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**GREATER SAN ANTONIO  
CHAMBER OF COMMERCE'S  
FIVE-YEAR PLAN FOR SAN ANTONIO**

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## **FOREWORD: A LIVING DOCUMENT**

This plan is a **living document**, a daily challenge to the volunteer leadership and professional staff of the Greater San Antonio Chamber of Commerce, subject to periodic renewal as a vibrant and meaningful guide to tangible accomplishment.

This plan represents a new commitment on the part of Chamber leadership, a new look at the needs of the community and a strong resolve that many of these needs must be answered by the private business sector if the American free enterprise system and the way of life handed down to us by our forefathers are to survive.

To this end, the plan readdresses itself to the preservation of the American free enterprise system in both its Creed and its Continuing Objectives, devoting the first section of the main program to strategies, programs and action plans designed to strengthen that system.

This Chamber of Commerce is the first Chamber to avail itself of the guidance of the prestigious American Management Association (AMA) in the development of a long-range plan. It was a first for AMA, too, which has numerous Fortune 500 corporations among its clientele but had never tackled a Chamber long-range planning effort until now.

Briefly, the long-range planning process was initiated with a decision early in 1972 that the Chamber would benefit greatly if it would develop a long-range plan. With the sanction of the Chamber Board at its April meeting, a Long-Range Planning Committee was appointed and AMA engaged to give us guidance.

In May, Chamber volunteers and professional staff spent a week at the AMA's conference center in Hamilton, New York, learning the methodology of long-range planning and probing into basic questions regarding the San Antonio Chamber.

A pattern was established, and this gameplan was brought back to San Antonio for a summer-long intercession involving extensive staff study and research. An important element in the intercession were the July 18-19 "brainstorming" sessions in which the Chamber membership participated and provided ideas for new programs and projects they felt this Chamber should undertake.

The sum total of the first week's work, the staff's research and the membership's input became — after considerable meshing, re-examination and re-working — the proposed long-range plan that Chamber volunteers and staff took to Salado, Texas, in October for a second week of concentrated study.

What came out of Salado was submitted to the Chamber's Executive Committee and Board for their thorough review. They unanimously approved it.

Basically, we set out to answer four questions: Who are we? Where are we going? How are we going to get there? Who is going to get us there?

The Creed and Mission Statement established our beliefs and our purpose, answering the question, "Who are we?" The Continuing

Objectives and Specific Objectives are broad statements of intent which tell us "where we are going." The Strategies, Programs and Action Plans speak both to "how we are going to get there" and "who is going to get us there." Controls will be maintained on all Action Plans assigning the responsibility for their completion to specific volunteers and staff.

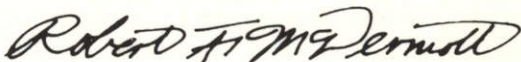
Who is really going to get us there? In the final analysis, it is the membership of the Greater San Antonio Chamber of Commerce. Because only through the commitment of time and money to Chamber effort will this long-range plan ever come into fruition.

This plan belongs to the business and professional men and women who are investors in the Chamber. The benefits that result for San Antonio and San Antonians everywhere will depend entirely upon the support and participation of Chamber volunteers.

The time is now and the instrument is at hand with which we can reach a new plateau of community development in San Antonio. We've planned our work. Now, let's work our plan.



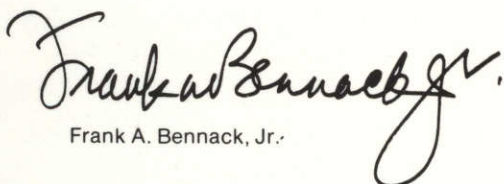
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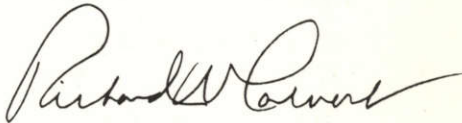
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Co-Chairmen

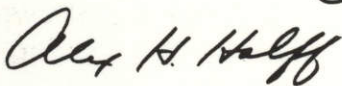
Long-Range Planning Committee



Frank A. Bennack, Jr.



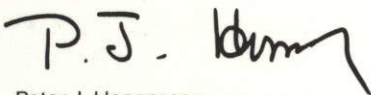
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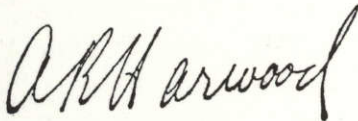
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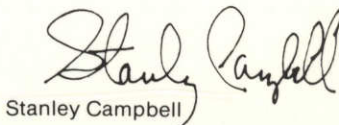
Thomas Berg



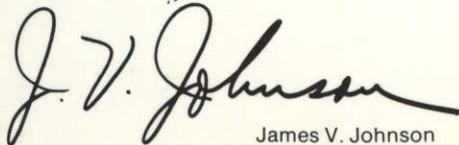
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Stanley Campbell



James V. Johnson



Fred W. Burtner

# FIVE YEARS AT A GLANCE

The five-year plan for the Greater San Antonio Chamber of Commerce moves from the very general to the very specific.

The **Creed** is a statement of belief. The first two beliefs reaffirm the importance of the free enterprise system to the American way of life and establish “the people of this area” as our greatest resource, with a right to “an opportunity for maximum personal development.”

Other beliefs stated in the Creed commit the Chamber to act on issues affecting the American free enterprise system, to provide leadership in solving problems facing this community, to promote this community and develop its economy, and to strive to improve its quality of life.

The **Mission Statement** sets out in one broad and comprehensive statement of purpose the fact that the Chamber must “marshal and represent the business community” in developing programs “which will bring about constructive change and improve the economic well-being of all citizens.”

It also says the Chamber has a collaborative or supportive role in preserving and improving our quality of life.

The five **Continuing Objectives** identify five main directions in which the Chamber must go in order to meet the requirements set out in the Creed and Mission Statement: Strengthen the American free enterprise system; foster economic growth; preserve and improve our quality of life; involve more members in Chamber programs; strengthen the Chamber itself by enlisting more members from the private sector.

The bulk of the five-year plan is divided into five sections emerging out of the continuing objectives, each producing its own set of Specific Objectives (where applicable), Strategies, Programs and Action Plans.

## **I. TO STRENGTHEN THE AMERICAN FREE ENTERPRISE SYSTEM**

The first section of strengthening the American free enterprise system has five **Strategies**, or broadly defined courses of action to realize objectives, exploit opportunities, and help close planning gaps. (A planning gap is the difference between where you'll end up if you just keep on doing what you've always done and a higher goal where your new objectives will take you.)

**The first Strategy** deals with telling the story of the community. benefits derived from the results of businesses operating in the American free enterprise system. Six Programs and 19 Action Plans speak to this Strategy with such items as upgrading the knowledge of educators and employees regarding the American free enterprise system and improving the image of local business through effective publicity.

A **Program** serves as one more step toward action and an **Action Plan** sets out a single action or one of a series of actions designed to carry out the Program. Each Action Plan is quantified, setting out a point in time when it is due to be accomplished.

**Strategy #2** aims at creating broad policy statements that will direct the Chamber's resources in strengthening the system, with a Program and three Action Plans for carrying out this Strategy.

**Strategy #3** communicates the Chamber's position on proposed legislation or governmental action affecting the system or San Antonio to various publics. Programs call for a closer working relationship with elected officials and the use of publicity to convey the Chamber's position.

**Strategy #4** is to draft and aggressively support proposed legislation to strengthen the system and improve the San Antonio area business climate. **Strategy #5** proposes to improve the return on the taxpayer's dollar investment in government by modernizing local government.

## **II. TO FOSTER THE ECONOMIC GROWTH OF THE GREATER SAN ANTONIO AREA**

The section on economic growth lists three **Specific Objectives** — quantified long-range objectives — projecting increases in total civilian employment, above the normal trend, from 329,000 in 1973 to 386,000 in 1977; increases in the combined military and civil service Department of Defense payrolls from \$748 million in 1973 to \$887 million in 1977; and an increase in the per capita (disposable) income to a figure equal to, or greater than, the average for the State of Texas by 1980.

**The first of five Strategies** under economic growth calls for compiling a community economic data base and analyzing data to pinpoint opportunities for economic development. The emphasis in the Program is on basic research.

**The second Strategy** speaks to the improvement of transportation facilities, natural resources, energy supply and other community factors that support economic development. Programs deal with a comprehensive road-street-freeway system, an inland waterway to the Gulf, adequate airport facilities, a centrally located all-purpose passenger terminal, scheduled airline service, a modern freight transportation system, adequate rail passenger capability, and an adequate water and energy supply.

