC	220,000	197,500	200,000	200,000	200,000
Administrative Services Fee	185,000	185,000	195,000	200,000	205,000
Total Administrative	405,060	393,000	405,500	410,500	415,500
Debt Service					
Debt Service - Series 2019 Ref (River Trail)	253,919	251,344	251,019	250,891	251,206
Debt Service - Series 2012 (River Trail)	251,630	247,830	254,030	249,030	249,030
Debt Service - Series 2015 (KSC)	605,850	603,150	605,350	602,350	605,200
Total Debt Service	1,111,399	1,102,324	1,110,399	1,102,271	1,105,436
Project Contributions					
Legion Lift Station	1,000,000	-	-	-	-
Olympic Drive	894,000	-	-	-	-
Thompson Drive Partners	283,333	283,333	-	-	-
Schreiner River Trail	750,000	-	-	-	-
KFOR - Arcadia	600,000	-	-	-	-
Airport Projects	150,000	225,000	-	-	-
Doyle School	50,000	450,000	-	-	-
Downtown Streetscape	(324,275)	-	-	-	-
Downtown River Trail Feasibility Study	-	50,000	-	-	-
Skymaster	2,090,386	20,000	20,000	20,000	1,020,000
Total Project Contributions	5,493,444	1,028,333	20,000	20,000	1,020,000
Total Expenditures	7,009,904	2,523,657	1,535,899	1,532,771	2,540,936
Net Revenue (Expenditures)	(2,227,254)	996,650	2,058,313	2,157,882	1,244,358
Ending Cash Balance	\$1,693,958	\$2,690,608	\$4,748,922	\$6,906,803	\$8,151,162

Kerrville Convention & Visitors Bureau		
Proposed 2020/2021 Budget		
ADMINISTRATIVE EXPENSES		
AUDIT & IRS Filing	\$	5,100
ADMINISTRATIVE POSTAGE	\$	240
BUILDING OFFICE SUPPLIES & EQUIPMENT	\$	1,405
INSURANCE (OTHER)	\$	2,750
OFFICE	\$	17,450
PAYROLL	\$	184,714
PAYROLL TAXES/ BENEFITS	\$	49,511
TELEPHONE SERVICE/ EQUIPMENT/ REPAIR/SYSTEM	\$	1,800
TTIA TRAVEL TOURISM COLLEGE	\$	-
TOTAL ADMINISTRATIVE	\$	262,970
		29.51%
VISITOR CENTER		
STATE OF TEXAS CONTRACTED*		
VISITOR CENTER PAYROLL	\$	53,171
VISITOR CENTER PAYROLL TAXES/ BENEFITS	\$	22,025
VISITOR CENTER	\$	17,450
VISITOR CENTER SUPPLIES EQUIPMENT & EXPENSES	\$	6,750
CAPITAL IMPROVEMENTS	\$	-
VOLUNTEER APPRECIATION	\$	2,000
TOTAL VISITOR CENTER	\$	101,396
		11.38%
*The state contract provides the following literature free of charge including freight: TX Highway Signs IH10 & Hwy. 16, TX Maps, TX Travel Guides, TX Calender of Events & TX Wildflower Guides		
ADVERTISING, PROMOTIONS & SALES		
ADVERTISING	\$	162,000
ADVERTISING PRODUCTION COST	\$	24,000
ADVERTISING RESPONSE EXPENSE	\$	24,050
BROCHURE PRINTING, PUBLICATIONS & REPRO	\$	28,250
CONVENTION REGISTRATION/SUPPLIES/ HOSPITALITY	\$	14,750
INDUSTRY DUES & SUBSCRIPTONS	\$	8,115
INTERNET MARKETING	\$	25,955
KERRVILLE-SCHREINER & SCOTT SCHREINER	\$	20,000
PUBLICITY, PUBLIC RELATIONS & AUDIO VISUAL	\$	67,392
RESEARCH	\$	5,900
SALES- CONSUMER & LOCAL	\$	14,340
SALES - CONVENTION/ GROUP	\$	15,040
SALES & SERVICES PAYROLL	\$	69,575
SALES & SERVICES TAXES/BENEFITS	\$	26,217
SALES-TOUR BUS	\$	2,350
SPECIAL EVENTS PROMOTIONS	\$	18,200
WATS LINE VISITOR INFORMATION	\$	500
TOTAL ADVERTISING/ PROMOTIONS/ SALES	\$	526,634
		59.11%
TOTAL BUDGET	\$	891,000

