



ECONOMIC IMPROVEMENT CORPORATION AGENDA

**PER EIC MEMBER ABSENCES, THE EIC ANNUAL MEETING HAS
BEEN RESCHEDULED (FROM JUNE 21, 2021 TO JUNE 28, 2021,
4:00 PM) JUNE 28, 2021, 4:00 PM**

**Kerrville City Hall Council Chambers
701 Main Street, Kerrville, Texas**

The purpose of the Economic Improvement Corporation is to improve economic prosperity in the City of Kerrville.

1 CALL TO ORDER

2 INVOCATION

3 VISITORS / CITIZENS FORUM:

Any citizen with business not scheduled on the agenda may speak to the Economic Improvement Corporation. No deliberation or action can be taken on these items because the Open Meetings Act requires an item be posted on an agenda 72 hours before the meeting. Visitors are asked to limit their presentation to three minutes.

4 APPROVAL OF MINUTES:

- 4.A. [Minutes from the regular Economic Improvement Corporation \(EIC\) meeting held on May 17, 2021](#)

Attachments:

[EIC Minutes 5-17-2021.pdf](#)

5 MONTHLY REPORTS:

- 5.A. [Kerr Economic Development Corporation \(KEDC\) Update](#)

- 5.B. [Kerrville Economic Improvement Corporation \(EIC\) Project Status Update](#)

Attachments:

[EIC Project Update 2021-06-25.pdf](#)

- 5.C. [Monthly Financial Report](#)

Attachments:

[20210628_May2021 Financial Report.pdf](#)

6 NOMINATE AND ELECT OFFICERS:

- 6.A. [Nominate and elect President and Vice-President](#)
- 6.B. [Nominate and approve the Economic Improvement Corporation \(EIC\) representative to the Kerrville Economic Development Corporation \(KEDC\)](#)
- 6.C. [Nominate and approve the Economic Improvement Corporation \(EIC\) representative to the "GO Team"](#)

7 CONSIDERATION AND POSSIBLE ACTION:

- 7.A. [Kerrville Economic Development Corporation \(KEDC\) Budget for the Fiscal Year 2022](#)
Attachments:
[21-22 KEDC budget.pdf](#)
[KEDC Ecosystem Flow Chart.pdf](#)
- 7.B. [Economic Improvement Corporation \(EIC\) Proposed Budget for the Fiscal Year 2022](#)
Attachments:
[20210628_Proposed FY22 Budget.pdf](#)

8 EXECUTIVE SESSION:

The Economic Improvement Corporation may, as permitted by law, adjourn into executive session at any time to discuss any matter listed above including if they meet the qualifications in Section 551.071 (consultation with attorney), 551.072 (deliberation regarding real property), 551.073 (deliberation regarding gifts), 551.074 (personnel matters), 551.076 (deliberation regarding security devices), and 551.087 (deliberation regarding economic development negotiations) of Chapter 551 of the Texas Government Code, including the following matters:

- 8.A. [Potential amendment to the Economic Development Incentive Agreement between Kerrville's 4th on the River, Inc. and the City of Kerrville, Texas, Economic Improvement Corporation \(551.071 and 551.087\)](#)
- 8.B. [Potential amendment to the Economic Development Incentive Agreement between Killdeer Mountain Manufacturing, and the City of Kerrville, Texas, Economic Improvement Corporation \(551.071 and 551.087\)](#)
- 8.C. [Workforce Housing \(551.071, 551.072, 551.087\)](#)

9 POSSIBLE ACTION FOR ITEMS DISCUSSED IN EXECUTIVE SESSION:

10 ITEMS FOR FUTURE AGENDAS:

11 ANNOUNCEMENTS:

12 ADJOURN.

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.

I hereby certify that this agenda was posted as notice of the meeting on the bulletin board at the City Hall of the City of Kerrville, Texas, and on the City's website on the following date and time: 6/18/2021 at 3:55 p.m. and remained posted continuously for at least 72 hours preceding the scheduled time of the meeting.

