City of Boerne and Kendall County
Five-Year Economic Development Strategy (2021-2025)

Proposed Scope of Work

I. Project Goal and Objectives

- To create a five-year (2021-2025) economic development strategy and action plan for Boerne, Texas and Kendall County that grows and diversifies a strong economy, while fostering local businesses and entrepreneurship, ensuring resiliency for the future, improving economic mobility and opportunity for residents, and improving quality of place.

Specifically, the five-year economic development strategy (2021-2025) should do the following:
- Communicate the long-term vision and community values of the City of Boerne and Kendall County.
- Offer a demographic, social, and economic baseline for identifying Boerne's assets and challenges in the context of potential peer Central Texas and rural communities.
- Detail industry competitive advantages, investment needs, and strategies for today and in the future.
- Identify Boerne and Kendall County's talent clusters and workforce gaps and needs.
- Outline a framework for growing and scaling startups and new enterprises among key target sectors.
- Underscore the significant importance of equity and inclusive growth, while simultaneously building environmental resilience.
- Leverage and promote Boerne's investment in its downtown, placemaking, and quality of place.

In an effort to promote resilient economic development efforts in other smaller Texas communities, and highlight the leadership role of Boerne in this regard, the plan will also highlight best practices and key lessons learned that can be applied, scaled, and promoted for other rural communities throughout the Hill Country region and across state.

II. Scope of Work

Task 1: Formation of Economic Development (ED) Steering Committee
In order to efficiently and effectively create a strategy and implementation plan, the LBJ Urban Lab team, working as a partner with other UT Planet Texas 2050 researchers, recommends forming an Economic Development (ED) Steering Committee that provides feedback on draft findings, recommendations, and actions. This proposed ED Steering Committee will also be key to the implementation of the plan. The following plan assumes this Committee will be available to assist in developing a strategy. The engagement, tasks and timelines will overlap where appropriate in order to maximize efficiency. However, the following plan outlines the tasks chronologically to clearly convey objectives, milestones, and deliverables.

Time to Complete: Four weeks [December 2019]

Task 2: Kickoff

For the project kick-off, the LBJ Urban Lab team envisions 3 key deliverables/ activities:

- **Steering Committee Meeting.** Led by Steven Pedigo, professor of practice at the LBJ School of Public Affairs, the LBJ Urban Lab team will coordinate with the Boerne-Kendall County Economic Development (BKCEDC) staff and other key city departments to hold an ED Steering Committee meeting and 1 roundtable meeting in this first phase. At the first ED Steering Committee meeting, it will be important to establish clear objectives for the project and associated deliverables.

- **Roundtable Sessions.** The proposed roundtables will focus on topics such as industry/ export cluster development, entrepreneurship/ small business support, talent attraction and retention, and placemaking. At this time, we will also hold stakeholder meetings with Boerne city officials and Kendall County officials.

- **Dashboard.** The LBJ Urban Lab team will also review previous economic development studies and strategies for Boerne and the region, partner with BKCEDC economic development staff to summarize key information such as national and market trends, and create a comparative benchmark dashboard. The benchmark dashboard provides a summary of key demographic, social, and economic indicators (unemployment rate, education rates, Gini coefficient, etc.) that will then be compared to an array of peer Texas communities.

Time to Complete: Four to eight weeks [January – February 2020]

Task 3: Competitive Analysis

The information derived in Task 2 will shape the framework for evaluating data and existing conditions, and ultimately forming recommendations for the plan. The LBJ Urban Lab team will prepare a Competitive Analysis document that summarizes the qualitative and quantitative economic development challenges and opportunities in Boerne.

It is important to have clarity and understanding among stakeholders regarding these conditions before establishing the recommended strategies identified in Task 4. The Competitive Analysis will consist of three main components, defined below:

- **Existing Conditions Analysis.** The Existing Conditions Analysis will synthesize the national and regional economic trends impacting Boerne, including the benchmark dashboard presented in Task 2. It also provides a demographic, social, economic, and environmental baseline for identifying the City's assets and challenges. This information will be supported by the round table discussions conducted in Task 2.

- **Industrial Cluster Analysis**. The time-series industry cluster analysis will summarize Boerne's industry clusters (strengths, emerging, and retracting). The analysis will utilize the approach developed by Michael Porter and Harvard's Institute Strategy for Competitiveness, as well as employ customized industry definitions to precisely measure Boerne's export cluster concentrations (i.e. advanced manufacturing, biosciences, etc.) The analysis will examine industry growth, employment trends, and wages, and include comparisons to Texas and the U.S. as a whole.

- ***Occupational Cluster Analysis.*** The LBJ Urban Lab team will examine Boerne and Kendall County's occupational and skill clusters.   This assessment will help to detect which occupations and skill sets are growing or declining, and which are generating higher-wages and better opportunities for residents. By way of example, an analysis of Detroit's industrial clusters would identify the automotive sector as a key cluster. However, an analysis of its occupational clusters would peer underneath this automotive cluster to identify the core workforce skills that make up the city's talent base – such as robotics, automation, industrial design, or software, which can be leveraged to bolster and create other sectors of the economy Together and in this case, the industrial and occupational cluster analyses will help to identify Boerne's key economic assets and strengths that can be expanded to create more inclusive, resilient prosperity.

Time to Complete: Eight weeks [February – March 2020]

Task 4: Economic Development Strategy 2020-2025 and Recommendations

The LBJ Urban Lab team will prepare the Draft Economic Development Strategy and Recommendations document based on feedback from the ED Steering Committee regarding the Competitive Analysis report. The findings developed in the first two tasks will inform the strategy for 2020-2025. The team will review the document with the ED Steering Committee for feedback and preliminary approval.

The LBJ Urban Lab team will hold a strategic planning workshop with the ED Steering Committee and other key stakeholders to gain their input and feedback. This session will be a half-day working session together to address values and strategies, suggest action steps, and plan for implementation.

Time to Complete: Eight weeks [March – April 2020]

Task 5: Implementation Action Plan

Upon adoption of the Economic Development Strategy and Recommendations, the LBJ Urban Lab team will work with the ED Steering Committee and BKCEDC staff to define specific implementation actions that will be accomplished over a five-year period. In developing the action plan, it will be important to obtain clear buy-ins from stakeholders to ensure their support and willingness to contribute resources as necessary. The action plan will identify metrics, lead partners, and monetary resources to determine expected roles and responsibilities.

Time to Complete: Four weeks [April 2020 – May 2020]