

2019
ANNUAL REPORT



LEADING
THE
FUTURE



SAN ANTONIO
ECONOMIC
DEVELOPMENT
FOUNDATION

OUR MISSION

Lead the development and diversification of the San Antonio regional economy through the location and expansion of quality employers and job producing investments.



LETTER FROM OUR 2019 CHAIRMAN

INVESTORS, PARTNERS, AND COMMUNITY LEADERS:

Over the past three years, SAEDF has worked to transform our community's approach to economic development, how we grow the region smartly and strategically. I am so proud of the work this organization and partners have done together to lead this community to an economically healthy and prosperous future. The proof of that progress is in this report.

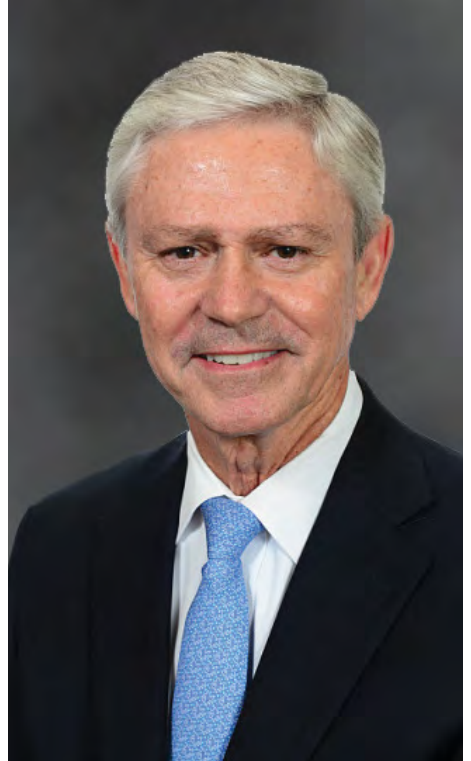
When I assumed the role of SAEDF Chair, we began building, changing and growing – not just our San Antonio community but the SAEDF organization as well. SAEDF began working bigger projects and setting more audacious goals. We aimed to attract better jobs and grow career opportunities in San Antonio while ensuring education programs are accessible and aligned to help San Antonians get those jobs. The shift to a targeted industry strategy helped SAEDF achieve some of the most successful years in its history. Since 2017, SAEDF has attracted more than 15,000 new jobs and \$1.8B capital investment – all on its way to having a \$45B economic impact by 2020.

One of the biggest undertakings in 2019 was SAEDF's new regional strategic planning process, which will provide the roadmap to continue building on our success. This strategy will take us into the next 5 years of growth and set the tone for how our region works together to achieve even greater prosperity in the future.

My term as SAEDF Chair ended in 2019 and I am honored to welcome Craig Boyan, President of H-E-B as the new Chair of SAEDF's Executive Committee. I'd like to recognize and thank those that served on the executive committee, as well as our more than 160 private and public sector investors and the SAEDF team. This team is actively shaping our region's future.

There is tremendous work to be done and I, like so many others am committed to this work long term. I look forward to continuing to promote prosperity in our region through SAEDF.

Because of the hard work and collaboration of so many stakeholders across our region, San Antonio is in the best position in its history to become the world-class city it can be.



15,000
JOBS ADDED
AND
\$1.8
BILLION
IN CAPITAL
INVESTMENT
SINCE 2017

A handwritten signature in black ink that reads "David P. McGee". The signature is fluid and cursive.

David P. McGee
President & CEO, Amegy Bank Central Texas

2019 YEAR IN REVIEW

LEADING THE REGION

Greater San Antonio has always been an inclusive region, and our economy is no different. We are proud of the diverse industries that make up our business community, and being “Military City U.S.A” puts us at the intersection of public and private sector opportunities.

**FIRST-EVER
BILLION
DOLLAR WEEK**
(SEPTEMBER 2019)

**56,000 JOBS ADDED IN
TEXAS LAST YEAR**

In 2019, we built on our strong foundation and had a historic year. Regional business recruitment brought **5,472 jobs** and **\$1.2 billion dollars** of investment—including a “billion-dollar week” in September. Manufacturing powerhouses Toyota, Aisin, and Navistar chose to expand and invest in our region. We will use this momentum to keep growing and to bring meaningful, life-changing jobs to the region.

**S.A. WORKS PARTNERED WITH
53 COMPANIES TO PROVIDE
INTERNSHIPS FOR OVER
1,000 STUDENTS.**

We are proud to be part of Texas, one of the most pro-business economies in the U.S. As we continue to promote our region as a business destination, we also know that companies need a strong, educated workforce to thrive. In 2019,

SA Works continued to influence change in our region, inspiring companies to invest in our workforce and participate at record rates in both our internship and Job Shadow Day programs. Growing our people from within is a top priority for the future. We will continue to bring industry, education, and the public sector together to create career-building opportunities for the people of Greater San Antonio.