***Good Morning
Kerrville City Council, City
Administration and
Media***

CVB Budget Presentation

August 18, 2020

Covid 19 had a Devastating Impact on the Kerrville Travel/Hospitality Industry

Hotel Occupancy Rate Impact 2020 vs. 2019

March – Down 52.02%

April – Down 81.12%

May – Down 50.69%

June – Down 13.22%

Third Quarter – Down 47.1%

Kerrville Group Cancellations

Mid March to Date

133 Groups Have Cancelled
13,505 Roomnights cancelled

Revenue Loss to Kerrville

\$1,325,110.60 in hotel room revenue lost

***\$172,264,072 – Estimated HOT lost
based on 13%***

\$4,516,072 – Estimated Economic Impact Loss

Kerrville Events Cancellations

Mid March to Date

94 Events Have Cancelled

29 of those events are multiday events
Hotel Revenue, HOT Revenue and Economic
Impact loss in the Millions

Triathlon Festival \$1,300,000.

James Avery Hill Country Golf Classic - \$510,456.

Chalk Festival - \$300,600.

Kerrville Festival of the Arts - \$726,000.

Robert Earl Keen's Fourth on the River - \$816,750.

STR Update

3 Months – June 2020 vs. June 2019

City	Hotel Occupancy Rate	Avg. Daily Rate
Kerrville	Occupancy 44.5%	ADR \$76.17
Fredericksburg	Occupancy 35.0%	ADR \$98.80
Boerne	Occupancy 31.2%	ADR \$87.17
San Marcos	Occupancy 32.5%	ADR \$69.62
New Braunfels	Occupancy 36.5%	ADR \$79.61
San Antonio	Occupancy 30.2%	ADR \$68.70

STR Update

12 Months – June 2020 vs. June 2019

City	Hotel Occupancy Rate	Avg. Daily Rate
Kerrville	Occupancy 49.9%	ADR \$87.02
Fredericksburg	Occupancy 50.1%	ADR \$112.30
Boerne	Occupancy 45.9%	ADR \$98.70
San Marcos	Occupancy 49.5%	ADR \$87.78
New Braunfels	Occupancy 47.1%	ADR \$97.09
San Antonio	Occupancy 54.7%	ADR \$106.32

Leisure Travelers are Continuing to Visit Kerrville

One: Kerrville is a Drive Destination – Commercial airlift is not required for the market to reach our community.

Two: Kerrville is perceived to be an outdoor destination with a healthy environment, room to spread out.

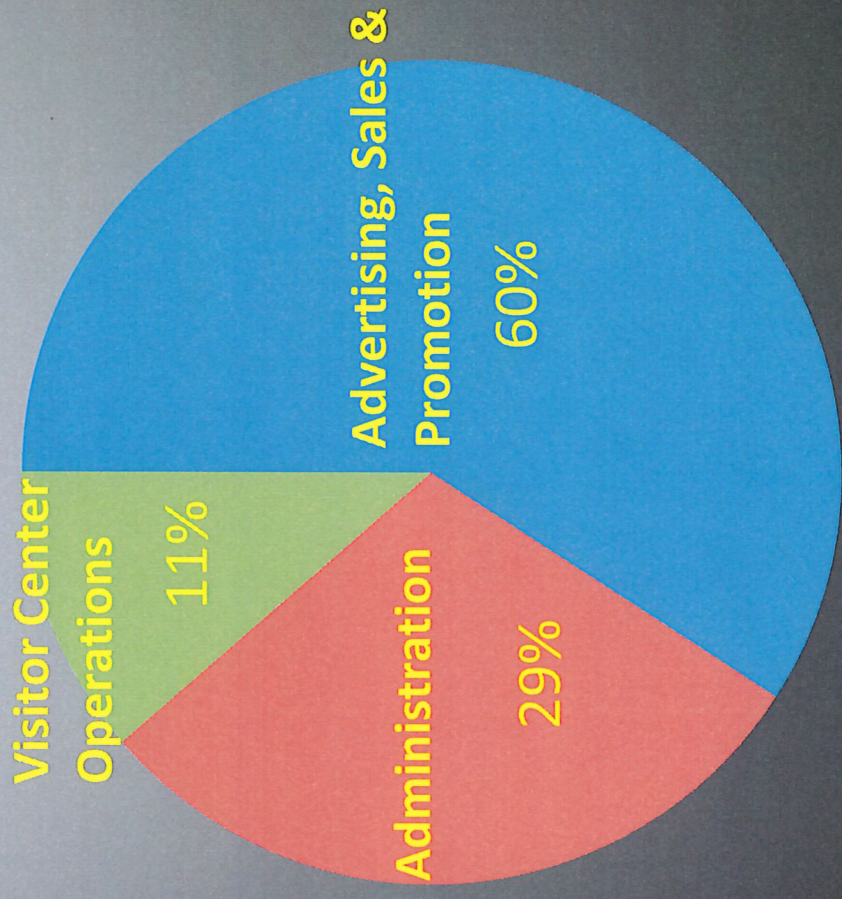
Three: Strong “Quality of Life” product mix continues to be excellent.