**Strategy #3** is to create an economic model of the community and identify target sectors within the economy that offer the highest and best potential for growth.

**Strategy #4** carries the process started in the previous Strategy a step further by identifying the highest and best **specific** economic growth opportunities within the selected target sectors and pinpointing both the stimuli and constraints to economic growth in the San Antonio area.

The one Program has 16 Action Plans involving studies and surveys into such areas as all products imported into San Antonio as a potential source of new business, aids to industry, Mexican products, tourist and convention promotion, all major corporate headquarters considering a move, agri-business, future military potential in San Antonio, national manufacturers' awareness level and image of San Antonio, and international trade missions.

Under **Strategy #5** are 14 Programs and 69 Action Plans dealing with a wide range of activities that will cause **existing** local San Antonio operations to create larger payrolls through expansion and attract **new** operations to San Antonio.

Programs include aids to local business expansion, increasing the number of tourists and conventioners, an educational program for personnel who come into direct contact with the visitor, closer rapport with the military community, increasing agri-business income, San Antonio as a principal distribution center for Mexican products, a complete marketing program to promote San Antonio, a positive San Antonio image regionally and nationally, and direct-contact program to relocate outside business firms in the metropolitan San Antonio area.

### **III. TO IMPROVE THE QUALITY OF LIFE FOR ALL SAN ANTONIANS**

**Strategy #1** deals with creating broad policy statements reflecting the Chamber's position on quality of life and directing the Chamber's resources accordingly. The first Program will examine methods of measuring the factors affecting our quality of life while developing definite objectives. The second Program will create new Chamber programs on this subject.

**Strategy #2** works on drafting regulations and proposed legislation which will protect and improve our quality of life.

**Strategy #3** is to anticipate community needs (housing, health delivery systems, pollution, etc.) and mobilize community resources to fill the needs.

The first of ten Programs deals in detail with education: Promote an educational system that provides an opportunity for optimum individual development. Action Plans speak to illiteracy, median school years completed, career training, adult vocational training and graduate degree programs.

Other Programs cover a range of activities such as a study of problems facing public schools, support for private education, an effective health care program, downtown housing, decreasing vehicular congestion in the downtown area, more open spaces, improving the appearance of the Greater San Antonio area, and establishing a system for providing input from the business community in the determination of community goals.

**Strategy #4** is to communicate the Chamber's position on our quality of life to lawmakers, persons of influence and the public.

The first Program will develop sound policy recommendations that will insure early business-community participation regarding all factors affecting the San Antonio environment. The second Program sets out Action Plans for publicizing the positive aspects of our quality of life and Chamber efforts to improve it.

#### **IV. TO INVOLVE MORE CHAMBER MEMBERS IN DEVELOPING, PARTICIPATING IN, AND EXECUTING THE CHAMBER'S PROGRAMS.**

This Continuing Objective recognizes that the key to effective Chamber action is volunteer involvement and for any Chamber program to succeed requires a large number of Chamber members to take the time to come to the conference tables and concentrate their collective minds and talents on solutions to community problems and programs for maximizing community opportunities.

**The two Specific Objectives** track an increase in the number of volunteers assigned to Chamber councils from 1,000 in 1973 to 1,500 in 1977 and attendance at scheduled Chamber meetings of various kinds by every-increasing numbers or percentages from 1973 through 1977.

**The first of six Strategies** attempts to find out why a number of Chamber members are inactive and what steps can be taken to encourage participation.

**Strategy #2** — Create policy statement regarding member involvement — calls for job descriptions for Chamber volunteer leadership and communication of the role of the volunteer to the membership. The idea here is to help Chamber volunteers to perform more effectively by specifically setting down what's expected of them.

**Strategy #3** is to provide more members with an opportunity to participate in Chamber activities. A number of new all-member programs are proposed, including monthly general membership meetings on vital issues.

**Strategy #4** promotes the benefits of volunteer involvement.

**Strategy #5** deals with improvements in the effectiveness of the Chamber's communications with its members and **Strategy #6** seeks to increase the recognition of members and their volunteer efforts.

#### **V. TO BROADEN THE MEMBERSHIP BASE AND INCREASE THE DOLLAR INVESTMENT IN THE CHAMBER.**

If it is the mission of the Chamber "to marshal and represent the business community," then the effectiveness of the Chamber will be measured in terms of how well the private sector supports its Chamber and funds its programs. It stands to reason that any viable and aggressive Chamber must address itself to both the numbers and the financial support it enjoys from the men and women in the business and professional community it serves.

**The first of four Specific Objectives** projects an increase in total dues income to the Chamber from \$765,000 in 1973 to \$1,072,000 by 1977. The second Specific Objective tracks an increase in Chamber income from other sources from \$550,000 in 1973 to \$580,000 by 1977.

The other two Specific Objectives call for adding specific numbers of new members annually and penetrating the various business and professional classifications by increasing percentages over the next five years.

**The first of eight Strategies** sets up a system for determining the dollars needed to support the Chamber's approved program.

**Strategy #2** will project net income from normal revenue sources.

**Strategy #3** creates policy statements on budgeting and finance.

**Strategy #4** assigns to the Chamber Board the responsibility for raising the difference between the cost of the approved program and normal revenue growth. Programs and Action Plans call for this being accomplished in the first three months of the Chamber year.

**Strategy #5** seeks to increase community awareness and acceptance of the Chamber and its program. Programs include publicizing the benefits of Chamber membership and improving the Chamber's image as an action agency for economic growth and as a solver of community growth problems.

**Strategy #6** lists three Programs and nine Action Plans designed to strengthen the Alamo Round-Up Club in such a way as to add even more prestige and effectiveness to the Chamber's new-member sales organization.

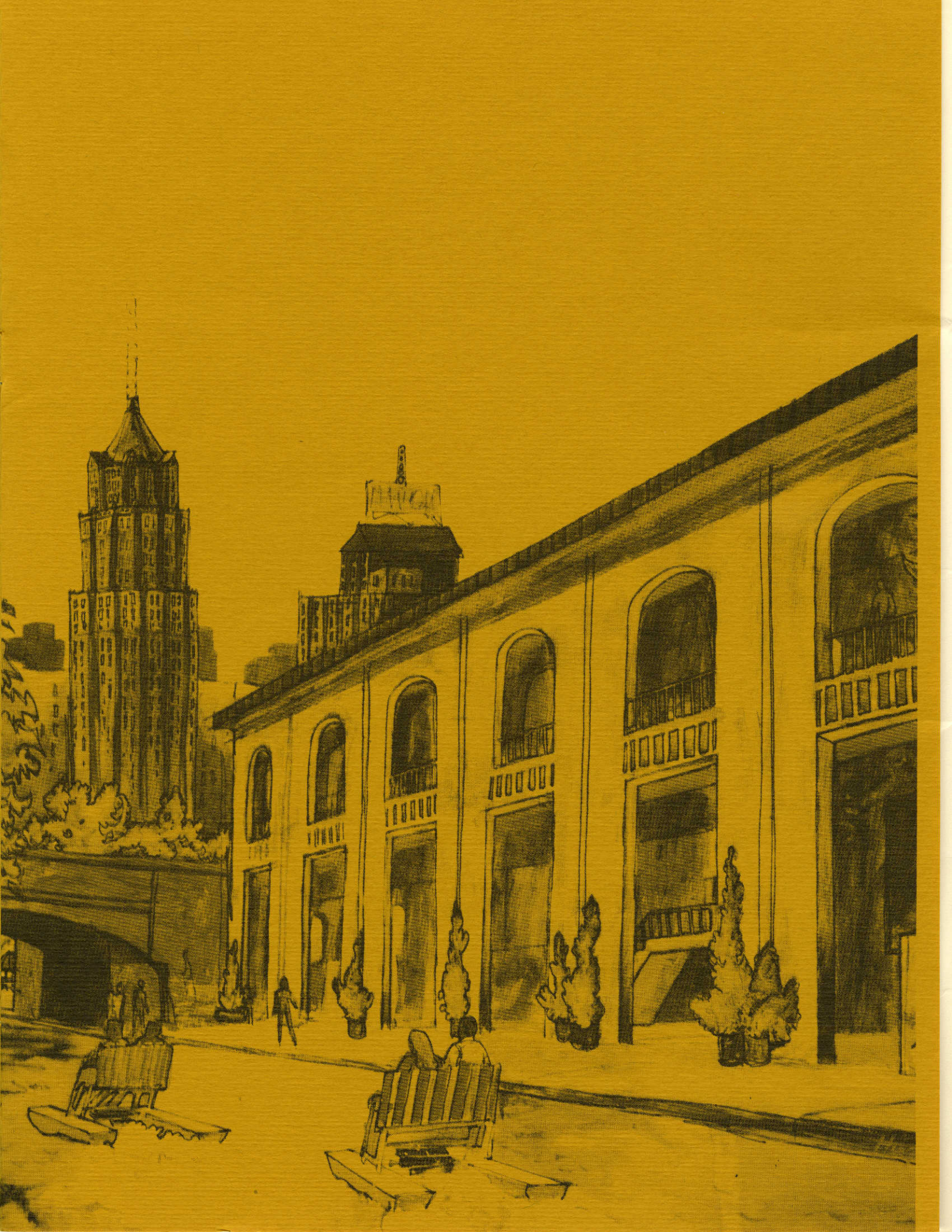
**Strategy #7** seeks to enhance membership retention efforts.