Kesha Franchina

Kesha Franchina, Deputy City Secretary, City of Kerrville, Texas

Revised 6/25/2021, 3:55 pm, Kesha Franchina, Deputy City Secretary



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Minutes from the regular Economic Improvement Corporation (EIC) meeting held on May 17, 2021

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 21, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS: [EIC Minutes 5-17-2021.pdf](#)

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

Minutes from the regular Economic Improvement Corporation (EIC) meeting held on May 17, 2021

RECOMMENDED ACTION:

Approve minutes from the regular Economic Improvement Corporation (EIC) meeting held on May 17, 2021

**CITY OF KERRVILLE, TEXAS ECONOMIC IMPROVEMENT CORPORATION
REGULAR MEETING – May 17, 2021**

On Monday, May 17, 2021, at 4:00 pm. the regular meeting of the City of Kerrville, Texas Economic Improvement Corporation, was called to order by President Gregory Richards, in the Council Chambers at City Hall, 701 Main Street, Kerrville, Texas.

Members Present:

Gregory Richards, President
Danny Almond, Vice President
Gary Cochrane
Kent McKinney

Members Absent:

Don Barnett
Maggie Megee
Aaron Yates

City Executive Staff Present:

E.A. Hoppe, Deputy City Manager
Mike Hayes, City Attorney
Amy Dozier, Finance Director
Ashlea Boyle, Director of Parks and Recreation
Megan Folkerts, Senior Management Analyst
Kesha Franchina, Deputy City Secretary

1 CALL TO ORDER President Richards called the meeting to order at 4:00 pm.

2 INVOCATION Vice President Almond led the invocation.

3 VISITORS / CITIZENS FORUM: None.

Any citizen with business not scheduled on the agenda may speak to the Economic Improvement Corporation. No deliberation or action can be taken on these items because the Open Meetings Act requires an item be posted on an agenda 72 hours before the meeting. Visitors are asked to limit their presentation to three minutes.

4 APPROVAL OF MINUTES:

4.A. Minutes from the regular Economic Improvement Corporation (EIC) meeting held on April 19, 2021

Gary Cochrane motioned to approve the minutes, Kent McKinney seconded, and the motion passed 4-0.

5 MONTHLY REPORTS:

5.A. Kerr Economic Development Corporation (KEDC) Update

Gil Salinas presented the KEDC updates and responded to questions.

5.B. Kerrville Economic Improvement Corporation (EIC) Project Status Update

EA Hoppe presented the EIC project status updates and responded to questions.

5.C. Monthly Financial Report

Amy Dozier presented the April 2021 Monthly Financial Report and responded to questions. EA Hoppe responded to questions.

6 CONSIDERATION AND POSSIBLE ACTION:

6.A. Set Annual Economic Improvement Corporation (EIC) meeting for June 2021

Kent McKinney motioned to hold the EIC's Annual meeting on June 21, 2021, at 4:00 pm. Gary Cochrane seconded, and the motion passed 4-0.

6.B. Set Economic Improvement Corporation (EIC) workshop to discuss ideas for EIC investments into the community

Vice President Almond motioned to set a special workshop meeting on June 28, 2021 at 4:00 pm. Kent McKinney seconded, and the motion passed 4-0.

6.C. Downtown River Trail Concept and Feasibility Study

Ashlea Boyle introduced the results and findings for the concept and feasibility study for the Downtown River Trail Segment. She and EA Hoppe responded to questions. John Hewitt (John Hewitt Engineering Firm) presented the Downtown River Trail Concept and Feasibility Study findings and responded to questions. No action was taken.

Gary Cochrane motioned to go into executive session under sections 551.071 (consultation with attorney) and 551.087 (deliberation regarding economic development negotiations) to discuss an amendment to the Economic Development Incentive Agreement between Kerrville's 4th on the River, Inc. and the City of Kerrville, Texas, EIC. President Richards adjourned into closed executive session at 4:50 pm.

7 EXECUTIVE SESSION:

The Economic Improvement Corporation may, as permitted by law, adjourn into executive session at any time to discuss any matter listed above including if they meet the qualifications in Section 551.071 (consultation with attorney), 551.072 (deliberation regarding real property), 551.073 (deliberation regarding gifts), 551.074 (personnel matters), 551.076 (deliberation regarding security devices), and 551.087 (deliberation

regarding economic development negotiations) of Chapter 551 of the Texas Government Code, including the following matters:

7.A. Potential amendment to the Economic Development Incentive Agreement between Kerrville's 4th on the River, Inc. and the City of Kerrville, Texas, Economic Improvement Corporation (551.071 and 551.087)

President Richards adjourned the closed executive session and the meeting returned to open session at 5:17 pm. No action was taken.