Four: Excellent medical facilities if needed.

Kerrville Markets That Have Continued To Do Well

- Motorcycle – Individuals and Groups
- RV Market – More RV Spaces than Hotel Rooms
- Short Term Rental Market – B&Bs, Cabins,

KCVB 2020/2021 Proposed Budget Breakdown



KCVB Proposed Budget

ADMINISTRATIVE EXPENSES			
AUDIT & IRS Filing		\$	5,100
ADMINISTRATIVE POSTAGE		\$	240
BUILDING OFFICE SUPPLIES & EQUIPMENT		\$	1,405
INSURANCE (OTHER)		\$	2,750
OFFICE		\$	17,450
PAYROLL		\$	184,714
PAYROLL TAXES/ BENEFITS		\$	49,511
TELEPHONE SERVICE/ EQUIPMENT/ REPAIR/SYSTEM		\$	1,800
TTIA TRAVEL TOURISM COLLEGE		\$	-
TOTAL ADMINISTRATIVE		\$	262,970
			29.51%

KCVB Proposed Budget

VISITOR CENTER			
STATE OF TEXAS CONTRACTED*			
VISITOR CENTER PAYROLL		\$	53,171
VISITOR CENTER PAYROLL TAXES/ BENEFITS		\$	22,025
VISITOR CENTER		\$	17,450
VISITOR CENTER SUPPLIES EQUIPMENT & EXPENSES		\$	6,750
CAPITAL IMPROVEMENTS		\$	-
VOLUNTEER APPRECIATION		\$	2,000
TOTAL VISITOR CENTER		\$	101,396
			11.38%
*The state contract provides the following literature free of charge including freight: TX Highway Signs IH10 & Hwy. 16, TX Maps, TX Travel Guides, TX Calendar of Events & TX Wildflower Guides			

KCVB Proposed Budget

ADVERTISING, PROMOTIONS & SALES			
ADVERTISING		\$	162,000
ADVERTISING PRODUCTION COST		\$	24,000
ADVERTISING RESPONSE EXPENSE		\$	24,050
BROCHURE PRINTING, PUBLICATIONS & REPRO		\$	28,250
CONVENTION REGISTRATION/SUPPLIES/ HOSPITALITY		\$	14,750
INDUSTRY DUES & SUBSCRIPTONS		\$	8,115
INTERNET MARKETING		\$	25,955
KERRVILLE-SCHREINER & SCOTT SCHREINER		\$	20,000
PUBLICITY, PUBLIC RELATIONS & AUDIO VISUAL		\$	67,392
RESEARCH		\$	5,900
SALES- CONSUMER & LOCAL		\$	14,340
SALES - CONVENTION/ GROUP		\$	15,040
SALES & SERVICES PAYROLL		\$	69,575
SALES & SERVICES TAXES/BENEFITS		\$	26,217
SALES-TOUR BUS		\$	2,350
SPECIAL EVENTS PROMOTIONS		\$	18,200
WATS LINE VISITOR INFORMATION		\$	500
TOTAL ADVERTISING/ PROMOTIONS/ SALES		\$	526,634
			59.11%
TOTAL BUDGET		\$	891,000

