

2025 Operations Plan Overview

greater:
SATX
REGIONAL ECONOMIC PARTNERSHIP

City of San Antonio EWDC Presentation

MARCH 2025

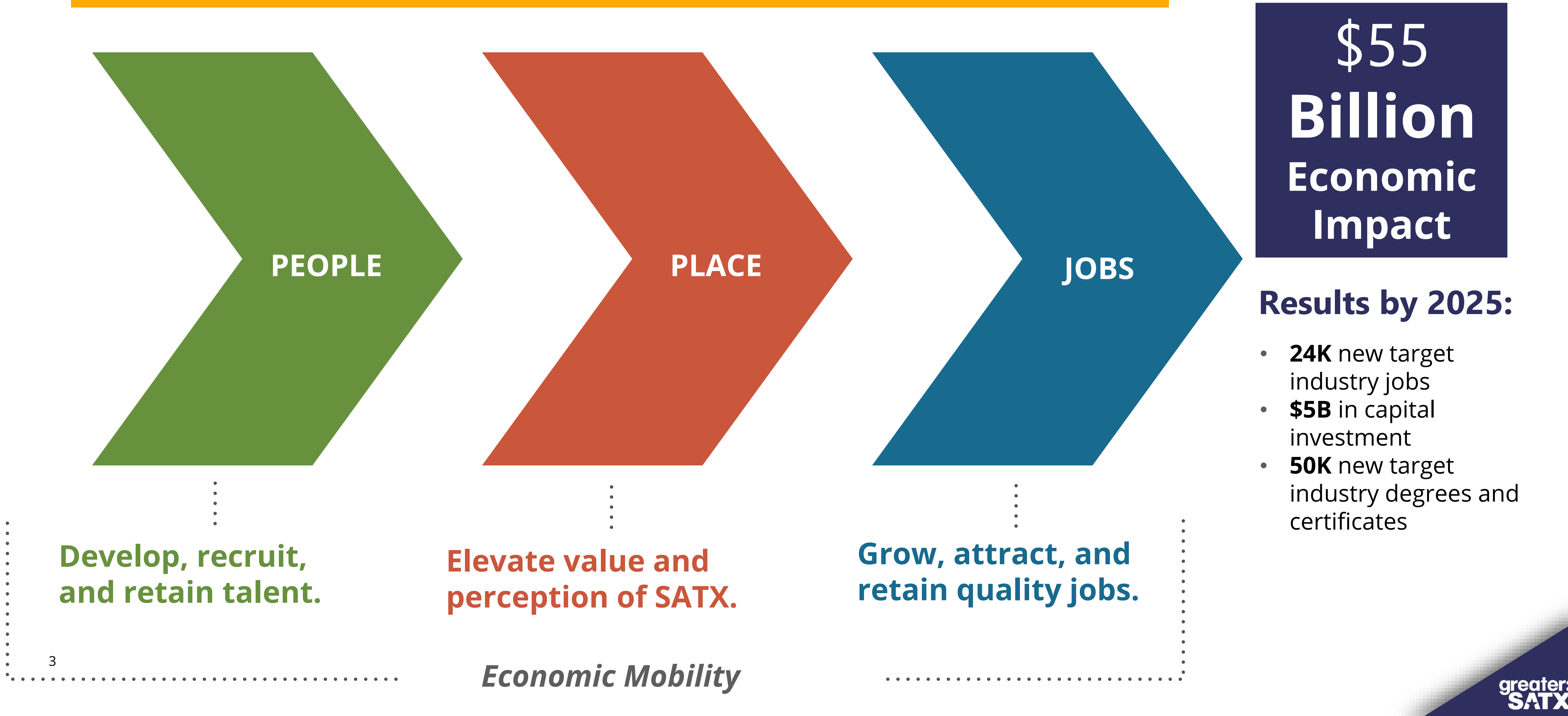
OUR MISSION

To lead the development & diversification of the San Antonio, Texas regional economy through the location & expansion of quality employers and **job-producing investments**.

OUR VISION

To propel the San Antonio region to the forefront of the world's leading economies.