**Strategy #8** explores sources of special funding for Chamber of Commerce (trust funds, foundations, etc.). **Strategy #9** calls for programs to insure greater membership penetration by business classification.



In this overview of the Chamber's 5-year plan, we have tried to capture the main thrust and direction of the total plan and give a brief insight into the activities proposed to carry out this plan. It was necessary to abridge the Programs and Action Plans. These are the real "action" portions of the plan.

Please find time to examine the Programs and Action Plans in more detail as they are found **in toto** elsewhere in this publication.







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# **CREED**

**The Greater San Antonio Chamber of Commerce believes:**

**That the free enterprise system is essential to the American way of life.**

**That the people of this area represent its greatest resource and should have an opportunity for maximum personal development.**

**That we should act on issues that affect the American free enterprise system.**

**That we should provide leadership in solving problems facing this community and serve as a dynamic force for constructive change.**

**That we can do the most efficient job of promoting the community and developing its total economy.**

**That we should constantly strive to preserve and improve the quality of life in this community.**



## **MISSION STATEMENT**

**To marshal and represent the business community  
of metropolitan San Antonio  
in the development of goals and programs  
which will bring about constructive change  
and improve the economic well- being of all citizens  
and in the support of programs  
which will preserve and improve the quality of life.**

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**1** **To Strengthen the  
American Free  
Enterprise System**

**2** **To Foster the  
Economic  
Growth of the  
San Antonio  
Area**

**3** **To Improve the  
Quality of Life for  
all San Antonians**

**4** **To Involve More Chamber  
Members in Developing,  
Participating in and  
Executing Programs**

**5** **To Broaden the Membership  
Base and Increase the Dollar  
Investment in the Chamber**

# **1 To Strengthen the American Free Enterprise System**

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## **STRATEGIES:**

1. **Tell the story of the community** benefits derived from the results of businesses operating in the American free enterprise system.
2. **Create broad policy statements** that will direct the Chamber's resources in strengthening the American free enterprise system.
3. **Communicate with, persuade, and educate lawmakers**, persons of influence and the public on the Chamber's position on proposed legislation and government action affecting the American free enterprise system or San Antonio.
4. **Draft and aggressively support proposed legislation** and government action affecting the American free enterprise system and improve the San Antonio area business climate.
5. **Improve the return on the taxpayer's dollar investment** in government.

## **STRATEGY 1**

**Tell the story of the community benefits derived from the results of businesses operating in the American free enterprise system.**

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### **PROGRAM A**

*Upgrade knowledge of San Antonio area educators concerning the American free enterprise system.*

#### **ACTION PLANS**

1. Establish a pilot program in one or more school districts by January, 1973.
2. Conduct a faculty survey to determine educators' knowledge of the American free enterprise system by June, 1973.
3. Develop a special American free enterprise system orientation course for faculty and staff by January, 1974.
4. Measure results of the program in April, 1974.
5. If successful, offer this program to all Bexar County school districts by December, 1977.

### **PROGRAM B**

*Upgrade knowledge about the American free enterprise system among employees of San Antonio area firms.*

#### **ACTION PLANS**

1. Select firms for a pilot public affairs program by March, 1973.
2. Survey employees' opinions in the pilot firms by June, 1973.
3. Install a public affairs program in the pilot firms by October, 1973.
4. Measure results of the public affairs program by January, 1974.
5. If successful, offer this program to all major employers in the San Antonio area by December, 1977.

## **PROGRAM C**

*Reach secondary and college students with the American free enterprise system story.*

### **ACTION PLANS**

1. Establish a task force of the Education Committee to identify groups and secure lecture appointments by February, 1973.
2. Use speakers bureau of volunteers and staff to lecture to students and civic organizations on the benefits of the American free enterprise system by February, 1973.

## **PROGRAM D**

*Use face-to-face contact to tell the story of the American free enterprise system.*

### **ACTION PLANS**

1. Train Round-Uppers to speak to the basic role of business in the community in March, 1973.
2. Introduce permanent Ambassadors to information to be used in telling the business community story in March, 1973.

## **PROGRAM E**

*Conduct an on-going publicity program to improve the image of local business in the eyes of the community at large.*

### **ACTION PLANS**

1. Prepare news releases and feature articles for use by the San Antonio print media relating to business and the American free enterprise system during 1973 and conduct an image survey of local business in the fall of 1973 which will serve as a base period for incremental improvements in the business image 1974-7.
2. Prepare spot news and public service announcements for use by the San Antonio electronic media relating to business and the American free enterprise system during 1973, and use the same image survey of local business to establish a base for incremental improvements in the business image 1974-7.
3. Develop slide presentation on local business and the American free enterprise system for civic-service clubs, schools, etc.
4. Use speakers bureau to appear on television shows on the American free enterprise system in 1973.

## **PROGRAM F**

*Use SAN ANTONIO magazine and THE SAN ANTONIAN to inform our readers about the need for and threats to the American free enterprise system.*

### **ACTION PLAN**

1. Publish at least one article every quarter during 1973 which reaffirms the benefits of the American free enterprise system and alerts members to threats to our system.

# **1 To Strengthen the American Free Enterprise System**

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## **STRATEGY 2**

Create broad policy statements that will direct the Chamber's resources in strengthening the American free enterprise system.

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### **PROGRAM A**

*Create policy statements concerning federal, state, and local issues.*

#### **ACTION PLANS**

1. Governmental Affairs Chairman appoints a special policy development task force in January, 1973.
2. Task force develops proposed policy statements for consideration by the Board of Directors by March, 1973.
3. Policy statements are distributed to those with administrative responsibility for use by the Chamber by April, 1973.

## **STRATEGY 3**

Communicate with, persuade, and educate lawmakers, persons of influence and the public on the Chamber's position on proposed legislation or government action affecting the American free enterprise system or San Antonio.

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### **PROGRAM A**

*Broaden and strengthen a reciprocating working relationship with our elected officials to ensure maximum business community effectiveness in legislative matters.*

#### **ACTION PLANS**

1. Conduct a Tamalada in Austin by March, 1973.
2. Conduct regular meetings in Austin with members of the Bexar County State Legislative Delegation during the 1973 State Legislative Session.
3. Develop by March, 1973 a group of at least 25 leading business persons who are willing to articulate Chamber policy on legislative matters to our elected officials.
4. Insure Chamber representation at all major governmental meetings by June, 1973.
5. Communicate the Chamber's viewpoint on governmental issues in order to develop a better informed citizenry by May, 1973.
6. Initiate method for coordinating legislative activities of other Chamber groups by February, 1974.
7. Establish a system for coordinating legislative activity with other San Antonio area business groups by February, 1974.
8. Contract for Washington representation by April, 1973.

## **PROGRAM B**

*Publicize Chamber's position on proposed legislation and governmental action.*

### **ACTION PLAN**

1. Using 1972 as a base period, conduct a vigorous program of publicity for the Chamber's position on proposed legislation and governmental action and seek to increase the amount of publicity by 20% in 1973.

## **PROGRAM C**

*Familiarize both members and the general public with the Chamber's position.*

### **ACTION PLANS**

1. Produce articles in THE SAN ANTONIAN and SAN ANTONIO magazine on the Chamber's legislative viewpoint: quarterly, 1973.
2. Use speakers bureau to communicate the Chamber's legislative viewpoint by February, 1973.
3. Introduce questions on Ambassadors surveys to open conversation on legislation by March, 1973.
4. Utilize statement stuffers in quarterly billings to communicate the Chamber's position in 1973.
5. Include a discussion on the American free enterprise system at the Agri-Business Conference in January, 1973.
6. Enclose statement stuffers urging support monthly during legislative session, 1973.

