

**Harvard Kennedy School
Taubman Center for State and
Local Government Fellow**



**Economic Development
Department**

excellence in all we do
COREValues
Teamwork • Integrity • Innovation • Professionalism
City of San Antonio, Texas

HARVARD FELLOW - ECONOMIC DEVELOPMENT



THE POSITION

The Harvard Kennedy School Taubman Center for State and Local Government Fellow (“Fellow”) will be responsible for assisting the City of San Antonio Economic Development Department (EDD) leadership team supervising, coordinating, and overseeing operational and administrative operations. This position will be responsible for interpreting, formulating, and implementing policies and procedures at the direction of the Department’s leadership team to include budget and financial operations, development, implementation and oversight of economic development strategies, coordination and collaboration with community economic development partners, and development of policies and guidelines. This position has no supervisory responsibilities. This position will be for one year, with the possibility to explore other opportunities with the City of San Antonio at the end of the fellowship.

ESSENTIAL JOB FUNCTIONS

- Directs the research, analysis, and preparation of complex studies or reports related to current or long-range economic development and employment issues.
- Recommends and assists in the implementation of goals and objectives; establishes schedules and methods for providing effective services.
- Assists in assessing situations and gathering information to present for leadership decisions.
- Assists in aligning opinions and recommendations for effective outcomes.
- Writes and edits communications materials for the Department, including speeches, scripts, talking points, and formal correspondence; and independently composes reports and memoranda for the Department.
- Assists in coordinating departmental activities with those of other departments and outside agencies and organizations and assists in preparing and presenting staff reports and other necessary communications.
- Attends City Council meetings and takes necessary action regarding Council agenda items



THE WORK

Fellowship Experience Reports: As a one-year partnership pilot between the City of San Antonio and the Harvard Kennedy School's Taubman Center for State and Local Government ("HKS Taubman Center"), the Fellow will participate in quarterly reports providing insight into the pilot program's successes and opportunities for improvement to Economic Development Department leadership and the HKS Taubman Center. At the end of the program, it is expected that the Fellow will participate in the experience of co-authoring a publication on the pilot program.

ARPA-Funded Placemaking Initiatives Implementation: As part of the \$30.9M in funding allocated by City Council for the Small Business Implementation Plan, Council identified \$5.25M for Placemaking Initiatives. This set of geographic placemaking-focused efforts include a Corridor Program Pilot in partnership with the National Main Street Center's Main Street America (MSA) Program (\$1M), a Façade Improvements Program (\$3M), and an Outdoor Spaces Program (\$1.25M). Specific work items will depend on the timing of the Fellow's assignment, but the Fellow will provide key support for the implementation and administration of the three programs. This will include programming support, coordination with and capacity building for the Managing Organizations for selected corridors, and contract management with MSA. It will also include application review, contract compliance and management, and stakeholder group and small business engagement for the Façade Improvement and Outdoor Spaces programs. The position will provide analysis and programmatic report to department and City leadership, including presentations to Council committees.

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Strategic Framework Implementation: In 2022, The City of San Antonio (COSA) engaged economic development consulting firm TIP Strategies, Inc. to execute an Economic Development Strategy. TIP Strategies partnered with the Economic Development Department (EDD) to develop a strategy with specific goals, metrics, and a dashboard for individual tactics and performance indicators. Through this process, the City explored innovative approaches to managing its incentives policy, ways to leverage our investments and infrastructure to spur meaningful growth and development opportunities and determine the Economic Development Department's strongest and best role in the region's economic development delivery system. This work resulted in a blueprint adopted by City Council in October 2022 for guiding the COSA EDD in driving long-term economic vitality and a more resilient economy. Depending upon timing, it is anticipated the Fellow's experience will include components of both the FY 2023 Workplan and FY 2024 Workplans. This will include involvement in the management of the internal procurement improvement process along with the Supply SA Initiative and the development of a reverse pitch competition.

Small Business Permit Guide: The outcome of the project will be to create a guide that will simplify and streamline the permit process for small business owners. Currently, a single business owner or entrepreneur must route to several COSA departments and entities outside of COSA to complete needed steps. The Fellow will consult/conduct research with other cities and COSA departments to assess needs and understand current flow to determine improvement areas and develop the guide.