Strategy: Invest in People & Place to secure quality Jobs



2021-2025 Strategic Initiatives

PEOPLE

- Workforce Readiness
- Talent Retention
- Talent Pipeline Management (TPM)

PLACE






- Regional Sites
- San Antonio International Airport
- Marketing & Brand Recognition
- Advocacy & Influence

JOB

- Regional Partnerships
- Targeted Corporate Recruitment
- Business Advancement



5-Year Plan Progress: Accelerating Job Creation

2021  2025 Exceeded Goals	2021  2025 On Track Goals	2021  2025 Focus Goals
\$6.6B CAPITAL INVESTMENT 131% of \$5B Goal	50.3 BRAND EQUITY 83.8% of 60 Goal	 16,742 NEW INDUSTRY JOBS 70% of 24K Goal 
33.8K STUDENT WORK-BASED LEARNING 135% of 25K Goal	61 CONVERTED TO ACTIVE PROJECT Exceeded Goal(55)	
100% HIGH WAGE JOBS INDIRECT 35% Over 65% Goal	6 TARGETED AIR SERVICE ROUTES Goal Exceeded (5)	635 BRG ENGAGEMENTS 71% of 900 Goal
	Metrics as of January 2025	

Recent Wins

16,700+

New Jobs Announced

\$6.6B+

Capital Investment

HEADQUARTERS



FACILITIES

2025 Operational Objectives & Planned Activity

2025 Operations Plan: Target Industries



Tech	Cyber	Bioscience	Financial Services	Manufacturing
<ul style="list-style-type: none">>Growth in tech jobs and talent>Highly concentrated in cloud infrastructure and support professionals>Robust workforce pipeline>Emerging “Tech District” in downtown San Antonio	<ul style="list-style-type: none">>High concentration of cybersecurity professionals>#1 Cyber degree program>National Security Collaboration Center>Cybersecurity Manufacturing Innovation Institute	<ul style="list-style-type: none">> Research & Development> Home of Military Medicine> Strong Foundation	<ul style="list-style-type: none">> High concentration of Financial Service companies> Access to talent> Cross collaboration – Cyber, Tech, and Data Science	<ul style="list-style-type: none">>Sector History & Diversity>Infrastructure>Workforce Development

Across Industries: Headquarters Operations, Military Missions, R&D and Commercialization Opportunities

2025 Operations Plan: JOBS

Close Deals

- Secure deals that create quality jobs in target industries, meeting wage thresholds and promoting economic mobility.
- Aligning internal resource allocation to this activity to include increased focus on RFI administration, project management and local hosting.

Industry Alignment

- Leverage established industry clusters to drive business growth and support new business opportunities.
- Use business intelligence, CRM enhancements, targeted marketing, and site location consultant engagement to attract and secure investments, and asset mapping resources.
- Collaborate with military resources and federal agencies to strengthen industry ties.

Global Development

- Lead the region in a cohesive and comprehensive international engagement plan.
- Build on the existing pipeline by nurturing prospects through in-country visits to core target markets.
- Showcase greater San Antonio by hosting international delegations in the region.
- Identify opportunities to facilitate supply chain and near-shoring activities for San Antonio based companies.
- Support trade and Foreign Direct Investment (FDI) through consultant contracts in targeted markets, and services like the Export Leaders Program and Certificates of Origin (COOs).



2025 Operations Plan: JOBS

Business Retention & Growth Execution

- Drive job creation through expansion projects, Talent Pipeline Management (TPM), and Business Advancement services.
- Strengthen collaboration with chambers, partners, and trade associations to support business retention and growth.
- Assist local businesses with services to expand operations and ensure workforce readiness and track trends across industries.
- Support "service-after-the-sale" for recruitment efforts with detailed workforce ramp-up strategies.
- Capacity Building for Small, Women, and Minority-Owned Business Enterprises (SWMBEs) through targeted programs, export leader initiatives, shared trade show support, and sponsorship of high-growth businesses.