Our region is charming. It's welcoming. It's fun. We have a rich heritage and a vibrancy that make this a place we're proud to call home. 2019 brought us the Frost Tower, continued revitalization of Hemisfair, and another record year of growth for San Antonio International Airport. 2020 marks the beginning of a new era to continue all of the tremendous work our partners have done to create green space, improve connectivity, and develop real estate around the region.

We look forward to the future and all it can bring. Together with our regional partners, we are leading the future.



REGIONAL BUSINESS
RECRUITMENT BROUGHT
5,472 JOBS AND

\$1.2
BILLION
DOLLARS OF
INVESTMENT

THE

FOUNDATION



THE DECADE OF DEVELOPMENT

A lot has changed since 2010: UTSA added a world-class downtown campus, the San Antonio Spurs won their 5th NBA championship, and the PreK 4 SA program added 4 new preschools. New and revitalized developments have modernized our city, balancing our cultural flavor with subtle sophistication. Our reinvigorated South Town, and new San Pedro Creek development are perfect realizations of our community's vision for the future of San Antonio.

In the past decade, SAEDF helped welcome more than 200 domestic and international companies to our region, including major brands like: Hulu, TJX, Kohls, Haliburton, IBEX Global, Boeing, and Lowe's. The companies we've recruited and expanded have brought nearly 44,000 jobs to the region since 2010 — and we're just getting started.



5,965,000 SQ. FT. NEW OFFICE SPACE (2010 - 2019)

That's enough office space to fill the Burj Khalifa, the world's tallest tower.

IMAGINE SAN ANTONIO'S
**TOWER
OF THE
AMERICAS
STACKED ALMOST
4 TIMES.**

(Tower of the Americas 750 Ft)

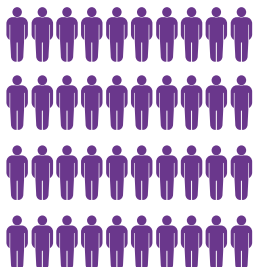


OUR IMPACT

SINCE 2010 SAEDF BROUGHT \$5.4 BILLION IN NEW CAPITAL INVESTMENT AND 44,000 NEW JOBS.

That's enough new jobs to populate the City of Schertz.

**44,000 NEW JOBS
FROM SAEDF PROJECTS**



**CITY OF SCHERTZ
(POPULATION 38,000)**



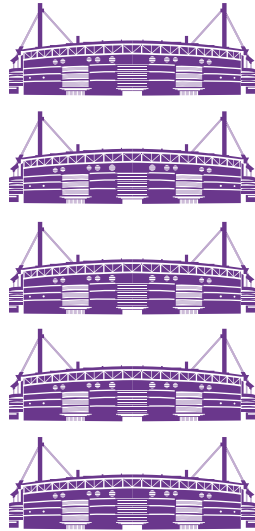
GROWING IN S.A.

In the past decade, San Antonio grew to 1.5 million residents, making us one of the fastest-growing cities in the nation.

**WE COULD FILL THE
AT&T CENTER WITH
DOWNTOWN RESIDENTS:
NOW OVER 20,000**

S.A. is home to
360,000 Millennials.
That's 14% growth in
the past decade...

**AND ENOUGH →
PEOPLE TO FILL
5 ALAMODOMES**



**OUR MSA ADDED
MORE THAN 250K JOBS
IN THE PAST DECADE.**
(DEC. 2009 - DEC. 2019)

SAEDF PROJECTS BROUGHT

**\$5.4
BILLION
IN CAPITAL
INVESTMENT
TO THE REGION**

**THAT'S NEARLY
40 NEW
FROST
TOWERS**



An aerial photograph of the San Antonio skyline at dusk, featuring prominent skyscrapers like the USAA and BBVA towers, and the Tower of the Americas. The sky is filled with a dense field of stars, creating a celestial backdrop for the city.

HERE'S TO THE NEXT 10 YEARS

We have a lot to celebrate from the past decade and 2020 is the perfect time to get back to work and solidify our place in the future. The Greater San Antonio Region is so much more than the Alamo City. Together with our regional partners, we will expand on our past successes, grow from our challenges, and sustain our thriving community. By building the jobs, people, and place we call home, we will lead the future.

“

**San Antonio is a coming-together place.
It's a nexus of natives and non-natives.
People are drawn here by the complexity
of cultures...there's a kind of peace.**

**WENDY BARKER,
SAN ANTONIO POET**

”



COMMUNITY INDICATORS

LEADING POSITIVE CHANGE

In 2019, SAEDF strengthened its talent-led economic development model, and was nationally recognized as a best-practice organization by Brookings.