8 **POSSIBLE ACTION FOR ITEMS DISCUSSED IN EXECUTIVE SESSION:** None.

9 **ITEMS FOR FUTURE AGENDAS:** None.

10 **ANNOUNCEMENTS:** None.

11 **ADJOURN.** President Richards adjourned the meeting at 5:17 pm.

Minutes Approved: _____

President Greg Richards: _____

Attest: Kesha Franchina, Deputy City Secretary: _____



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Kerr Economic Development Corporation (KEDC) Update

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 21, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

No Action



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Kerrville Economic Improvement Corporation (EIC) Project Status Update

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 21, 2021

SUBMITTED BY: EA Hoppe

EXHIBITS: [EIC Project Update 2021-06-25.pdf](#)

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

Economic Improvement Project update

RECOMMENDED ACTION:

No Action

Monthly EIC Project Status Report

	Project Name	Description	Estimated Design Completion	Estimated Construction Completion	Comments
1	Olympic Drive Extension	Extension of roadway and utilities from existing Olympic Drive to Loop 534	Complete	Complete	Roadway opened in March 2021. Additional lane striping and signage to be installed on original Olympic Drive area after street maintenance during Summer 2021.
2	Aquatics Center Feasibility Study	Assessment of the Olympic Pool complex to include public/stakeholder meetings and recommendations for enhancement	Mar-2020	N/A	Community presentation anticipated Summer 2021 as part of a Singing Wind park community engagement and mini-master plan effort.
3	Tranquility Island Electrical Infrastructure	Partnership with City and Kerrville Christmas Lighting Corporation to help further enhance seasonal and Christmas lighting on Tranquility Island	Spring 2021	Winter 2021	The City is in the process of completing the electrical design work. The KCLC is in the process of fundraising to accomplish this matching grant with EIC. Design approximately 50% complete with construction to commence Summer 2021.
4	Doyle Community Center Improvements	Significant enhancements to the building and site work to add functionality	Complete	TBD/private	Significant construction progress is underway.
5	KERV Airport Improvements	Partnership with KERV, TxDOT, City and County to build T-Hangars, Box Hangars, and other building improvements	TBD	TBD	Partnership Agreement approved Fall 2019. KERV working with TxDOT for T-hangar design effort. KERV has completed demolition of the "Horseshoe Building." Box Hangar site work pending TxDOT T-hangar project.
6	Killdeer Mountain Manufacturing	Renovation of 40,000 sq ft building on 8.2 acres in Airport Commerce Park for 400+ employee Tier-1 aerospace manufacturer	Private	2021	Land and existing building shell have been conveyed to KMM. Annexation and Zoning have been completed. Utility work is ensuing. Design professionals have been engaged by KMM for the renovation effort, which is anticipated to begin in mid-to-late 2021.
6	Downtown River Trail Concept Study	The concept study will evaluate the feasibility of extending the River Trail in the downtown area north of the Guadalupe River between G Street and the bridge at Tranquility Island.	Summer 2021	N/A	The Funding Agreement with the City of Kerrville for the concept study was finalized and approved in January 2021 and a subsequent contract was executed with Hewitt Engineering to complete the work. Preliminary feasibility report presented at the May 2021 EIC meeting with initial concept findings.



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Monthly Financial Report

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 21, 2021

SUBMITTED BY: Julie Behrens

EXHIBITS: [20210628_May2021 Financial Report.pdf](#)