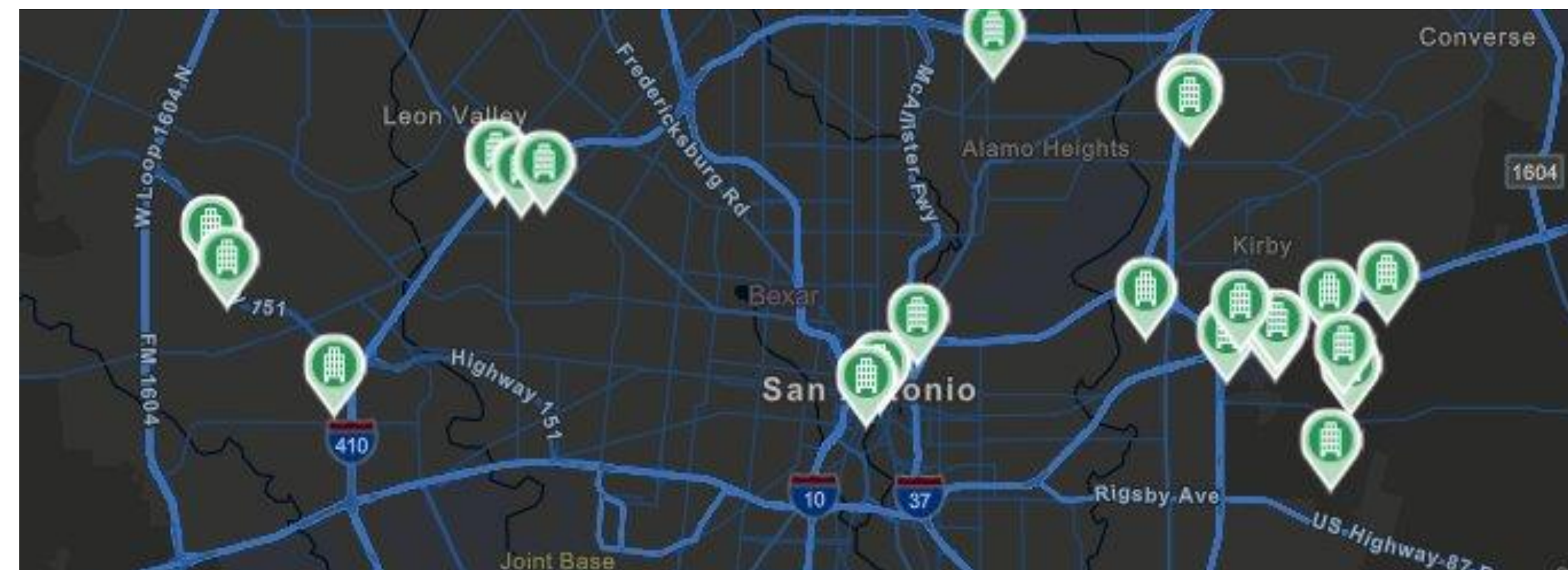
2025 Operations Plan: JOBS

Regional Partnership Optimization & Growth

- Integrate Regional Partnerships into the organizational model to foster future growth and operational alignment.
- Develop a comprehensive Regional Partnership Playbook and Growth Strategy.
- Identify key regional partners to pursue, retain, and secure funding through 2026-2029.
- Launch per capita funding model for 2026 for public sector partners.

Site Readiness

- Position the region as a top site selection destination through a dedicated readiness program.
- Focus on Site Identification, Evaluation, Certification, and Marketing with support from Global Corporate Recruitment committees.
- Develop funding strategies and implementation plans to enhance site readiness.



2025 Operations Plan: PLACE

National Marketing

- Shift priority of Talent Attraction to be secondary to Industry Alignment.
- Industry-specific brand campaign with a laser focus on key Economic Development markets.
- Compliment digital campaigns with targeted outreach tactics to help close deals.

