

# 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**.

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# 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



Develop, recruit, and retain talent.



Elevate value and perception of SATX.

*Economic Mobility*



Grow, attract, and retain quality jobs.

**\$55 Billion Economic Impact**

### Results by 2025:

- **24K** new target industry jobs
- **\$5B** in capital investment
- **50K** new target industry degrees and certificates

# 2021-2025 Strategic Initiatives

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## PEOPLE

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

## PLACE

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

## JOBS

- Regional Partnerships
- Targeted Corporate Recruitment
- Business Advancement



# 5-Year Plan Progress: Accelerating Job Creation

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

Metrics as of January 2025

# Recent Wins

**16,700+**

New Jobs Announced

**\$6.6B+**

Capital Investment

HEADQUARTERS



FACILITIES



# 2025 Operational Objectives & Planned Activity

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# 2025 Operations Plan: Target Industries



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

**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.



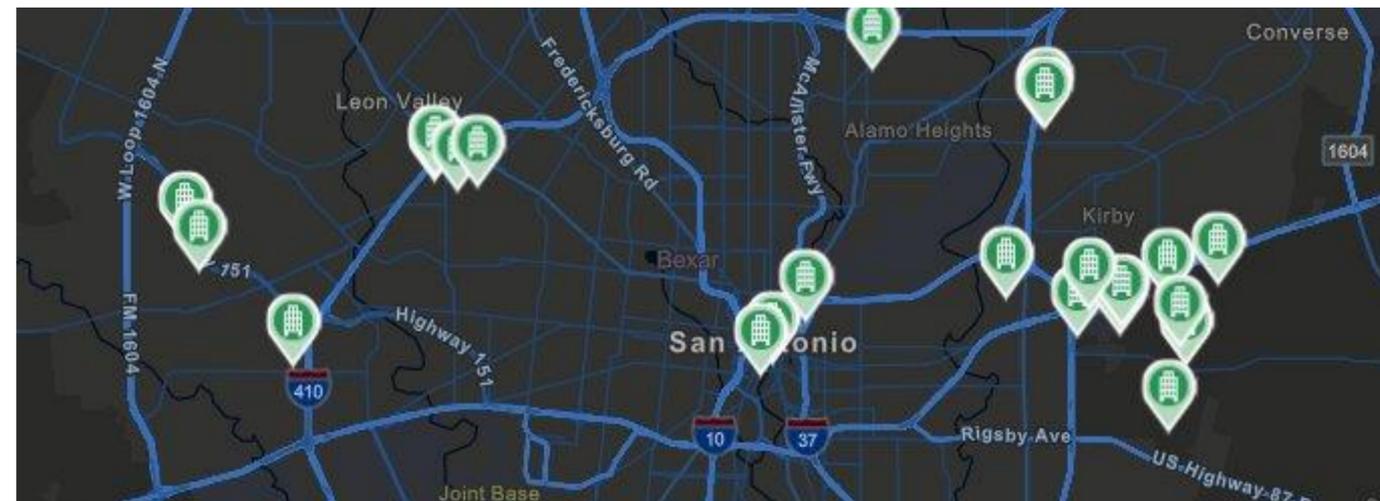
# 2025 Operations Plan: JOBS

## 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

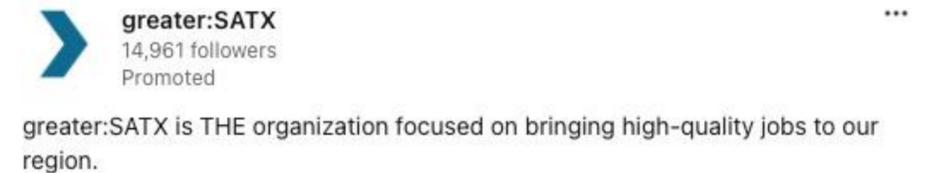
- Shift priority of Talent Attraction to be secondary to Industry Alignment.
- Industry-specific brand campaign with a laser focus on key Economic Development markets.
- Compliment digital campaigns with targeted outreach tactics to help close deals.