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

Information only; no action required



Financial update for the month ended May 31, 2021

**Economic Improvement Corporation Meeting
June 28, 2021**



Economic Improvement Corporation

Statement of Activities

Month Ended May 31, 2021

	Annual Budget	Current Period	Y-T-D Actual	% of Budget	Remaining Budget
Revenues					
Sales and Use Tax	\$ 3,511,307	\$ 440,837	\$ 2,801,484	79.8%	\$ (709,822)
Interest Income	9,000	140	2,103	23.4%	(6,897)
Total Revenues	3,520,307	440,978	2,803,587	79.6%	(716,719)
Expenditures					
Administrative					
Office Supplies	500	-	-	0.0%	500
Professional Services	10,000	-	-	0.0%	10,000
Administrative Services Fee	185,000	15,417	123,333	66.7%	61,667
Kerr Economic Development Corp.	197,500	-	148,125	75.0%	49,375
Total Administrative	393,000	15,417	271,458	69.1%	121,542
Debt Service					
Debt Service - Series 2019 Ref (River Trail)	251,344	20,945	167,562	66.7%	83,781
Debt Service - Series 2020 Ref (River Trail)	247,830	20,278	162,225	65.5%	85,605
Debt Service - Series 2015 (KSC)	603,150	50,263	402,100	66.7%	201,050
Debt Service - KPUB (KMM)	1,020,000	-	1,010,000	99.0%	10,000
Total Debt Service	2,122,324	91,486	1,741,887	82.1%	370,437
Projects					
Thompson Drive Partners (The Landing)	283,333	-	566,666	200.0%	(283,333)
Airport Projects	225,000	-	25,400	11.3%	199,600
Doyle School	450,000	196,660	317,219	70.5%	132,781
Downtown River Trail Feasibility Study	50,000	-	50,000	100.0%	-
Killdeer Mountain Manufacturing	-	-	477	-	(477)
Total Projects	1,008,333	196,660	959,762	95.2%	48,571
Total Expenditures	3,523,657	303,563	2,973,107	84.4%	550,549
Change in Net Position	\$ (3,350)	\$ 137,415	\$ (169,520)		

Economic Improvement Corporation

Cash Flow Forecast

As of May 31, 2021

	FY2021 Actual	FY2021 Projection		FY2022 Projection	
	Oct 2020 to May 2021	June 2021	Jul 2021 to Sep 2021	Oct 2021 to Dec 2021	Jan 2022 to Mar 2022
Beginning Cash Balance	\$ 2,397,892	\$ 2,228,372	\$ 2,321,179	\$ 2,559,290	\$ 3,131,526
Revenue					
Sales Tax	2,801,484	368,922	915,944	1,038,878	1,122,329
Interest Income	2,103	150	2,250	3,199	3,914
Total Revenue	2,803,587	369,072	918,194	1,042,077	1,126,243
Expenditures					
Administrative					
Administrative Fee & Supplies	123,333	15,667	46,250	47,500	47,500
Professional Services	-	-	10,000	-	5,000
KEDC	148,125	-	49,375	50,000	50,000
Total Administrative	271,458	15,667	105,625	97,500	102,500
Debt Service	1,741,887	91,486	274,458	272,342	272,342
Projects					
Thompson Drive Partners (The Landing)	566,666	-	-	-	-
Airport Projects	25,400	-	-	-	-
Doyle School	317,219	169,113	50,000	-	-
Downtown River Trail Feasibility Study	50,000	-	-	-	-
Killdeer Mountain Manufacturing	477	-	250,000	-	-
Kerrville Christmas Lighting	-	-	-	100,000	-
Total Projects	959,762	169,113	300,000	100,000	-
Total Expenditures	2,973,107	276,266	680,083	469,842	374,842
Ending Cash Balance	\$ 2,228,372	\$ 2,321,179	\$ 2,559,290	\$ 3,131,526	\$ 3,882,927

Financial Analysis

Project Analysis as of May 31, 2021			
Project Description	EIC Commitment	Disbursed Funding	Remaining Funding
Committed Projects:			
Airport Projects	375,000	32,767	342,233
Doyle School	650,000	430,887	219,113
Killdeer Mountain Manufacturing	2,095,000	1,819,422	275,578
Kerrville Christmas Lighting	100,000	-	100,000
Committed Project Total	\$ 3,220,000	\$ 2,283,076	\$ 936,924

Cash Analysis as of May 31, 2021		
by Type - Placement - Amount		
Type	Placement	Amount
Short Term	EIC TexPool	\$ 2,228,372
Investment	Total Cash and Investments	\$ 2,228,372

Sales Tax Revenue Analysis - FY2021					
Month	Actual FY2020	Budget FY2021	Actual FY2021	FY2020 vs. FY2021	Budget vs. Actual
October	\$ 294,752	\$ 278,543	\$ 311,718	5.76%	11.91%
November	301,001	286,414	376,028	24.93%	31.29%
December	297,620	270,746	320,874	7.81%	18.51%
January	292,966	277,472	334,661	14.23%	20.61%
February	393,938	366,686	433,414	10.02%	18.20%
March	270,955	253,482	321,565	18.68%	26.86%
April	262,275	252,162	262,388	0.04%	4.06%
May	318,521	321,737	440,837	38.40%	37.02%
June	326,259	288,122	368,922	13.08%	28.04%
July	350,459	288,759			
August	367,921	329,872			
September	342,775	297,314			
YE Adjustment*	92,904				
YTD Total	\$ 3,912,345	\$ 3,511,307	\$ 3,170,406	14.94%	22.16%