National Public Relations

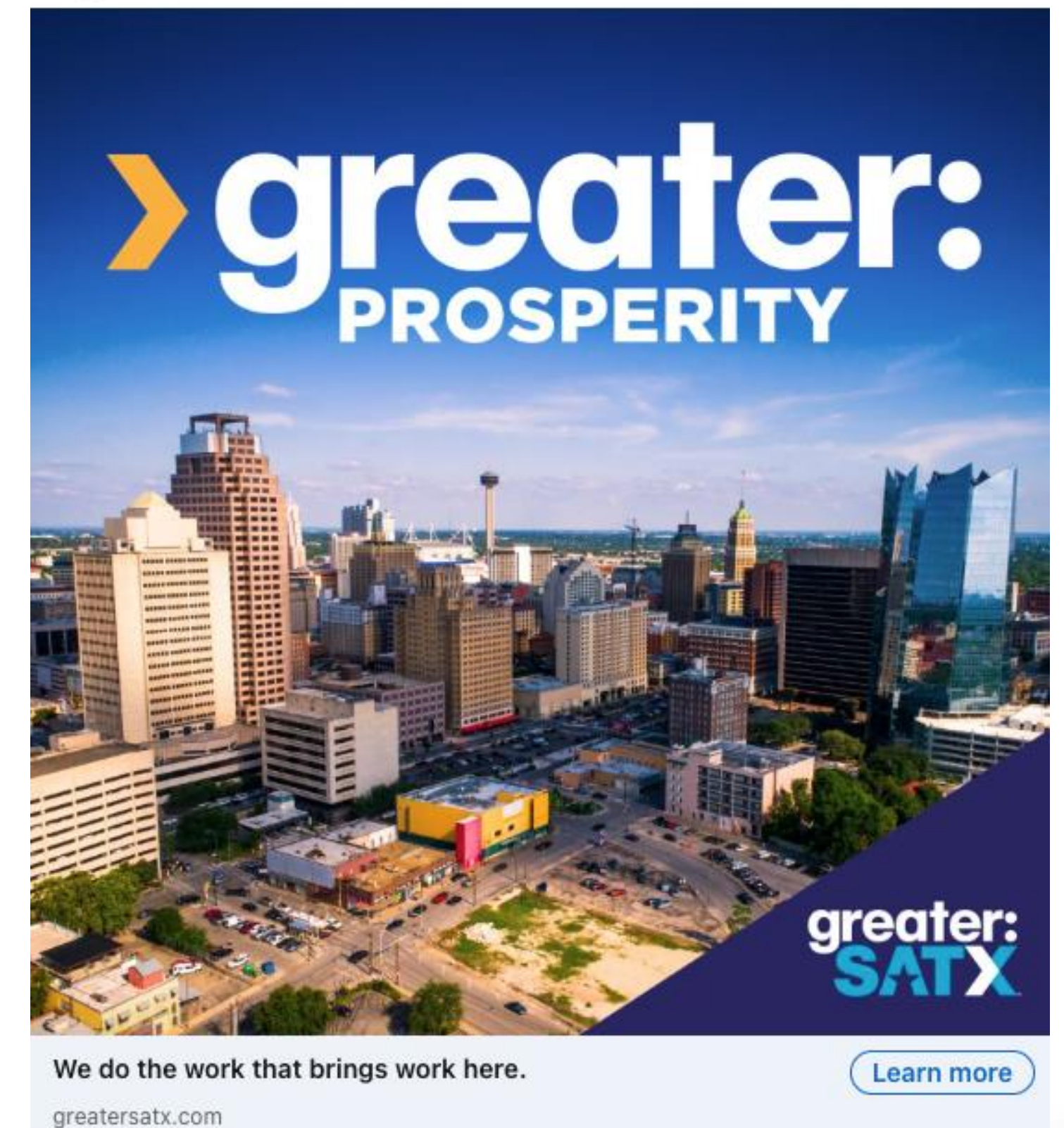
- Continue national PR efforts to elevate San Antonio assets through thought leadership and industry storytelling.

Global Marketing

- International in-market PR/Media Relations.
- International Missions Support Collateral.



greater:SATX is THE organization focused on bringing high-quality jobs to our region.



2025 Operations Plan: **PLACE**

Stakeholder & Community Engagement

- Maximize partnership with influential leaders and investors through focused stakeholder strategy.
- Activate greater:SATX team through targeted community engagement.

Air Service Development

- Lead drive towards our goal of increased non-stop, international and targeted domestic air service for our region in partnership with VSA and SAT.
- Continued private investment to secure additional transatlantic/international service.



2025 Operations Plan: PEOPLE

Talent Pipeline Management

- Lead check-ins with existing industry collaboratives prioritizing those in target industries such as manufacturing, financial services and Cyber and Tech.
- Quantify annual job growth in support of our overall jobs goal in target industries.
- Build upon our support of Construction and Skilled Trades collaborative as a key ancillary industry and in support of our investors in this sector.
- Develop occupational data tools and resources.

Workforce Readiness

- Conduct targeted, impact-driven approach to our WBL programs in support of youth and educators.
- Support City-led Ready to Work program by providing labor market information, marketing collateral and fostering employer engagement.
- Continue to align with Bexar County Future Ready Plan in support of meeting their 70% post-secondary enrollment by 2030 goal.

Talent Retention

- Lead talent retention programs in support of tracking perception of SATX and retention of college graduates.
- Deploy targeted statewide university recruitment promoting SATX at top STEM degree programs.
- Lead convening of university leaders to increase educational attainment and retention.
- Lead recruitment and convening of San Antonio cohort for Harvard Business School's Young American Leaders Program.