Our workforce development and business development teams bring industry, education providers, and policymakers to the table to influence current and future efforts.

Working together toward a common vision creates positive change that will have a powerful, broad-reaching impact.

2018

2019

GDP: Real GDP (adjusted for inflation)

\$118.2 Billion  \$128.3 Billion

WORKFORCE:

1,178,885  1,228,419

UNEMPLOYMENT RATE:

3.4%  3%

MEDIAN HOUSEHOLD INCOME:

\$56,495

OPERATIONAL HIGHLIGHTS

2019 was a record year in economic development. We can celebrate the end of the decade and look ahead to 2020 with fresh perspective and strong momentum.

OUR PRIORITIES

▶ CONTINUOUS IMPROVEMENT

We are committed to elevating our operation. Process improvement, sophisticated data analysis, and operational excellence continued to drive our work in 2019.

▶ REGIONAL ECONOMIC DEVELOPMENT

We are stronger together. As shown by our collaborative work on 2019 projects like Aisin AW, SAEDF and its regional partners will propel South Texas to even more success in 2020.

▶ INTERNATIONAL BUSINESS DEVELOPMENT

We are global. With increased focus on FDI and Trade, we continued to improve our programs, marketing efforts, and international business community engagement in 2019.






Navistar will be building a new \$250 million-dollar truck factory in San Antonio with 600 new jobs. Congratulations San Antonio and Texas! America makes the greatest trucks in the world!

PRESIDENT DONALD J. TRUMP



Six International Companies chose San Antonio for their U.S. operations including Viagogo (Switzerland), Vitop (Italy), Bitdefender (Romania) and Aisin AW Co. (Japan).

OUR BILLION DOLLAR WEEK

COMPANY	CAPITAL INVESTMENT	ADDED JOBS
	\$400M	900
	\$391M	7,200 <small>(since 2006)</small>
	\$250M	598

BY THE NUMBERS

We soared past our capital investment, foreign direct investment, and high wage jobs goals. We exceeded our investment goal by more than \$800M, and thanks to projects like Victory Capital, high wage jobs make up nearly half of our 2019 total jobs brought to the community.

CAPITAL INVESTMENT
\$1.2 BILLION
(\$400 Million Goal)

FOREIGN DIRECT INVESTMENT
\$931 MILLION
(\$66.5 Million Goal)

BD ACTIVITY
93
PROSPECT VISITS &
27
MARKETING TRIPS TO 20 CITIES

TARGET INDUSTRY JOBS:
4,377
(80% OF TOTAL JOBS)

HIGH WAGE JOBS:
1,834
(42% OF TOTAL JOBS)

PROJECT BREAKDOWN:

LOCATIONS

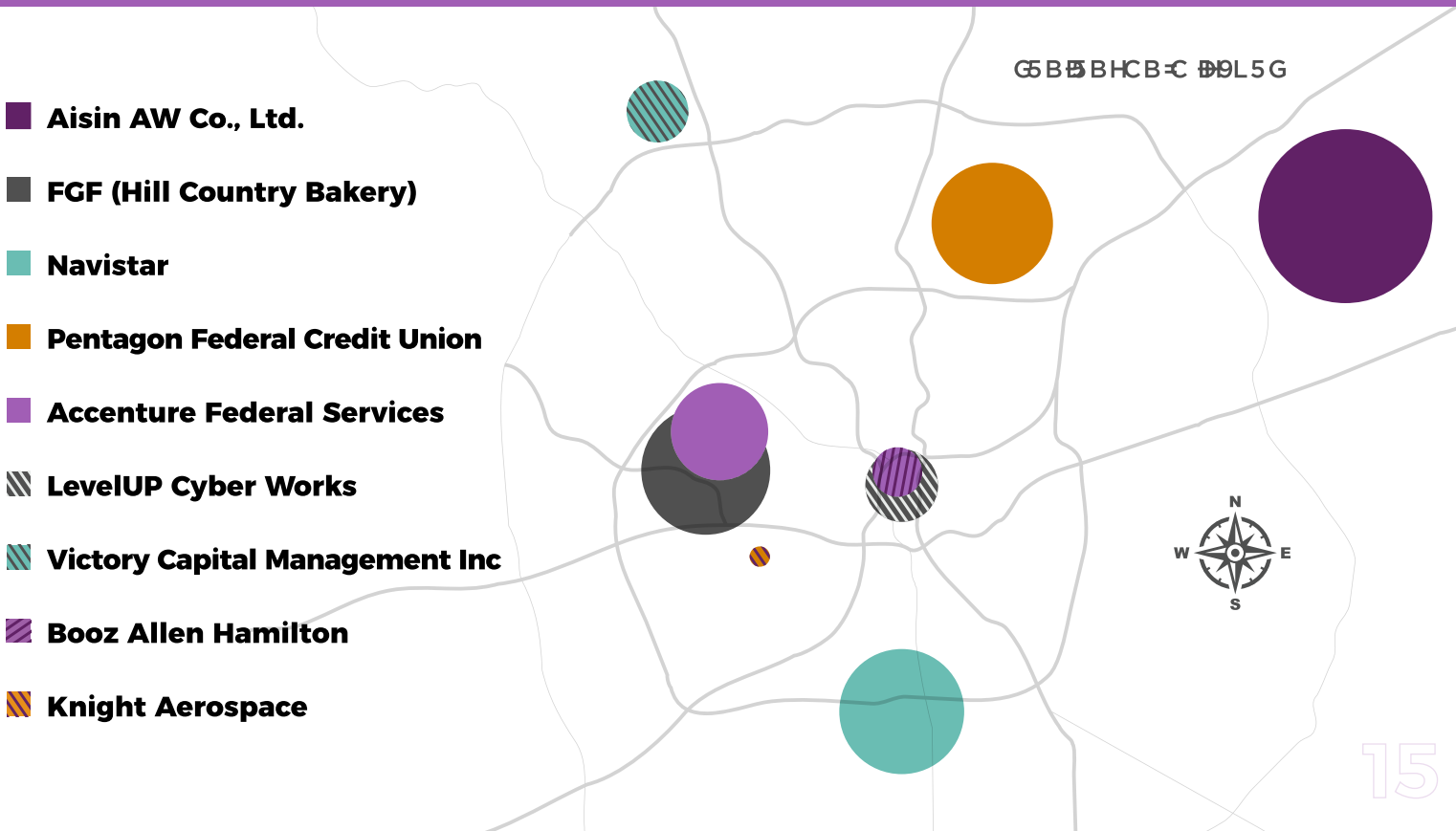
EXPANSIONS



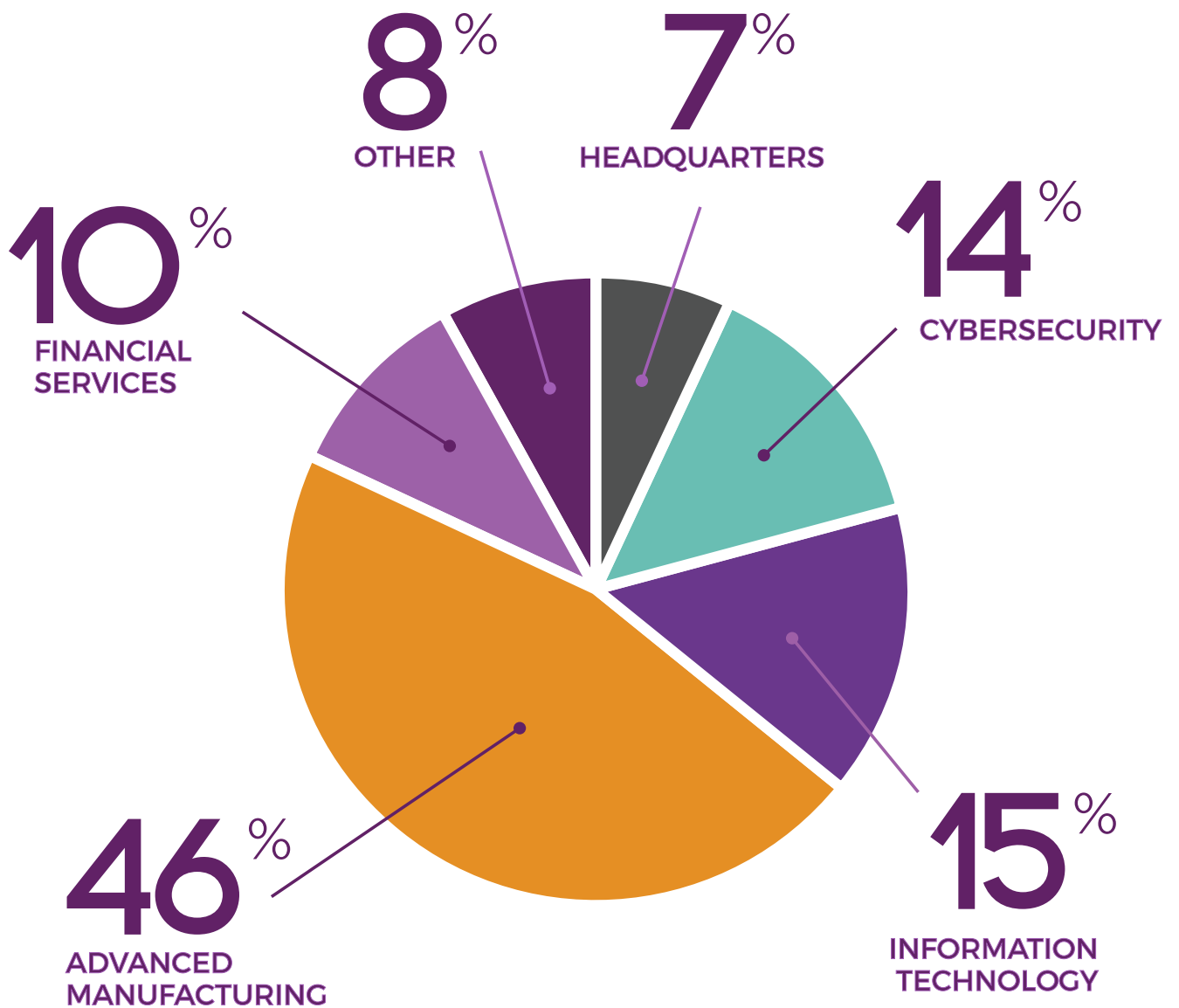
PROJECT HIGHLIGHTS

COMPANY NAME	JOBS	CAPITAL INVESTMENT	INDUSTRY
AISIN AW CO., LTD.	900	\$400M	ADVANCED MANUFACTURING
FGF (HILL COUNTRY BAKERY)	600	\$130M	ADVANCED MANUFACTURING
NAVISTAR	598	\$250M	ADVANCED MANUFACTURING
PENTAGON FEDERAL CREDIT UNION	571	\$5M	FINANCIAL SERVICES
ACCENTURE FEDERAL SERVICES	500	\$5M	INFORMATION TECHNOLOGY
LEVELUP CYBER WORKS	400	\$6M	CYBERSECURITY
VICTORY CAPITAL MANAGEMENT INC	357	\$2M	HEADQUARTERS
BOOZ ALLEN HAMILTON	250	\$700K	CYBER SECURITY
KNIGHT AEROSPACE	40	\$7.5M	AEROSPACE

JOBS BY LOCATION



OUR WINS



JOBS BY KEY TARGET



HEADQUARTERS

1 PROJECT

357 JOBS

\$96,000 AVG WAGE/YR

Spotlight: Victory Capital Management moved its headquarters from Cleveland to San Antonio.



CYBERSECURITY

3 PROJECTS

750 JOBS

\$69,201 AVG WAGE/YR

Spotlight: We completed 3 cybersecurity projects including Booz Allen Hamilton's downtown expansion.



INFORMATION TECHNOLOGY

4 PROJECTS

831 JOBS

\$65,000 AVG WAGE/YR

Spotlight: We assisted 4 IT businesses in 2019 including Accenture which expanded its Tech consulting office in SA adding 500 jobs.



ADVANCED MANUFACTURING

10 PROJECTS

2,513 JOBS

\$39,000 AVG WAGE/YR

Spotlight: We helped grow 10 businesses in 2019 including San Antonio staple Comet Signs which creates signs for Valero, HEB and Whataburger. Comet signs added over 80 jobs in 2019.