## National Public Relations

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

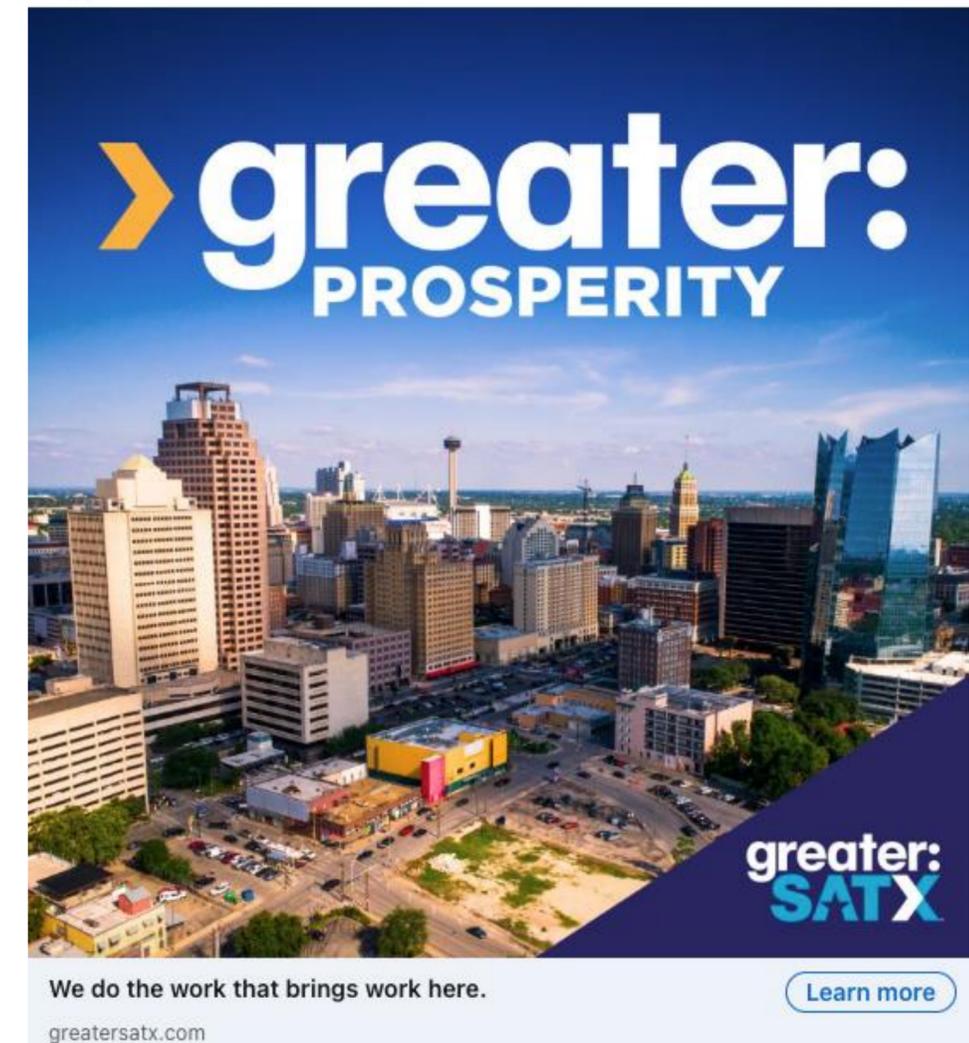
## Global Marketing

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



greater:SATX  
14,961 followers  
Promoted

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



**greater:**  
PROSPERITY

greater:  
SATX

We do the work that brings work here.  
greater: SATX

[Learn more](https://www.greatersatx.com)

greatersatx.com

# 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.



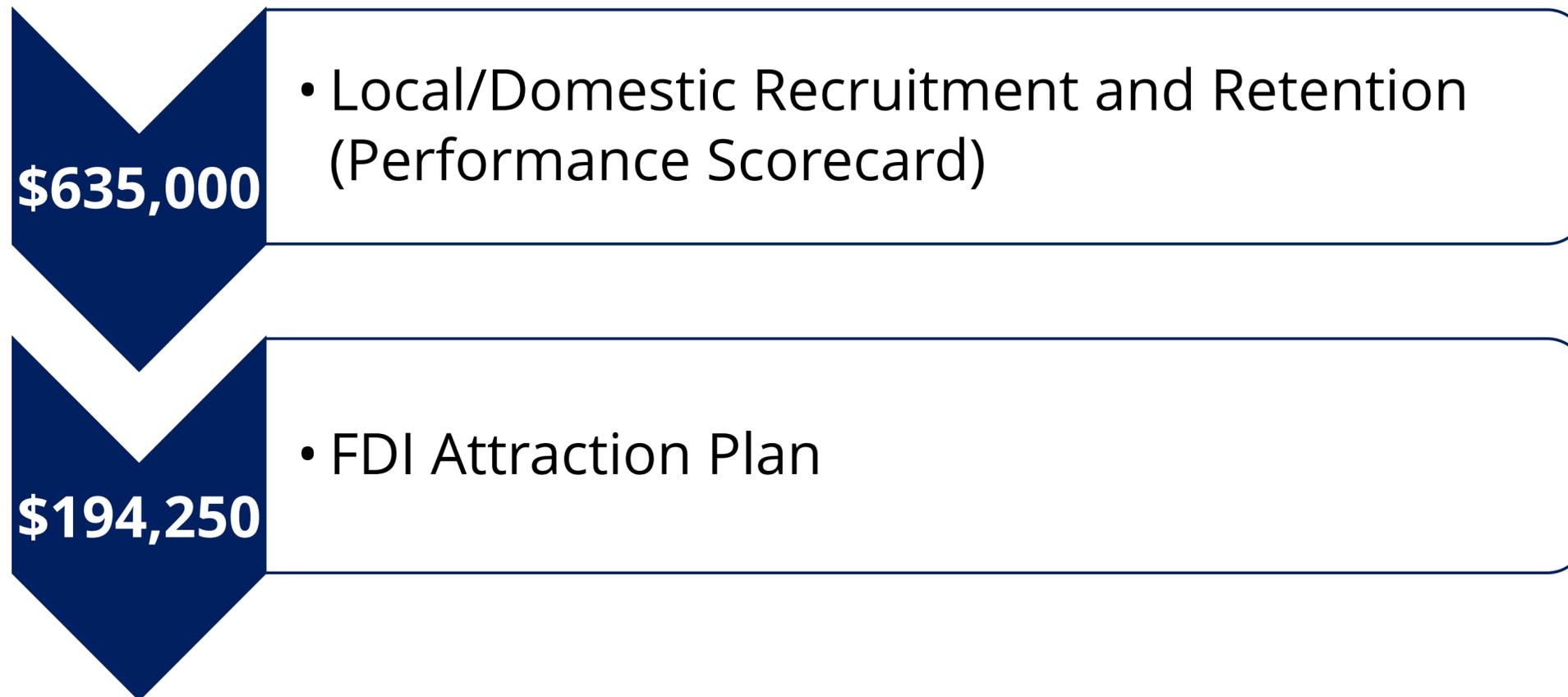
# City of San Antonio Work Plan

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# 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\***

# Agreement Results & Proposed Targets

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

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

# 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
<b>TOTAL</b>	<b>\$194,250</b>	<b>\$165,572</b>	<b>(\$28,678)</b>	<b>\$194,250</b>

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