## **STRATEGY 4**

**Draft and aggressively support proposed legislation which will strengthen the American free enterprise system and improve the San Antonio area business climate.**

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## **PROGRAM A**

*Develop a legislative drafting capability.*

### **ACTION PLANS**

1. Create a volunteer task force to provide direction for proposed legislation by June, 1973.
2. Complete contract with a legislative drafting service for preparation of proposed legislation by January, 1974.

## **PROGRAM B**

*Utilize member expertise to identify legislative needs.*

### **ACTION PLAN**

1. Develop system within each Council for monitoring legislative needs and forwarding recommendations to Governmental Affairs Council by February, 1973.

# **1 To Strengthen the American Free Enterprise System**

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## **STRATEGY 5**

**Improve the return on the taxpayer's dollar investment in government.**

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### **PROGRAM A**

*Initiate major efforts to modernize local government to reduce the costs (taxes) paid for necessary governmental functions and services.*

#### **ACTION PLANS:**

1. Appoint governmental reorganization task force by January, 1973.
2. Determine current governmental reorganization proposals by March, 1973.
3. Draft task force report for submission to the Executive Committee by August, 1973.
4. Communicate Chamber's position to the membership by October, 1973.

**1** To Strengthen the  
American Free  
Enterprise System

**2** To Foster the  
Economic  
Growth of the  
San Antonio  
Area

**3** To Improve the  
Quality of Life for  
all San Antonians

**4** To Involve More Chamber  
Members in Developing,  
Participating in and  
Executing Programs

**5** To Broaden the Membership  
Base and Increase the Dollar  
Investment in the Chamber

# 2 To Foster the Economic Growth of the San Antonio Area

## SPECIFIC OBJECTIVES

1. To increase total civilian employment above the projected trend to the following levels:

1973	1974	1975	1976	1977
329,000	343,000	357,000	372,000	386,000

2. To increase the combined military and civil service Department of Defense payrolls to the following levels:

1973	1974	1975	1976	1977
\$748M	\$785M	\$819M	\$852M	\$887M

3. To increase per capita (disposable) income to a figure equal to, or greater than, the average for the State of Texas by 1980.

## STRATEGIES

1. **Compile a community economic data base** and analyze data to pinpoint opportunities for economic development.
2. **Analyze community transportation facilities**, natural resources, energy supply and other factors that support economic development and conduct programs to improve these factors.
3. **Create an economic model of the community**, and identify target sectors within the economy that offer the highest and best potential for growth.
4. **Analyze the selected target sectors** to identify the highest and best *specific* economic growth opportunities within each sector and pinpoint both the stimuli and constraints to such economic growth within the San Antonio area.
5. **Conduct programs of promotion and direct contact** that will cause *existing* local San Antonio operations to create greater payrolls through expansion; and conduct national and international marketing and contact programs that will attract *new* operations with the highest and best economic growth potential.

## STRATEGY 1

**Compile a community economic data base and analyze data to pinpoint opportunities for economic development.**

### PROGRAM A

*Provide basic research to support the varied Chamber programs which are promoting economic development.*

### ACTION PLANS

1. Design a system to collect and compile research done by other organizations, agencies and businesses for use by the Chamber and elicit the cooperation of such groups in utilizing the system by July, 1973.
2. Sponsor the annual Business Outlook Conference.
3. Tabulate relevant economic trends on a monthly, quarterly, semi-annual and annual basis.
4. Conduct a new regional Input-Output model in cooperation with Alamo Area Council of Governments by December, 1973.



## **STRATEGY 2**

**Analyze community transportation facilities, natural resources, energy supply and other factors that support economic development and conduct programs to improve these factors.**

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### **PROGRAM A**

*Promote a comprehensive road, street and freeway system in San Antonio and Bexar County to maximize the mobility of people and goods.*

#### **ACTION PLANS**

1. Expedite completion of the North Freeway.
2. Determine the projects still not completed or underway from the 1970 City Street Bond Improvement election by January, 1973.
3. Develop priorities for projects remaining in 1970 City Street Bond program by February, 1973.
4. Recommend projects that are eligible for improvement under TOPICS or the Federal Aid Urban System thus freeing additional bond funds by March, 1973.
5. Recommend other projects in San Antonio that qualify for improvement under TOPICS or the Federal Aid Urban System by April, 1973.
6. Coordinate activities to raise funds to promote county-wide road improvement bond election during January-February, 1973.
7. Develop recommendations for improving transit and commercial traffic flow in central business district by July, 1973.
8. Urge the Texas Highway Department to "go to contract" on the widening of Loop 410 between I.H. 10 and Harry Wurzbach Highway by January, 1973.
9. Urge the City of San Antonio to complete the acquisition of right-of-way on U.S. 281 North by January, 1973.
10. Review, coordinate and recommend plans for the Northwest Area Corridor (Bandera Expressway) by October, 1973.

### **PROGRAM B**

*Promote an inland waterway for San Antonio, if proven economically feasible.*

#### **ACTION PLANS**

1. Complete research activities of existing task force to develop economic feasibility by May, 1973.
2. Prepare San Antonio River Basin Development Assn. charter, by-laws and other legal papers as required by various agencies by June, 1973.

### **PROGRAM C**

*Promote adequate airport facilities for anticipated increase of passenger and freight volume.*

#### **ACTION PLANS**

1. Develop and present business views in hearings with consultants preparing the Airport Master Plan by April, 1973.
2. Create an Airport Task Force allowing the Airport Master Plan completion and recommend course of action by July, 1973.

### **PROGRAM D**

*Promote a centrally located passenger terminal to be used by rail, bus and airport ground transportation systems.*

#### **ACTION PLANS**

1. Investigate feasibility by February, 1973.
2. If study indicates feasibility, explore availability of possible sites, cost, means of funding, the operating authority, etc. by September, 1973.
3. Prepare a feasible plan by December, 1973.

# 2 To Foster the Economic Growth of the San Antonio Area

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## **PROGRAM E**

*Continue efforts to increase scheduled airline service for San Antonio.*

### **ACTION PLANS**

1. Determine domestic markets to which San Antonio needs improved scheduled airline service by June, 1973.
2. Initiate Civil Aeronautics Board route cases to seek improvements in domestic markets in which San Antonio needs improved scheduled airline service by December, 1973.
3. Seek additional air routes into Mexico through the 1973 bilateral air transport agreement by September, 1973.
4. Actively participate in all other CAB route cases involving San Antonio airline service during 1973.

## **PROGRAM F**

*Promote a modern and efficient freight transportation system that will fill the needs of San Antonio business.*

### **ACTION PLANS**

1. Research existing system to determine present capacity by April, 1973.
2. Recommend programs to upgrade system if research indicates need for additional facilities by July, 1973.
3. Research flow of freight between Mexico and the United States to determine future expansion possibilities by May, 1973.
4. Encourage Mexican Government to improve Mexican port facilities to allow freight from Orient to be routed to and through San Antonio during 1973.
5. Maintain rapport with Mexican transportation officials by scheduling visits to Mexico during 1973.
6. Determine need for publishing a new Shippers Guide by November, 1973.
7. Determine need for a Freight Facilities brochure utilizing previously developed data by June, 1973.

## **PROGRAM G**

*Promote an adequate rail passenger capability to meet local needs.*

### **ACTION PLANS**

1. Study existing east-west service, including passenger boarding data (load factors), to determine if schedules are adequate by March, 1973.
2. If study indicates service is inadequate, the Amtrack Task Force will initiate request for improvements with National Railroad Passenger Corporation by April, 1973.
3. Encourage on-board customs inspection for rail passengers traveling between Mexico and the U.S. by May, 1973.

## **PROGRAM H**

*Promote adequate water and energy supply to support our population and economy at competitive cost.*

### **ACTION PLANS**

1. Conduct an inventory of energy and water to supply residential and industrial power needs by March 1973.
2. Develop a program of action to insure for San Antonio adequate water, gas, and electric supply as revealed by the inventory by May, 1973.
3. Communicate findings to the Board at its May, 1973 meeting.
4. Begin implementation of the program approved by the Board by June, 1973.

## **STRATEGY 3**

Create an economic model of the community and identify target sectors within the economy that offer the highest and best potential for growth.