FINANCIAL SERVICES

1 PROJECT

571 JOBS

\$38,000 AVG WAGE/YR

Spotlight: Pentagon Federal Credit Union came to Military City, USA in 2019 bringing over 570 new jobs.



OTHER

1 PROJECT

450 JOBS

\$38,500 AVG WAGE/YR

Spotlight: In 2019, our team helped Great Call establish their presence in the region adding 450 new jobs.



*(Back row) L to R: Berto Guerra, Dave Krupinski, Ivan Jaime, Jimsi Kuborn, Andi Trevino, Leo Gomez, Dr. Thomas Evans, Marcelo Sanchez, David Jungman, Jesse Hereford, Sarah Sanchez, Robert Barnett, Patricio Azcunaga, Juan Antonio Flores
(Front row) L to R: Raul Rodriguez, Bernardo Ayala, Ruth Hughs, Jenna Saucedo-Herrera, Cristina Aldrete*

Beginning in 2018, SAEDF worked to rejuvenate San Antonio's international business economy. Since then, we have:

- ▶ Integrated the San Antonio Free Trade Alliance into SAEDF.
- ▶ Generated over \$931 million in FDI.
- ▶ Brought nearly 2,000 jobs.
- ▶ Hosted 200 business leaders from 30 countries at the International Business Forum.
- ▶ Recruited 6 new international companies to the region.
- ▶ Established the International Advisory Committee (IAC) to lead our collaborative efforts.

PROMOTION MISSIONS

In 2019, SAEDF made investment missions to Japan, Canada and Mexico. They also visited several companies from countries such as Spain, the UK and the Czech Republic. At least three qualifying prospects were developed during investment missions.