Advertising Campaign Mix Goals for 2020-2021

Print Media	44%
Television	34%
Digital Media	22%

Ad Campaign - Print Media

- Texas Monthly
- Texas Highways
- Good Sam RV Travel Guide
- Ride Texas
- Convention South
- Texas State Travel Guide
- TACO Guide
- Sports Events
- America's Best Vacation
- TSAE Directory
- Houstonia

Market Research

Purchased

- Hotel Industry Research
- Convention Leads

Co-Op

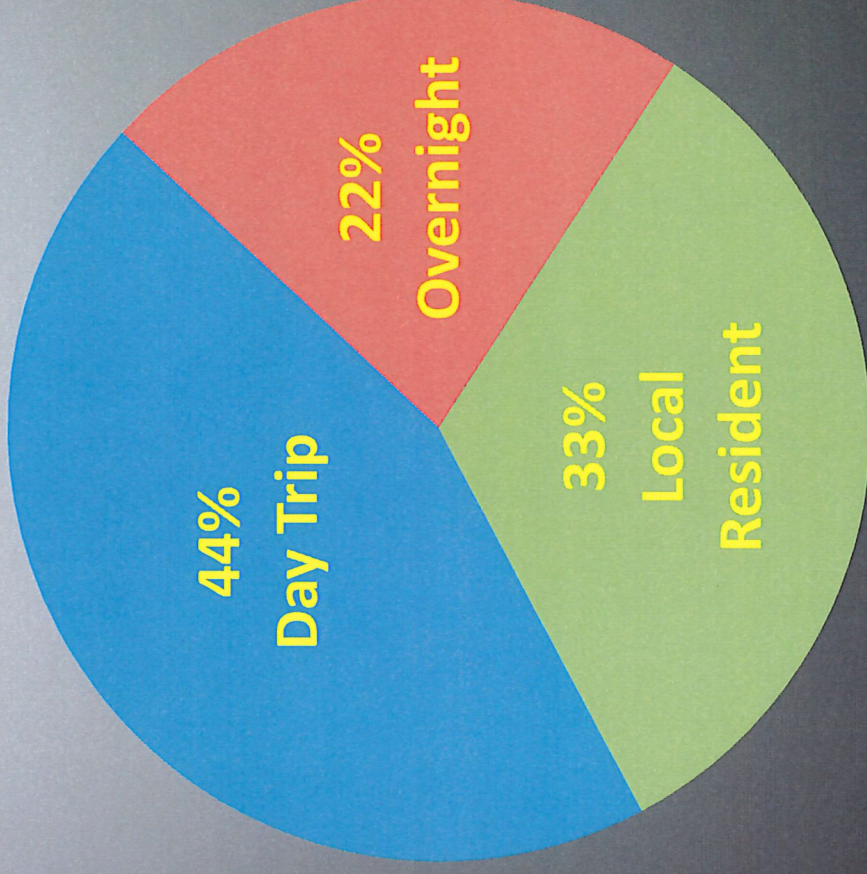
- State Office of Tourism Projects
- Economic Impact Studies