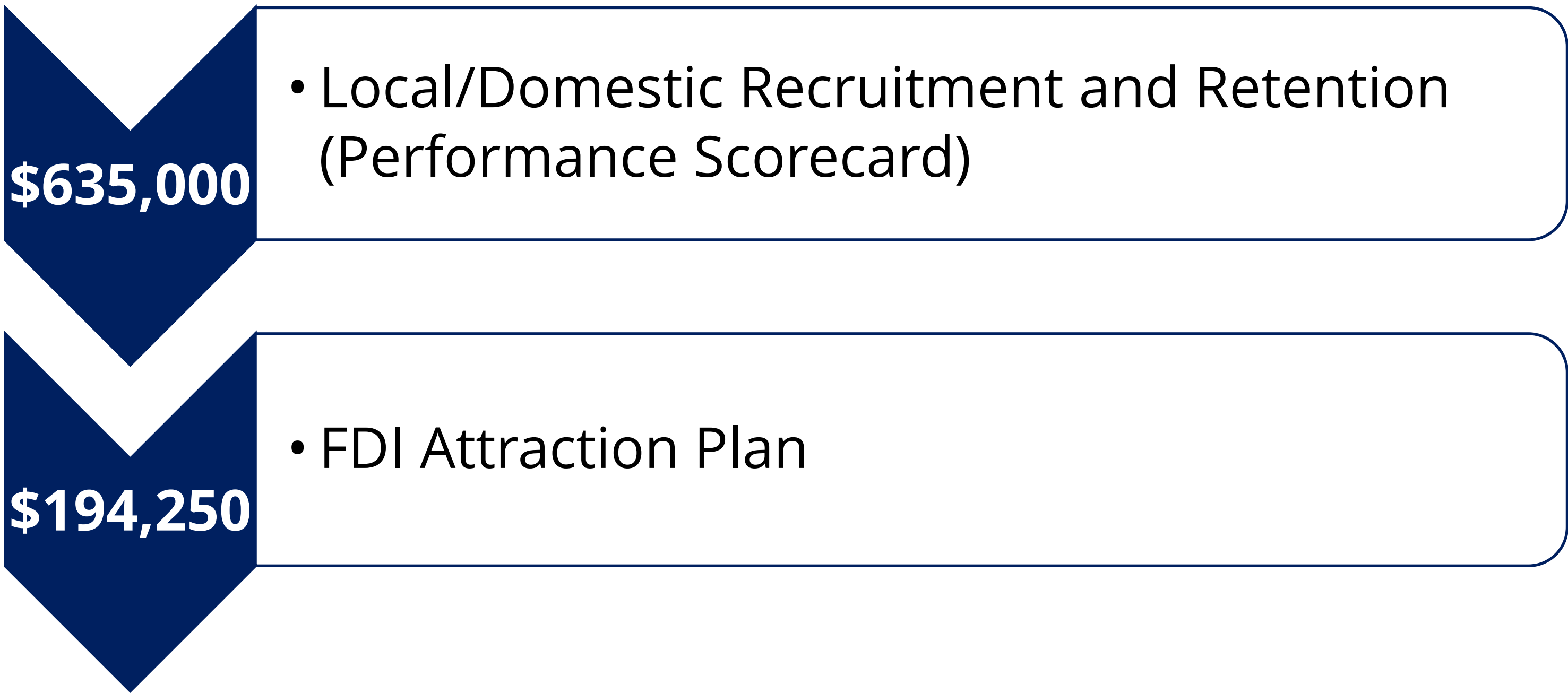


City of San Antonio Work Plan



2025 Agreement - Proposed

The City of San Antonio and greater:SATX continue to partner to elevate economic development in San Antonio, TX. This year, the proposed areas will continue to include:



Total Funds Available: \$829,250*

**Funds are reimbursable upon quarterly review and/or execution of deliverables.*

Agreement Results & Proposed Targets

greater:SATX/CoSA Agreement Scorecard			
METRICS	2024 GOALS	2024 RESULTS	2025 PROPOSED
New Target Industry Jobs	6,000	3,370	6,000
% High Wage Jobs	80%	47%	90%
% Jobs W/Wages > Median For Zip	100%	68%	85%
Capital Investment	-	-	\$850M
Domestic Capital Investment	\$340M	\$118.5M	-
Foreign Direct Investment	\$510M	\$568M	-
Lead Pursuits Generated	400	420	400
Leads Converted to Active Projects	50	58	50
BRG Engagements	200	178	200
BRG Trend Report	-	-	Quarterly
Requests Closed %	100%	97%	100%
Requests w/Follow Up %	95%	86%	95%
SMWBE Capacity Building	\$50K	\$50K	\$35K

Contract Payments	
	2024
Total Contract \$ Available	\$635,000
Pay/Performance Impact	(\$151,517)
Total Earned	\$483,483

FDI Results & Proposed Targets

greater:SATX/CoSA Agreement				
FDI	2024 GOALS	2024 RESULTS	Pay/Performance Impact	2025 PROPOSED
Japan	Included in General Services			
South Korea	\$80,000	\$80,000	\$0	\$80,000
Europe	\$25,000	\$25,000	\$0	\$60,000
Canada	\$15,000	\$10,600	(\$4,400)	\$15,000
India	\$45,000	\$33,000	(\$12,000)	-
SelectUSA Event(s)	\$20,000	\$16,972	(\$3,028)	\$25,000
FDI Activity-Based Reserve Funding	\$9,250	\$0	(\$9,250)	\$14,250
TOTAL	\$194,250	\$165,572	(\$28,678)	\$194,250