INTERNATIONAL BUSINESS DEVELOPMENT CENTER (IBDC)

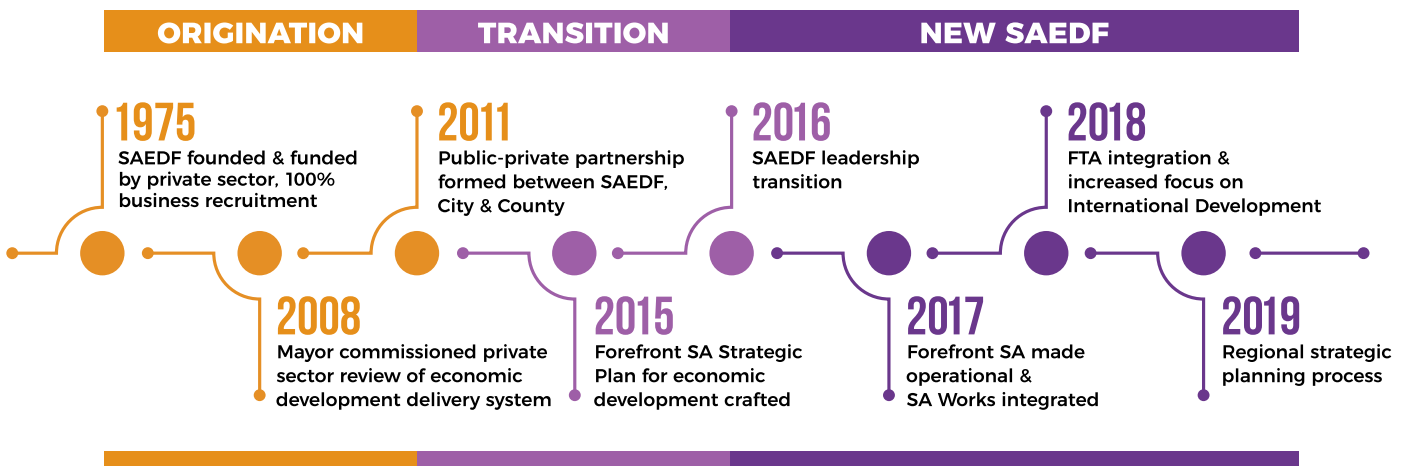
The IBDC serves as a soft entry into the United States market for foreign businesses.

**IN 2019, WE WELCOMED
— 7 NEW —
COMPANIES**

- 1 THIEN THUONG VIETNAM**
- 2 JOVAL USA**
- 3 CARTON BOX**
- 4 BIG VENTO**
- 5 HELSA**
- 6 DESTILERIA LA FORTUNA**
- 7 PPR AMERICA**

REGIONAL STRATEGIC PLANNING

Our current strategic plan focused on propelling San Antonio to the forefront of global cities. While we still have work to do, the past decade was a productive era of realignment and collaborative work toward a fast-growing economy. As we look ahead, we'll expand our borders and grow our workforce from within to make our region the best place to live, work, and thrive.



This regional approach is proven to work. The new Aisin plant in Cibolo, as well as the announced CSP expansion in Seguin, were huge wins for our regional team.



L to R: Cibolo Mayor Stosh Boyle; Darren Schauer, GVEC; Chris Nielsen, Toyota; Texas Governor Greg Abbott; Kazuhisa Ozaki, Aisin AW Co.; Satoru Kasuya, AW Texas, Inc.; Robert Bob Herrera, City of Cibolo; Guadalupe County Judge Kyle Kutcher

WORKFORCE

NATIONAL RECOGNITION

2019 was a landmark year for SA Works. In September 2019, Brookings recognized our delivery model in its national report on best practices in talent-driven economic development. The report praised SA Works for its ability to unite private businesses with school systems.

INDUSTRY-DRIVEN WORKFORCE DEVELOPMENT

In 2019, the SA Works Jobs Report continued to highlight skills gaps in three key industries. The report continues to be a powerful tool for educators, policymakers, and employers to make decisions and evolve programs.

To further bridge skills gaps in 2020, SA Works will partner with the private sector to lead a data-driven marketing effort. The initiative targets students, parents, and teachers to remove barriers between youth and career paths in target industries.