In-House

- Visitor Center Demographics

Visitor Center Guests

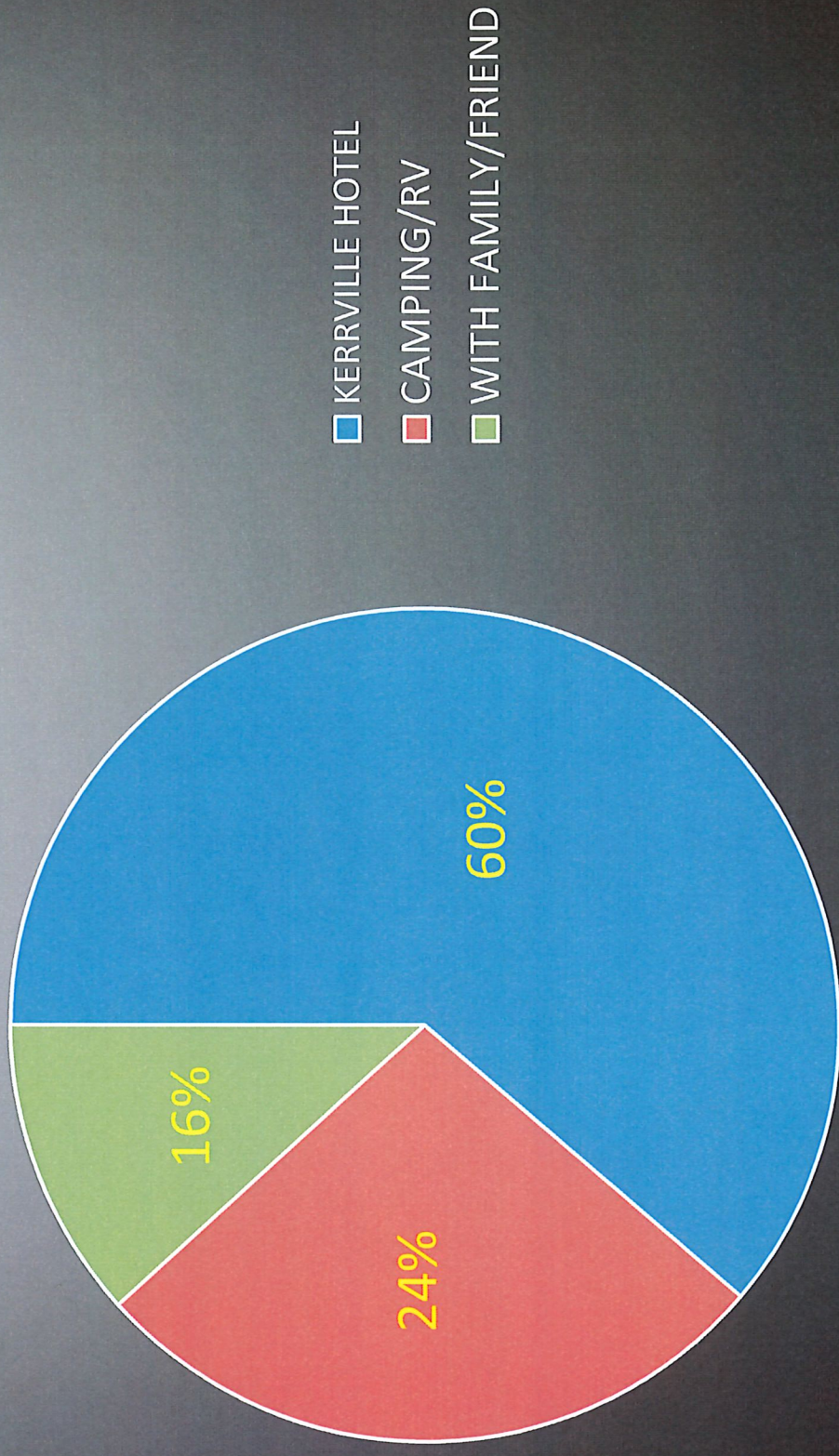
October 2019 – July 2020



Source: Customer Contact/Survey

Where Do Overnight Visitors Stay October 2019 – July 2020

KCVB OVERNIGHT VISITORS