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### **PROGRAM A**

*Create an economic model.*

#### **ACTION PLANS**

1. Complete a new regional Input-Output model in cooperation with Alamo Area Council of Governments by December, 1973.
2. Evaluate selected U.S. cities to determine the significant factors that contributed to their economic growth during 1973.

### **PROGRAM B**

*Identify target sectors within the economy.*

#### **ACTION PLANS**

1. Examine and test the model annually to verify the selection of the following target sectors as those having the highest and best economic growth potential for the San Antonio area:
  - a. Suitable Manufacturing
  - b. Distribution/Wholesaling
  - c. Headquarter Operations (corporate, regional, etc.)
  - d. The Military Complex
  - e. Agri-Business
  - f. Conventions/Tourism
  - g. Export-Import
  - h. Medical/Para-Medical/Research

## **STRATEGY 4**

Analyze the selected target sectors to identify the highest and best specific economic growth opportunities within each sector and pinpoint both the stimuli and constraints to such economic growth within the San Antonio area.

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### **PROGRAM A**

*Provide research within the selected target sectors to support the varied Chamber programs which are promoting economic development within these sectors.*

#### **ACTION PLANS**

1. Conduct three separate studies to determine constraints to growth in manufacturing, wholesaling and the corporate or regional headquarters sectors by March, 1974.
2. Identify products being imported into the local area for consumption by all sectors as possible markets for new local business by March, 1973.
3. Complete the refinement of all eleven target industry studies in order to make them ready for use by the Business Development and Industrial Development Departments through their action programs by March, 1973.
4. Conduct a study to evaluate the effectiveness of industrial subsidies (aids to industry) by July, 1973.
5. Identify Mexican products that have the greatest potential for importation in the U.S. through distribution facilities in San Antonio in 1973.
6. Assess current tourist and convention promotional efforts and recommend changes as indicated, or initiate additional programs in this area if required by March, 1973.
7. Identify all the corporate headquarters in the FORTUNE 500 and the FORTUNE 1000 who might be considering a move by December, 1973.
8. Complete an in-depth Agri-Business survey of the San Antonio area by November, 1973.

# 2 To Foster the Economic Growth of the San Antonio Area

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9. Contract with a consultant to conduct a study to determine the future potential of the military in San Antonio by June, 1974.
10. Investigate the possibility of San Antonio becoming a major film production center with emphasis on the film and videotape recording industries by August, 1973.
11. Conduct a statistical sample survey to determine the national manufacturer's awareness level and image of San Antonio. First survey wave by January, 1973; second survey wave (to measure change) by January, 1974.
12. Conduct a statistical sample survey to determine the national corporate headquarter executive's awareness level and image of San Antonio. First survey wave by July, 1973; second survey wave (to measure change) by July, 1974.
13. Discover enough new locally produced products to enable the International Trade Department to sponsor a trade mission to Brazil and Venezuela by January, 1973.
14. Discover enough new locally produced products to enable the International Trade Department to sponsor a trade mission to a country never before visited by a Chamber trade mission by July, 1973.
15. Conduct a study to determine feasibility and possible locations of a new "theme park" such as Six Flags Over Texas, Astroworld, etc. by June, 1973.
16. Determine the impact of the visitor industry on the city's economy (tourists, conventioners, shoppers, Mexican nationals) by developing a system for accurately measuring both visitors and dollars spent on a continuing basis by March, 1973.

## STRATEGY 5

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**Conduct programs of promotion and direct contact that will cause existing local San Antonio operations to create greater payrolls through expansion; and conduct national and international marketing and contact programs that will attract new operations with the highest and best economic growth potential.**

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### PROGRAM A

*Help local businesses expand and broaden their scope.*

#### ACTION PLANS

1. Conduct a minimum of one meeting per year of local company executives in fields related to each of the *candidate* industries in order to receive their input and encourage a new joint ventured manufacturing plant.
2. At least twice a month visit local companies in fields related to the *candidate* industries, and show them the profitability of expanding their manufacturing into the candidate industries.
3. Annually, host three meetings for business development managers and representatives of the local banks, financial institutions, industrial and commercial developers and realtors in order to inform them about the *candidate* industry studies and the potential for growth in these areas.
4. Conduct a series of meetings annually on how to bid on and acquire Government contracts.
5. Direct an effort of at least eight local business visitations per month in order to uncover and work on solutions to local firms' problems.
6. Assist local businesses to expand by helping to clear any existing hurdles (i.e. government red tape, bus routing, zoning, etc.) during 1973.
7. Sponsor at least one seminar for local business which will provide methods for more efficient operation.

## **PROGRAM B**

*Increase the number of visitors to San Antonio (tourists and conventioners) in progressively higher numbers over the next five years, and establish additional programs to guarantee continued increases in the future.*

### **ACTION PLANS**

1. Press for the early completion of an integrated Mission Road complex by April, 1973.
2. Press for the early completion of the Mexican Market complex during 1973.
3. Formulate a long-range master plan for the permanent reuse of HemisFair Plaza and the upgrading of La Villita by August, 1973.
4. Encourage the implementation of the new Alamo Plaza concept by June, 1973.
5. Within 60 days after completion of the River Corridor study, review and recommend appropriate action for implementation of study.
6. Develop a plan to enhance the entire downtown area as a tourist destination by signage, published tours and physical upgrading by April, 1973.
7. Set up an area publications program for tourist and historical materials to include guides for walking, driving, and cycling tours and lay out such tours with proper signage by August, 1973.
8. Formulate plans to improve information services available to visitors by March, 1973.
9. Continue to cooperate, assist and promote San Antonio's major annual events that attract visitors to San Antonio.

## **PROGRAM C**

*Determine Chamber participation in the American Bicentennial celebration of 1976.*

### **ACTION PLANS**

1. Conduct evaluation study to determine Chamber's role by July, 1973.
2. Initiate an economic feasibility study for a municipal sports stadium by March, 1973.
3. Promote the creation of a municipal sports stadium by December, 1974, if proven feasible.

## **PROGRAM D**

*Institute and carry out an educational program for the "hospitality" personnel in the San Antonio area, to better equip them in the treatment of visitors.*

### **ACTION PLANS**

1. Produce an audiovisual presentation with script and slides for showing to groups of hospitality personnel (waiters, cab drivers, service station people, police, hotel people, etc.) by April, 1973.
2. Complete first course by December, 1973.

# **2 To Foster the Economic Growth of the San Antonio Area**

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## **PROGRAM E**

*Maintain close rapport with the San Antonio military community.*

### **ACTION PLANS**

1. Stage an Armed Forces Week celebration of the magnitude that will attract national attention in May, 1973.
2. Assign top level Chamber leadership the responsibility for establishing close personal relationships with the assigned commanders by March, 1973.
3. Secure one or more of the ranking Department of Defense officials or Congressional Armed Services Committee Chairmen for appearances in San Antonio by December, 1973.
4. Upgrade effectiveness of military affairs operation through the employment of additional staff by April, 1973.
5. Involve military personnel in Chamber of Commerce sponsored military-civilian social functions, in addition to Armed Forces Week activities during 1973.
6. Conduct monthly briefings for all incoming military personnel with the ranks of colonel and above.
7. Develop a plan that will insure effective utilization of our retired military personnel resource by October, 1973.

## **PROGRAM F**

*Continue a high level of military activities in the San Antonio area.*

### **ACTION PLANS**

1. Establish a system for hosting high ranking Air Force and Army officers who visit the San Antonio military installations by March, 1973.
2. Establish a procedure for debriefing those major military commanders who are retiring or being transferred by April, 1973.

## **PROGRAM G**

*Promote adequate funding for the San Antonio area military installations.*

### **ACTION PLANS**

1. Annually, ascertain the budget requirements — operating and construction — of San Antonio's area military installations.
2. Establish by February, 1973, responsibility for assuring that the budget requirements for San Antonio area military installations are met.

## **PROGRAM H**

*Increase agri-business income in the 51-county San Antonio area.*

### **ACTION PLANS**

1. Conduct four "demonstration tours" of new crops and programs during 1973.
2. Determine new processing and marketing programs to increase San Antonio's role as the agricultural distribution center for South Texas and Mexico by December, 1973.