OUR IMPACT

GROWING SAN ANTONIO'S FUTURE WORKFORCE

CITY-WIDE JOB SHADOW

3,608

122 COMPANIES

(2018- 3791 students, 130 companies)

SUMMER INTERNSHIP

1,029

53 COMPANIES

(2018- 899 students, 35 companies)

MANUFACTURING JOB SHADOW

415

12 COMPANIES

(2018- 78 students, 3 companies)

IT/CYBER JOB SHADOW

441

15 COMPANIES

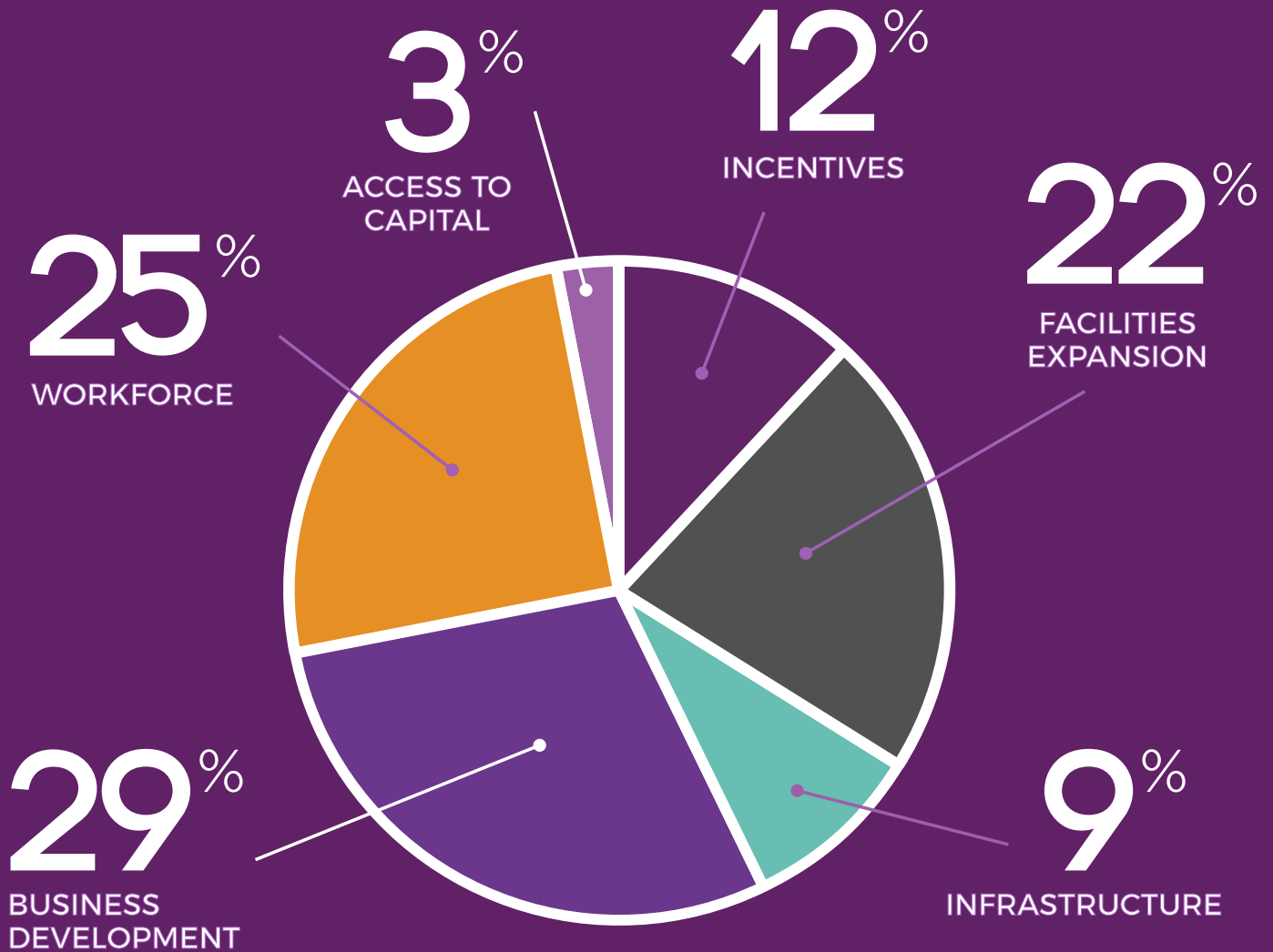
(2018- 94 students, 3 companies)

**ESTIMATED ECONOMIC IMPACT ON YOUTH SALARIES
THROUGH INTERNSHIPS \$1,290,500**

BUSINESS RETENTION & EXPANSION

In 2019, our BRE team worked with 77 companies to help solve more than 100 business challenges.

TOTAL ASSISTS = 107



MAKING CONNECTIONS

One of our greatest strengths is helping companies make the right business connections. In 2019 we connected Nvision, one of the leaders in bio-technology research for the San Antonio region, with UTSA. Nvision researchers worked directly with UTSA to teach a class for biology students in the Fall semester. Aside from providing invaluable training, this was a perfect opportunity for Nvision to connect with members of its future workforce. By connecting education with business, we help to ensure a thriving workforce for the future of our region.

INVESTING IN THE FUTURE

In 2019 we had the opportunity to deepen our relationship with more than 30 companies. Some of these businesses chose to invest in our community for the first time, while others increased their existing commitment.