Hotel Occupancy Tax Collections

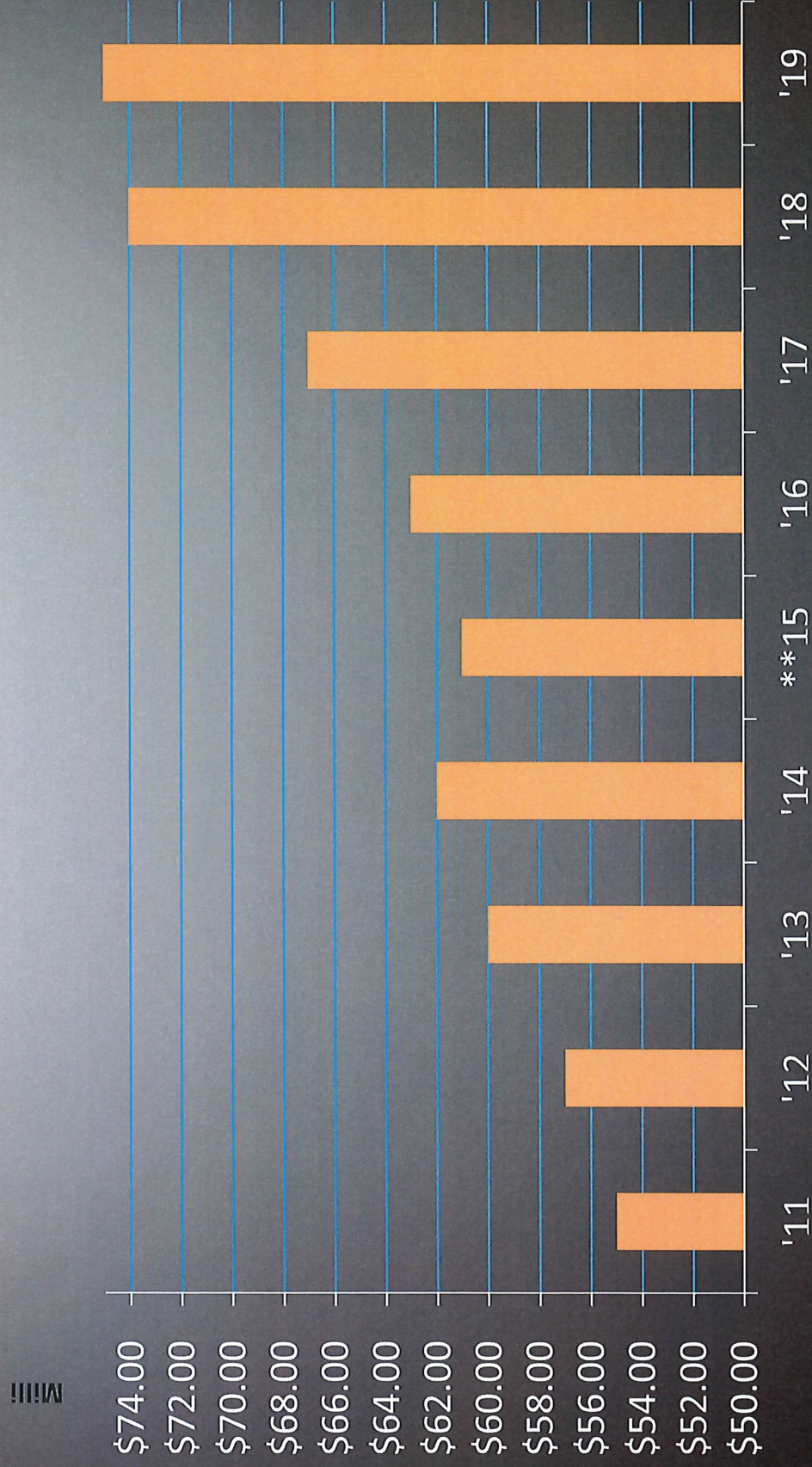


Source: MuniServices, LLC & Avenue

*The Following Graphs Were
Developed By Dean Runyan
Associates For
The Texas Governor's Tourism
Research Department*