THE FELLOW'S EXPERIENCE

Urban Land Institute (ULI) Membership – Opportunity to attend local luncheons and seminars, as well as stay abreast of national trends.

International Economic Development Council (IEDC) Membership – Opportunity to learn about national and international best practices and stay up to date on issues impacting economic development opportunities.

Partner Tour Program – San Antonio for Growth on the Eastside (SAGE), Prosper West, Southside First, Centro, Port San Antonio, and Brooks.

Placemaking Tours – Pearl, Hemisfair, Urban Weston Downtown Development Projects.

First Friday's - Opportunity for EDD to meet as a team for a staff meeting; conduct a “deep dive” on an issue, program, or opportunity impacting the department; and an opportunity to pursue team building initiatives. This day also includes a management meeting, which the Fellow would also participate in.



ABOUT SAN ANTONIO

The City of San Antonio is the Nation's 7th largest city and is home to more than 1.5 million residents. Located in South Central Texas, approximately 140 miles from the Gulf of Mexico, San Antonio offers its residents one of the most attractive and affordable lifestyles in the country. Residents enjoy one of the lowest tax rates in the State as well as a plentiful supply of high-quality housing and low utility rates. The economy of San Antonio is an excellent mix of business services, manufacturing, health care, communications, corporate and regional offices, government, and the convention and tourism industry. San Antonio is also home to one of the largest concentrations of military bases in the United States. One of the nation's fastest growing cities, San Antonio is rich in recreational and cultural opportunities with over 15,000 acres of public parks and 150 miles of trails, over 50 museums and galleries, and home to the San Antonio Spurs. The Historic San Antonio Missions are Texas' only Unesco World Heritage site, and is a Unesco designated Creative City of Gastronomy.

CITY GOVERNMENT

San Antonio has a Council-Manager form of government with an eleven-member City Council. Councilmembers are elected by District, while the Mayor is elected at-large. The term of office for the Mayor and all members of the City are two-year terms, for not more than four (4) full terms of office. The City Council appoints the City Manager, who appoints all officials in executive positions with the exception of the City Clerk, City Internal Auditor, Presiding Judge, and Municipal Judges.

The City of San Antonio has been recognized for its high level of professional management by the ICMA and National Civic League, amongst others. For ten consecutive years, the City has maintained a AAA bond rating. The Fiscal Year 2021 adopted operating budget is \$2.9 billion with close to 13,000 employees across over 30 departments. The City has made a commitment to advancing diversity, equity and inclusion, primarily through the formation of a citywide Office of Equity in 2017.

THE ECONOMIC DEVELOPMENT DEPARTMENT

The mission of the Economic Development Department is to foster economic growth through collaboration and innovation for the continued prosperity of our community.

Prior to the COVID pandemic, San Antonio's economy remained steady and prosperous by successfully attracting new businesses and helping existing companies grow. The City has focused on creating new employment opportunities in 21st century industries, maintaining a great quality of life, and facilitating business growth at the local and international level. The Economic Development Department is currently made up of three divisions that help foster inclusive and equitable economic growth.

The Industry Development Division focuses on recruitment of business activity, along with retention and expansion of local corporations. Economic development incentives, including tax abatements, are tools strategically deployed to cultivate key industries and enhance San Antonio's economic base by creating high wage jobs. The Global Engagement Division works with local and international partners to foster cultural and business relationships that promote cultural diplomacy and facilitate trade and investment. The Small Business Division facilitates small business development and growth through various programs and services, including the Small Business Economic Development Advocacy (SBEDA) Program, which leverages the City's purchasing power to grow small, minority, and women-owned businesses.

The Economic Development Department is undertaking a strategic frameworking effort in 2022, which is anticipated to lead to potential changes within the department as a result of new programming and priorities.

SALARY

The salary for this position is \$100,000.00. The City also offers generous benefits and retirement including annual, personal, and wellness leave, 13 paid holidays, health benefits starting on day one of employment, 6 weeks paid parental leave and participation in the Texas Municipal Retirement System (TMRS).