NEW INVESTORS

AREA REAL ESTATE

CHICAGO TITLE

DYNAMIC ADVANCEMENT

EMBREY PARTNERS LTD

GBA ARCHITECTS

GBS ARCHITECTS

HFF

HORNBERGER FULLER & GARZA

MILAM REAL ESTATE

NORTH AMERICAN DEVELOPMENT BANK

OCI SOLAR

REAL ESTATE COUNCIL OF SA

SANTIROS

STANTEC

ST. MARY'S UNIVERSITY

TEXAS MUTUAL

UNIVERSITY OF THE INCARNATE WORD

VALERO ALAMO BOWL

INCREASED INVESTORS

ARGO GROUP

BARTLETT COCKE

BELDON ROOFING

CACHEAUX CAVAZOS & NEWTON

CLARK HILL STRASBURGER

**COLDWELL BANKER D'ANN
HARPER REALTORS**

FOSTER GLOBAL

HEB

KIMLEY HORN

RABA KISTNER

RVK ARCHITECTS

SWRI

VIP STAFFING

YATES CONSTRUCTION

THANK YOU!

TOGETHER, WE WILL LEAD THE FUTURE.

SAN ANTONIO & BEYOND

Over the past five years, San Antonio became one of the fastest-growing business environments in the nation. Now, it's time to take our region to the next level.

Together with hundreds of multi-sector partners, SAEDF spent six months leading an intensive regional strategic planning process. The resulting strategy focuses on capitalizing on our strengths and assets to not only overcome our very real challenges, but to build an ideal environment for upward economic mobility.

Our regional approach strengthens our ability to effectively market San Antonio and its surrounding communities, while also building a world-class workforce from within. We will continue to attract new investment, double-down on growing our local companies, and ensure that every person living in the area has an opportunity to thrive.

We look forward to the next decade and beyond with great enthusiasm and an energy never before seen in the community. 2020 is a natural time to reinforce our vision for the future and align our resources and talent toward making our region the land of opportunity we know it can be.



THANK YOU

San Antonio is going to experience its best year yet. That is due entirely to the efforts of all San Antonians willing to roll up their sleeves, work hard and align towards a common goal to continue building our prosperous city of the future.

I'd like to thank our SAEDF team for their lively passion for the work we do and for their tireless commitment to making San Antonio a better community for everyone who lives here.

Also, I'd like to thank our 2018 leadership team, including our executive committee and active committee and council chairs.

Finally, it is without a doubt the commitment of our SAEDF investors that keeps our economic engine running. Thank you for empowering, supporting, and challenging our team to continue building towards San Antonio's economically healthy and prosperous future. Your continued commitment to SAEDF's mission is driving our community's future success.



A handwritten signature in purple ink that reads "Jenna Saucedo-Herrera". The signature is fluid and cursive.

Jenna Saucedo-Herrera
President & CEO, SAEDF

THANK YOU

TO OUR 2019 EXECUTIVE COMMITTEE MEMBERS FOR ANOTHER GREAT YEAR.

OFFICERS

David McGee

President, Amegy Bank Central Texas - Chairman

Craig Boyan

President, HEB - Vice Chairman

Lisa Friel

Managing Partner, Ernst & Young - Secretary Treasurer

Wayne Peacock

President, Property & Casualty USAA - Immediate Past Chair

ELECTED PRIVATE SECTOR MEMBERS

Dr. Taylor Eighmy

President, UTSA

Jim Laffoon

President & CEO, Security Service Federal Credit Union

Dr. Esteban López

Chief Medical Officer Clinical Strategy & Innovation, Blue Cross Blue Shield of Texas

Mark Metcalfe

Executive Vice President & Division Manager, Wells Fargo

William Raba

Vice Chairman & President, Raba Kistner

Clyde Rucker

Owner & CEO, Rucker Restaurant Holdings, LLC

APPOINTED PRIVATE AND PUBLIC SECTOR MEMBERS

Kate Rogers

SAEDF SA Works Advisory Council Chair

Raul Rodriguez

SAEDF International Advisory Council Co-Chair

Paula Gold Williams

President & CEO, CPS Energy

Robert Puente

President & CEO, SAWS

Sheryl Sculley

City Manager, City of San Antonio

David Marquez

Executive Director of Economic & Community Development, Bexar County

Shaun Kennedy

Immediate Past Chair, San Antonio Chamber of Commerce

Erika Prosper

Immediate Past Chair, San Antonio Hispanic Chamber of Commerce

Chris Thiel

Immediate Past Chair, North San Antonio Chamber of Commerce

Victoria Garcia

Immediate Past Chair, Port San Antonio

Steven Goldberg

Board Chair, Brooks Development Authority

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