Direct Travel Spending

76 Million Dollars



** Spending down due to lower gasoline prices

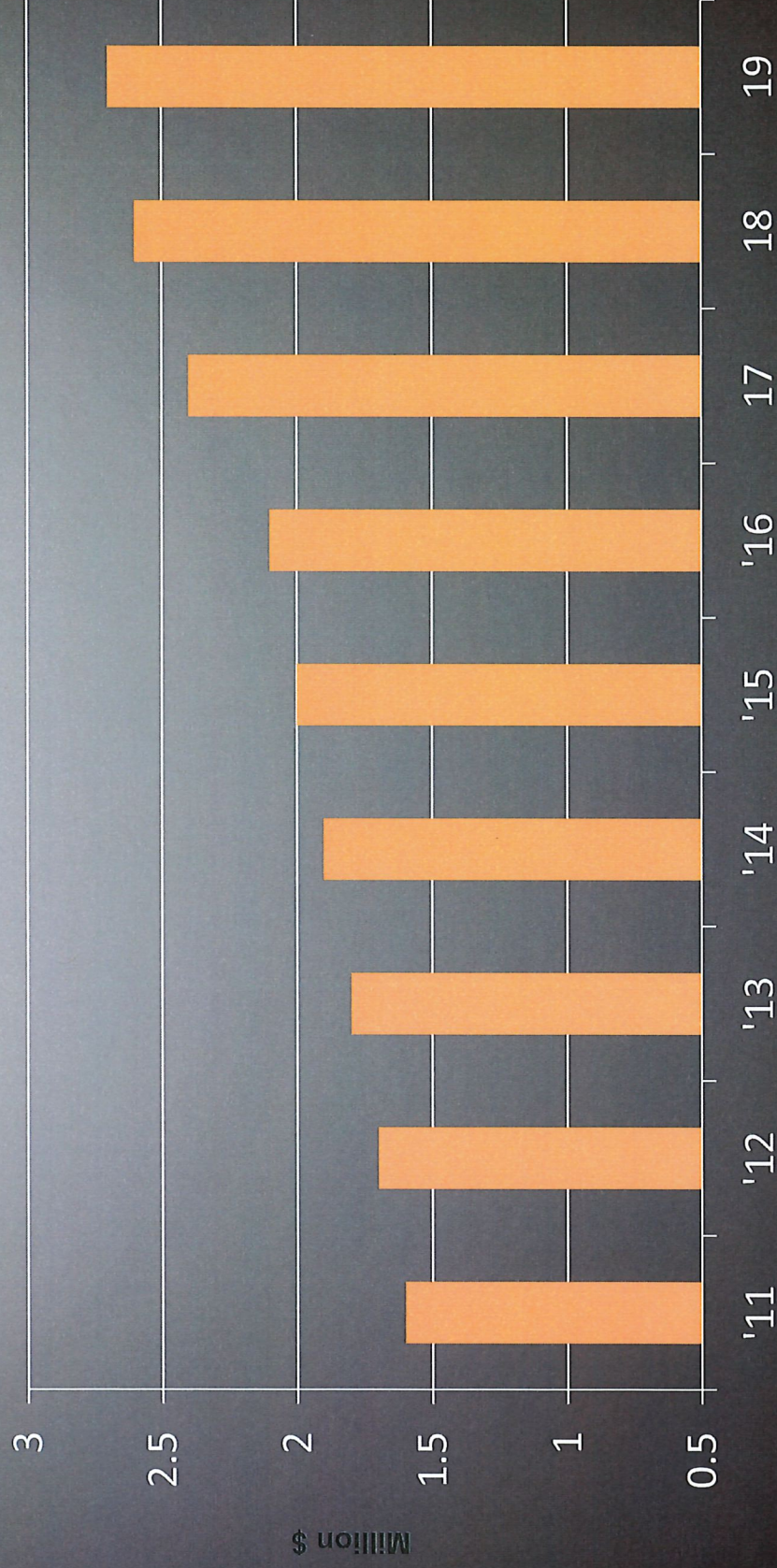
Total Direct Employment

1210 Jobs



Local Tax Revenue

2.7 Million Dollars



Kerr County Economic Impact

2019

• Direct Travel Spending	\$112 m	+ 2.85%
• Employment	1,720 Jobs	+ 7.5%
• Earnings	\$44.8 M	+ 7.69%
• Local Sales Tax	\$4.4 M	+ 7.32%
• State Sales Tax	\$7.1 M	+ 4.41%

Return on Investment

- ROI Calculations based on the Formula Provided by the Texas Governor's Office of Tourism
- \$2.7 million tax dollars generated by visitors to Kerrville divided by CVB Budget of \$942,000. = \$2.85 in new tax dollars returned for every dollar invested.
- \$76 million total visitor spending divided by \$942,000. = \$80.68 returned for every dollar invested in tourism budget.

Texas Survey Conducted Two Weeks Ago . . .

- Stress levels are impacting how people feel about travel right now.
- 62.1% of potential travelers say they will not travel until the crisis is over.
- 38% of individuals feel they will be traveling this fall.
- 44.5 say they will not travel until a vaccine is developed.

Survey Continued . . .

- 61.5% of individuals expect things to get worse before it gets better
- 56% of travelers feel they will be taking some type of staycation this year.
- 59.7 of those surveyed do not want visitors coming to their community right now.

Wrap Up

Tourism is a vital cog in the economic recovery process for Kerrville! Fortunately, we have many positive components to help drive the recovery.

We encourage everyone to help restart our economic engine.

Stay safe as you encourage visitors to explore Kerrville and urge your neighbors to enjoy a brief staycation right here at home by patronizing our local businesses, events and activities.

A

&

Q

**Thank
you!**