*to convert from cash to accrual basis for financial reporting purposes



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Nominate and elect President and Vice-President

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 23, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

Nominate and elect



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Nominate and approve the Economic Improvement Corporation (EIC) representative to the Kerrville Economic Development Corporation (KEDC)

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 23, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

Nominate and approve



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Nominate and approve the Economic Improvement Corporation (EIC) representative to the "GO Team"

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 23, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

Nominate and approve



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Kerrville Economic Development Corporation (KEDC) Budget for the Fiscal Year 2022

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 23, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS: [21-22 KEDC budget.pdf](#)
[KEDC Ecosystem Flow Chart.pdf](#)

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

Gil Salinas and Theresa Metcalf will be on hand to present the proposed KEDC budget.

RECOMMENDED ACTION:

Update

AT A GLANCE: 5-Year Budget Approvals, Requests

Entity	FY17/18	FY18/19	*FY19/20	*FY 20/21	FY21/22
EIC	\$140,000	\$140,000	\$220,000	\$197,000	\$312,500
City	\$ 0	\$ 24,500	\$ 50,000	\$ 39,500	\$ 62,500
County	\$ 0	\$ 24,500	\$ 45,920	\$ 39,500	\$ 62,500
KPUB	\$ 0	\$ 24,500	\$ 50,000	\$ 39,500	\$ 62,500
TOTAL	\$140,000	\$213,500	\$365,920	\$316,000	\$500,000

* Note – The KEDC volunteered a 12% EIC budget cut in April 2019 for FY19/20 due to the economic uncertainty from Covid-19, and in turn, staff also proceeded with a 21% across the board budget cut for FY20/21 as well.

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 corridor.

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:

- 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 challenges.

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:

- Roadway information
- Airport Capacity
- Utilities

INHOUSE MARKETING PROGRAM
Kerrville will create an internal marketing program which in it's first year will be specifically designed to promote to Kerrville stakeholders and community members. After the COO's Immersion Tour, it is evident that the KEDC needs to promote inward and not so much outbound. Marketing tools include:

- New website
- Social media, messaging
- YouTube Channel
- Segments, City channel
- KEDC Economic Journal
- Community presentations
- Collateral material
- Newspaper editorials
- Prospect packets
- Market Profile

COMMITTEE: 40-Under-40
The KEDC will work with the committee to coordinate the contest and host the event for the winners.

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.

HUMAN CAPITAL INITIATIVE
The biggest challenge for Kerrville is the growing our own workforce. The KEDC will create a program, similar to the BRE, but specifically to address workforce development, The following entities will be involved:

- Kerrville ISD
- Ingram ISD
- Workforce Solutions
- Texas Workforce (State)
- Alamo Colleges
- Schreiner University
- UT-San Antonio

COMMITTEE: Human Capital
Agency heads for the region's different educational and workforce institutions, meet on quarterly basis.

COMMITTEE: Mayor's Workforce Housing Task Force
The KEDC is in a support role with this group, providing it's expertise in economic development.

ENCOURAGING ENTREPRENEURS

BUSINESS INCUBATION (2050-E1)
Develop program to support local entrepreneurs through an incubator facility, where KEDC would provide:

- 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 business.

ENTREPRENEUR DEVELOPMENT
The KEDC will be in a support role for both, the proposed incubator program being developed by Schreiner University and the Kerrville Chamber.

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:

- The Capital Factory
- Geekdom
- LiftFund (formerly Accion)
- Fdi Consultant
- Local Entrepreneur Network

COMMITTEE: Entrepreneur Dev.
Will focus on developing a program for Community Based Entrepreneur Growth and consequently a campaign to promote entrepreneurship in Kerrville.

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:

- Light Manufacturing
- Advanced manufacturing
- Aviation and aerospace
- Back office operations
- Healthcare and medical
- Tech spillover from AUS-SA
- CEO with ties to Kerrville

FOCUSED LEAD GENERATION
Leads will be coming in from different sources:

- KEDC Research, internal lead generation
- Site Selector Network
- RFPs from Governor's Office
- Inbound calls and walk ins
- Website inquiries
- Referrals from other EDOs
- Consultants, mission specific

The KEDC will be in a support role with the following sectors:

- Retail, commercial
- Quality of life and tourism
- Infrastructure, i.e. housing

COMMITTEE: Aviation, Aerospace & Space
Due to current prospect activity, the KEDC has an opportunity to create a cluster within the airport and at the Airport Commerce Park.