## **PROGRAM I**

*Maintain and enhance business relations and goodwill with Mexico and establish San Antonio as the principal distribution center for Mexican products.*

### **ACTION PLANS**

1. Conduct two trade missions/goodwill trips to principal trade areas in Mexico during 1973.
2. Maintain a working relationship with contacts in principal Mexican cities through monthly correspondence, telephone or staff visitation throughout 1973.
3. Host official Mexican groups and individuals visiting San Antonio as required.
4. Sponsor the annual "Diez y Seis" luncheon.
5. Conduct an annual seminar with Mexican Foreign Trade Institute and Mexican Trade Commissioner to develop San Antonio as a distribution center for Mexican products.
6. Establish a permanent Mexican trade exhibit in San Antonio by July, 1974.
7. Schedule and host visits to San Antonio by the cities of Monterrey, Mexico City, Saltillo and Veracruz during 1973.
8. Conduct one seminar on "Investing in Mexico" by December, 1973.
9. Assist and advise Mexican firms and individuals in selling their products in San Antonio and encourage their investment in San Antonio during 1973.
10. Make the "Peso" generally acceptable in San Antonio by March, 1973.
11. Work with local agencies to include bilingual signage as part of an overall graphic design program for the city by March, 1973.
12. Institute a program of publications in Spanish specifically for visitors from the South by April, 1973.
13. Work with U.S. and Mexican custom officials to expedite the handling of people and goods moving to and from Mexico by February, 1973.

## **PROGRAM J**

*Promote and develop export/import opportunities.*

### **ACTION PLANS**

1. Conduct a monthly visitation program to contact San Antonio manufacturing firms who have a potential for exporting and assist them.
2. Conduct two seminars on the mechanics of exporting for the benefit of the San Antonio export community during 1973.
3. Conduct a trade mission in 1973 to the countries of Brazil and Venezuela.

## **PROGRAM K**

*Improve rapport between San Antonio and South Texas communities through inter-city conferences.*

### **ACTION PLAN**

1. Schedule two conferences in 1973.

## **PROGRAM L**

*Conceive and supervise a complete marketing program to promote San Antonio.*

### **ACTION PLANS**

1. Conduct a 12-month advertising program in specific trade journals and the WALL STREET JOURNAL to appeal to the specific identified industries.
2. Conduct a 12-month direct mail program to 7,000 specific industrialists.
3. Conduct a 12-month direct mail program to Fortune 1000.
4. Conduct a 12-month direct mail program to distribution/wholesaling prospects.
5. Produce the following brochures for the Business Development, Industrial Development, and the World Trade Departments by December, 1973:
  - a. Government Procurement Opportunities in San Antonio
  - b. Manufacturing Opportunities in San Antonio
  - c. Headquarters Opportunities in San Antonio
  - d. Import Opportunities in San Antonio
  - e. Export Opportunities in San Antonio

# 2 To Foster the Economic Growth of the San Antonio Area

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## **PROGRAM M**

*Promote a positive San Antonio image locally, regionally and nationally, through a wide range of media exposure and assistance from local writers with access to regional and national business news media.*

### **ACTION PLANS**

1. Write 25 positive image, legitimate stories a year for regional and national publications.
2. Invite and host regional and national media ten times a year.
3. Produce monthly monograph on "Business in San Antonio" for 1973.
4. Write 12 informative, positive image business columns.
5. Submit 12 stories a year from SAN ANTONIO magazine to regional and national publications.
6. Write 120 short releases a year for selected publications.
7. Develop a series of programs (audiovisual presentation, special media functions) designed to provide San Antonio news media with a look at the positive side of San Antonio life by June, 1973.
8. Mail complimentary copies monthly of SAN ANTONIO magazine during 1973 to 800 selected national firms on the Chamber's target industries list.
9. Invite farm and livestock magazine writers from major publications to visit San Antonio during major agri-business events during 1973.
10. Prepare stories for the publications of such local market groups as the Union Stock Yards, San Antonio Produce Terminal Market, and Associated Milk Producers, Inc., identifying San Antonio's role in their particular area of agri-business by September, 1973.

## **PROGRAM N**

*Conduct a direct contact program to cause outside business firms to relocate into the metropolitan San Antonio area with primary emphasis on light manufacturing, distribution and corporate/regional headquarters operations.*

### **ACTION PLANS**

1. Increase the number of continuing active prospects by 40% by December, 1973.
2. Accomplish a minimum of 24 week-long sales trips during 1973.
3. Increase the number of sales trip pre-arranged appointments to 15 per week-long trip by March, 1973.
4. Conduct local briefings and tour of facilities for prospects as required.



**1** To Strengthen the  
American Free  
Enterprise System

**2** To Foster the  
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San Antonio  
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**3** To Improve the  
Quality of Life for  
all San Antonians

**4** To Involve More Chamber  
Members in Developing,  
Participating in and  
Executing Programs

**5** To Broaden the Membership  
Base and Increase the Dollar  
Investment in the Chamber

# 3 To Improve the Quality of Life for all San Antonians

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## STRATEGIES:

1. **Create broad policy statements** of the Chamber's position on quality of life and direct the Chamber's resources accordingly.
2. **Involve expertise from the private sector** in drafting regulations and proposed legislation and influencing the scope of the research that is undertaken on projects affecting our quality of life.
3. **Anticipate community needs** (i.e., education, housing, health delivery systems, pollution, etc.) and mobilize community resources to fill the needs.
4. **Communicate the Chamber's position** on our quality of life to lawmakers, persons of influence and the public.

## STRATEGY 1

**Create broad policy statements of the Chamber's position on quality of life and direct the Chamber's resources accordingly.**

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### PROGRAM A

*Create broad policy statements on quality of life.*

#### ACTION PLANS

1. Develop methods of measuring the factors affecting our quality of life by April, 1973.
2. Develop proposed policy statements for consideration of Board by July, 1973.
3. Communicate to membership and to agencies responsible for governing, implementing and monitoring our quality of life by July, 1973.
4. Develop specific objectives for quality of life by August, 1973.

### PROGRAM B

*Create new Chamber programs.*

#### ACTION PLANS

1. Determine organization to develop programs by September, 1973.
2. Submit programs to Long-Range Planning Committee for inclusion in 1974 Program of Work by September, 1973.
3. Develop plans for implementing approved programs by November, 1973.

## STRATEGY 2

Involve expertise from private sector in drafting regulations and proposed legislation and influence the scope of the research undertaken with regard to projects affecting our quality of life.

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### PROGRAM A

*Develop capability to draft regulations and legislation.*

#### ACTION PLANS

1. Develop capacity to provide direction for proposed regulations and legislation by September, 1973.
2. Complete drafting of regulations and proposed legislation by November, 1973.
3. Submit to Board for approval at December, 1973 meeting.

## STRATEGY 3

Anticipate community needs (i.e., housing, health delivery systems, pollution, etc.) and mobilize community resources to fill the needs.

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### PROGRAM A

*Promote an educational system that provides an opportunity for optimum individual development.*

#### ACTION PLANS

##### ILLITERACY

1. Determine current efforts to reduce functional illiteracy by March, 1973.
2. Develop programs to enhance efforts to reduce functional illiteracy by September, 1973.

##### MEDIAN SCHOOL YEARS COMPLETED

3. Determine the scope of the school dropout problem facing Bexar County school districts by April, 1973.
4. Develop recommendations for achieving a lower dropout rate by September, 1973.
5. Secure approval of recommendations by the education and business communities by November, 1973.
6. Begin implementing recommendations in January, 1974.

##### CAREER TRAINING

7. Inventory business and professional needs and develop recommendations for career training programs within the public schools by March, 1973.
8. Communicate recommendations and secure support of educators for needed curriculum changes by May, 1973.
9. Promote implementation of programs in September, 1973.
10. Communicate role of business in promoting these programs and in providing jobs for graduates by September, 1973.
11. Review progress of programs for course corrections prior to Spring semester of 1974.

# 3 To Improve the Quality of Life for all San Antonians

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## ADULT VOCATIONAL TRAINING

12. Inventory business and professional needs and develop recommendations for adult vocational training by July, 1973.
13. Communicate approved recommendations to those with administrative responsibility and lawmakers by August, 1973.
14. Promote implementation of recommendations beginning with the Fall semester of 1973.
15. Communicate role of business in promoting these programs and in providing jobs for graduates by September, 1973.

## GRADUATE DEGREE PROGRAMS

16. Inventory business and professional needs and develop recommendations for graduate degree programs by April, 1973.
17. Communicate approved recommendations to local and area colleges and universities by May, 1973.
18. Promote implementation of recommendations beginning with Fall semester of 1973.
19. Communicate role of business in promoting these programs and in providing jobs for graduates by September, 1973.