- Jobs, payroll and CAP created
- Lead generation
- Increase in average wages
- Prospects hosted
- Project ROI from EIC Funding

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

- Stakeholder meetings (1-on-1)
- Annual event
- Stakeholder retreat
- Quarterly reporting

ORGANIZATIONAL HOUSEKEEPING

ED MASTER PLAN (2050-E1; TIP)
Develop a holistic economic development master plan outlining:

- 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:

- 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 w/ Board involvement

- Completion, implementation of: KEDC Roadmap, KEDC Policies & Procedures, Incentives Policy, Impact Studies and Flow Chart(s)

KEY PERFORMANCE INDICATORS (Aligned with all plans)

- Companies visited
- No. of expansion jobs
- Payroll from expansion
- Industrial Absorption Rates

- Website metrics
- Distribution of social media
- No. of earned media
- Consistency of messaging

- Increase in labor force
- Workforce program(s)
- Workforce training dollars

- No. of entrepreneurs developed
- No. of seminars, workshops hosted for entrepreneurs

- Jobs, payroll and CAP created
- Lead generation
- Increase in average wages
- Prospects hosted
- Project ROI from EIC Funding

- Stakeholder meetings (1-on-1)
- Annual event
- Stakeholder retreat
- Quarterly reporting

- Completion, implementation of: KEDC Roadmap, KEDC Policies & Procedures, Incentives Policy, Impact Studies and Flow Chart(s)



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Economic Improvement Corporation (EIC) Proposed Budget for the Fiscal Year 2022

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Apr 23, 2021

SUBMITTED BY: Julie Behrens

EXHIBITS: [20210628_Proposed FY22 Budget.pdf](#)

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

Consideration of FY22 proposed EIC budget

City of Kerrville
Economic Improvement Corporation
FY2022 Proposed Budget

	FY21	FY22	FY23
	Estimated	Proposed	Projected
Beginning Cash Balance	\$2,397,892	\$2,557,240	\$5,045,037
Revenue			
Sales Tax	4,086,351	4,223,000	4,307,460
Interest and Miscellaneous	2,703	9,665	32,363
Total Revenue	4,089,054	4,232,665	4,339,823
Expenditures			
Administrative			
Supplies and Miscellaneous	500	500	500
Professional Services	10,000	10,000	10,000
KEDC	197,500	350,000	350,000
Administrative Services Fee	185,000	195,000	200,000
Total Administrative	393,000	555,500	560,500
Debt Service			
Debt Service - Series 2019 Ref (River Trail)	251,344	251,019	250,891
Debt Service - Series 2020 Ref (River Trail)	243,337	233,000	230,750
Debt Service - Series 2015 (KSC)	603,150	605,350	602,350
Debt Service - KPUB (KMM)	1,010,000	-	-
Total Debt Service	2,107,831	1,089,369	1,083,991



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Potential amendment to the Economic Development Incentive Agreement between Kerrville's 4th on the River, Inc. and the City of Kerrville, Texas, Economic Improvement Corporation (551.071 and 551.087)

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Jun 07, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

No action



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Potential amendment to the Economic Development Incentive Agreement between Killdeer Mountain Manufacturing, and the City of Kerrville, Texas, Economic Improvement Corporation (551.071 and 551.087)

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Jun 07, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

No action



**TO BE CONSIDERED BY
ECONOMIC IMPROVEMENT CORPORATION
CITY OF KERRVILLE, TEXAS**



SUBJECT: Workforce Housing (551.071, 551.072, 551.087)

AGENDA DATE OF: June 28, 2021

DATE SUBMITTED: Jun 18, 2021

SUBMITTED BY: Kesha Franchina

EXHIBITS:

Expenditure Required:	Remaining Budget Balance in Account:	Amount Budgeted:	Account Number:
N/A	N/A	N/A	N/A

PAYMENT TO BE MADE TO: N/A

Kerrville 2050 Item?	No
Key Priority Area	N/A
Guiding Principle	N/A
Action Item	N/A

SUMMARY STATEMENT:

RECOMMENDED ACTION:

No action