## PROGRAM B

*Establish a system for providing input from the business community in the determination of community goals.*

### ACTION PLANS

1. Establish a future studies capability within the Chamber of Commerce organization by March, 1973.
2. Develop a list, including term expiration dates, of all appointive boards and agencies in Bexar County by May, 1973.
3. Provide the appropriate governing body with suggestions of qualified persons to fill vacancies in advance of expiration dates.

## PROGRAM C

*Develop programs to insure maximum return on dollar investment in our public education system.*

### ACTION PLANS

1. Create a task force of business community leaders and educators to make a comprehensive study of problems facing public schools by July, 1973.
2. Present recommendations of task force to the Board for approval by August, 1973.
3. Submit for inclusion in 1974 Program of Work by Long-Range Planning Committee by September, 1973.
4. Initiate communications programs to business community and citizens for their support by October, 1973.

## PROGRAM D

*Develop programs supporting private education, including higher education, to provide that San Antonians have equal and quality educational opportunities.*

### ACTION PLANS

1. Determine role and needs of private educational institutions in our overall system by May, 1973.
2. Present recommendations to Board of programs designed to provide equal educational opportunities for those attending private or public higher educational institutions by August, 1973.
3. Submit finalized program to Long-Range Planning Committee by September, 1973 for inclusion in the 1974 Program of Work.
4. Communicate programs to business community and educational leaders by October, 1973.

## **PROGRAM E**

*Promote an effective health care program for all in this community.*

### **ACTION PLANS**

1. Determine what is being done in areas of health care programs by March, 1973.
2. Develop programs to promote effective health care for all San Antonians by August, 1973.
3. Submit to Long-Range Planning Committee for inclusion in 1974 Program of Work by September, 1973.
4. Develop recommendations for equitable distribution of costs related to care of the medically indigent at the Bexar County hospitals by February, 1973.

## **PROGRAM F**

*Promote construction of additional housing units in the downtown area.*

### **ACTION PLANS**

1. Staff the Apartment Developers Task Force to insure that ground is broken on a privately-owned pilot apartment project by April, 1973.
2. Monitor all proposed downtown housing activities and make this information available to private developers on a quarterly basis beginning June, 1973.

## **PROGRAM G**

*Decrease vehicular congestion by increasing the number of persons entering and leaving the central business district daily by transit bus.*

### **ACTION PLANS**

1. Study the feasibility of park-and-ride facilities at strategic locations by April, 1973.
2. If study indicates feasibility, continue study to locate possible sites by July of 1973.
3. Determine feasibility of creating peripheral parking lots in central business district as a means of decreasing downtown congestion by July, 1973.
4. Determine feasibility of a centrally located transit bus transfer terminal by May, 1973.

## **PROGRAM H**

*Utilize normal member contact to determine community needs*

### **ACTION PLANS**

1. Develop two surveys/questionnaires in THE SAN ANTONIAN in 1973.
2. Use statement stuffers in June and August to involve members in programs.

## **PROGRAM I**

*Develop an expanded criminal justice program for the Greater San Antonio area.*

### **ACTION PLANS**

1. Survey criminal justice system program needs by June, 1973.
2. Determine what volunteer and privately supported programs currently exist within the metropolitan area by September, 1973.
3. Prepare comprehensive criminal justice system improvement recommendations for submission to the Board and appropriate governmental agencies by December, 1973.

## **PROGRAM J**

*Initiate action aimed at the acquisition of lands for open spaces to be added to our present system of parks and preserves.*

### **ACTION PLANS**

1. Promote the establishment of a National Urban Recreational Site along the south reaches of the San Antonio River by June, 1973.
2. Develop program for increasing park land and facilities by October, 1973.

## **PROGRAM K**

*Determine programs to improve the appearance of the Greater San Antonio area.*

### **ACTION PLANS**

1. Study scope of problem and develop programs for implementation by June, 1973.
2. Initiate programs to secure business community support in accomplishing recommended programs by July, 1973.

# 3 To Improve the Quality of Life for all San Antonians

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## STRATEGY 4

Communicate the Chamber's position on our quality of life to lawmakers, persons of influence and the public.

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### PROGRAM A

*Develop sound policy recommendations that will insure early business community participation regarding all factors affecting the San Antonio environment.*

#### ACTION PLANS

1. Develop a method for monitoring state and national legislative proposals relating to the environment by January, 1973.
2. Seek the establishment of an accurate monitoring system of this area's overall air and water quality levels by October, 1973.
3. By June, 1973, develop a program to assist citizens of the San Antonio area in developing a more comprehensive and constructive understanding of the environmental issue.

### PROGRAM B

*Publicize the positive aspects of the quality of life in San Antonio and the Chamber's efforts to improve that quality of life.*

#### ACTION PLANS

1. Publish at least four articles in SAN ANTONIO magazine during 1973 which make positive statements about the quality of life in San Antonio and efforts to improve the quality of life.
2. Prepare news releases, feature articles and spot announcements for local media that publicize Chamber programs to improve the quality of life during 1973 and using 1973 as a base period, seek incremental increases in the number of stories used by local media 1974-7.
3. Develop slide presentation on the quality of life in San Antonio and Chamber efforts to improve it for civic-service clubs, schools, etc., and schedule appearances by September, 1973.
4. Use speakers bureau to present slide presentations.
5. Develop a special Quality of Life campaign designed to give Chamber maximum favorable exposure in this area by September, 1973.
6. Publish supporting articles in THE SAN ANTONIAN reflecting Chamber policies regarding quality of life during 1973.
7. Use statement stuffers and computer blurbs to support quality of life issues during 1973.
8. Develop and use supportive material for Ambassadors reflecting the Chamber policies in quality of life issues by June, 1973.
9. Develop material for Round-Uppers on Chamber policies regarding quality of life issues by July, 1973.

**1** To Strengthen the  
American Free  
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Economic  
Growth of the  
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**4** To Involve More Chamber  
Members in Developing,  
Participating in and  
Executing Programs

**5** To Broaden the Membership  
Base and Increase the Dollar  
Investment in the Chamber

# 4 To Involve More Chamber Members in Developing, Participating in and Executing Programs

## SPECIFIC OBJECTIVES

1. Increase the number of volunteers assigned to councils to the following levels:

	1973	1974	1975	1976	1977
	1,000	1,200	1,350	1,450	1,500

2. Increase the percentage of member participation in Chamber programs by attaining the following meeting attendance goals:

	1973	1974	1975	1976	1977
Councils	40%	42%	44%	46%	50%
Committees	50%	53%	56%	59%	62%
Task Forces	60%	65%	65%	70%	75%
Vital Issue Series (average annual attendance)	200	300	500	700	850

## STRATEGIES:

1. **Determine cause of member inactivity** and develop remedial plans to increase member involvement.
2. **Create policy statements** regarding member involvement.
3. **Provide a larger number of members with the opportunity** to participate in Chamber activities.
4. **Promote volunteer involvement** and the benefits to be gained from participation.
5. **Improve the sophistication and effectiveness of communications** with our members.
6. **Increase the recognition of members** and their volunteer efforts.

## STRATEGY 1

**Determine cause of member inactivity and develop remedial plans to increase member involvement.**

### PROGRAM A

*Develop "non-participating" and "non-attending" member profiles.*

#### ACTION PLAN

1. Add a section in the Ambassadors' surveys to be used when contact is made with "non-attending" and "non participating" members by January, 1973.

### PROGRAM B

*Modify data processing program to record and print attendance at selected Chamber activities and events.*

#### ACTION PLANS

1. Use attendance cards, especially designed for data processing application, to record attendance at Council, Committee, and Task Force meetings and for Vital Issue Series by January, 1973.
2. Produce attendance print-outs in April and August and print mailing labels for non-attenders.



## **PROGRAM C**

*Analyze records and develop appropriate programs to produce greater member involvement.*

### **ACTION PLANS**

1. Develop direct mail sales pieces to encourage member participation and mail to non-attenders and non-participants each April and August.
2. Print on two different color stocks additional copies of "member preference cards" to be used with each mailing to non-participants.

## **STRATEGY 2**

**Create policy statements regarding member involvement.**

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### **PROGRAM A**

*Write job descriptions for Officers, Directors, Council, Committee and Task Force Chairmen.*

### **ACTION PLANS**

1. Write job descriptions by January, 1973.
2. Modify Rules of Procedure by January, 1973.
3. Communicate job descriptions and policies at annual leadership conference by February, 1973.

### **PROGRAM B**

*Communicate the role of the volunteer to the membership.*

### **ACTION PLANS**

1. Prepare and use statement stuffers outlining the role of the volunteer by April, 1973.
2. Add information to Round-Uppers and Ambassadors material to explain the role of the volunteer by April, 1973.

# **4 To Involve More Chamber Members in Developing, Participating in and Executing Programs**

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## **STRATEGY 3**

Provide a larger number of members with the opportunity to participate in Chamber activities.

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### **PROGRAM A**

*Involve members in the planning of publications content.*

#### **ACTION PLAN**

1. Conduct a member survey in 1973 seeking story ideas for SAN ANTONIO magazine and THE SAN ANTONIAN.

### **PROGRAM B**

*Provide "all member" programs.*

#### **ACTION PLANS**

1. Initiate monthly general membership meetings on vital issues by April, 1973.
2. Arrange group fares for hunting and resort trips for members only by October, 1973.
3. Conduct business seminars on appropriate subjects of interest to members beginning April, 1973.
4. Conduct annual golf tournament for members and their guests by September, 1973.

### **PROGRAM C**

*Involve members in new economic activity and growth.*

#### **ACTION PLAN**

1. Invite members to receptions and open houses for new, relocated or expanded businesses.

## **STRATEGY 4**

Promote volunteer involvement and the benefits to be gained from participation

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### **PROGRAM A**

*Promote benefits of volunteer involvement.*

#### **ACTION PLANS**

1. Publish "cause and effect" stories in THE SAN ANTONIAN to provide incentive for becoming involved by April, 1973.
2. Secure and add testimonials to Round-Uppers and Ambassadors materials, stressing benefits of involvement by February, 1973.
3. Institute house ads in SAN ANTONIO magazine to stress value of volunteer involvement: January-December, 1973.

## STRATEGY 5

Improve the effectiveness of communications with our members.

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### PROGRAM A

*Increase the effectiveness of Chamber publications in order to increase readership.*

#### ACTION PLANS

1. Continue to upgrade appearance of Chamber publications and promotional materials through the greater use of graphic design during 1973.
2. Devise a control plan for publications and promotional materials by January, 1973.
3. Conduct readership surveys for SAN ANTONIO magazine (1973) and THE SAN ANTONIAN (1974) to determine what is being read, who is reading what, demographic data, etc.
4. Increase circulation of SAN ANTONIO magazine by the following percentage levels over previous year's circulation:

1973	1974	1975	1976	1977
20%	20%	20%	20%	20%

## STRATEGY 6

Increase the recognition of members and their volunteer efforts

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### PROGRAM A

*Provide individual recognition of outstanding volunteers.*

#### ACTION PLANS

1. By April, 1973, develop a program of special recognition for individual member service.
2. Introduce a statement stuffer naming "Who's doing things at the Chamber" by June, 1973.

### PROGRAM B

*Tell the story of the "power of volunteerism."*

#### ACTION PLAN

1. Do a better job of identifying and publicizing the role of the Chamber in community accomplishments in SAN ANTONIO magazine, THE SAN ANTONIAN, public media, and through the speakers bureau throughout 1973.



**1** To Strengthen the  
American Free  
Enterprise System

**2** To Foster the  
Economic  
Growth of the  
San Antonio  
Area

**3** To Improve the  
Quality of Life for  
all San Antonians

**4** To Involve More Chamber  
Members in Developing,  
Participating in and  
Executing Programs

**5** To Broaden the Membership  
Base and Increase the Dollar  
Investment in the Chamber

# 5 To Broaden the Membership Base and Increase the Dollar Investment in the Chamber

## SPECIFIC OBJECTIVES

1. To produce dues income at the following levels:

1973	1974	1975	1976	1977
\$765,000	\$895,000	\$949,000	\$1,009,000	\$1,072,000

2. To produce income from other sources at the following levels:

1973	1974	1975	1976	1977
\$550,000	\$553,000	\$562,000	\$572,000	\$580,000

3. To add the following number of members:

1973	1974	1975	1976	1977
900	800	650	700	750

4. To bring membership penetration within each classification to the following minimum levels:

1973	1974	1975	1976	1977
20%	23%	25%	27%	30%

## STRATEGIES

- Determine the dollars needed to support the approved program.
- Project net income from normal revenue sources.
- Create policy statements on budgeting and financing.
- Assign to the Board responsibility for raising the difference between the cost of the approved program and normal revenue growth produced by the Round-Up Club.
- Increase community awareness and acceptance of the Chamber and its program.
- Strengthen the Round-Up Club, adding even more prestige and effectiveness to the sales organization.
- Continue to revise and strengthen the retention efforts.
- Explore special funding (trust funds, foundations, etc.) potential and if warranted, create programs to attract income from these sources.
- Develop programs to insure greater membership penetration by classification based on in-depth research and maximum volunteer efforts.

## STRATEGY 1

Determine the dollars needed to support the approved program.

### PROGRAM A

Secure Board approval for long-range plan.

### ACTION PLANS

- Have the Long-Range Planning Committee revise and price the long-range plan each fall.
- Obtain Board approval by November, 1973.

## STRATEGY 2

Project net income from normal revenue sources.

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### PROGRAM A

*Research market to determine potential income from various classifications.*

#### ACTION PLANS

1. Prepare a forecast of income from new members, routine upgrading and contracts by January, 1973.
2. Forecast loss of revenue based on prior year losses plus percentage growth factors each fall.

### PROGRAM B

*Increase Chamber income through increases in SAN ANTONIO magazine revenues.*

#### ACTION PLANS

1. Increase advertising revenue to the following levels:

1973	1974	1975	1976	1977
\$104,000	\$110,000	\$116,000	\$123,000	\$130,000

2. Increase revenue from other sources (reprints, subscriptions, etc.) to the following levels:

1973	1974	1975	1976	1977
\$5,000	\$6,000	\$7,000	\$8,000	\$9,000

## STRATEGY 3

Create policy statements on budgeting and funding.

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### PROGRAM A

*Secure Board approval of budgeting and funding policies.*

#### ACTION PLAN

1. Draft policies on budgeting procedures to submit for Board approval by January, 1973.

# 5 To Broaden the Membership Base and Increase the Dollar Investment in the Chamber

## STRATEGY 4

Assign to the Board responsibility for raising the difference between the cost of the approved program and normal revenue growth produced by the Round-Up Club.

### PROGRAM A

*Establish Board responsibility for major upgrading.*

#### ACTION PLANS

1. Prepare upgrading candidates for Board action by January, 1973.
2. Create a three-man task force of Directors to review upgrading candidates and assign Directors calls to be made by February, 1973.
3. Complete Board upgrading effort, with each Director responsible for one or more contacts by April, 1973.

### PROGRAM B

*Establish Board responsibility for securing new memberships.*

#### ACTION PLANS

1. Assign each Director 3-5 appointees for a new member sales campaign.
2. Conduct a one-week membership campaign in February using Round-Up Club and Board appointees.

## STRATEGY 5

Increase community awareness and acceptance of the Chamber and its program

### PROGRAM A

*Publicize Chamber benefits.*

#### ACTION PLANS

1. Devote four full pages in SAN ANTONIO magazine during 1973 to advertising the benefits of Chamber membership.
2. Provide Communications support for special materials required for membership campaigning in 1973.

### PROGRAM B

*Carry out an ongoing publicity program to improve the Chamber's image as an action agency for San Antonio's economic growth and solver of community growth problems.*

#### ACTION PLANS

1. Increase by 20% the amount of staff-generated publicity in local print and electronic media devoted to Chamber activity during 1973.
2. Produce five TV and three radio 30- & 60 second public service announcements regarding Chamber efforts during 1973.
3. Produce weekly 5-minute Chamber radio reports for use by local radio stations during 1973.
4. Create a Chamber speakers bureau by January, 1973 to carry the Chamber message to local businessmen and the community at large.
5. Develop slide presentation on Chamber program for civic-service clubs, schools, etc., and schedule 50 appearances in 1973.
6. Secure appearances on 8 television talk shows.
7. Develop a program by June, 1973 to improve the military trainees' impressions of San Antonio.
8. Publish two articles monthly in SAN ANTONIO magazine in 1973 describing successful business ventures and positive economic information about the city and its environs.
9. Consider publishing a "This Is Your Chamber" tabloid insert for local newspapers by December, 1973.
10. Secure complimentary sponsorship of unsponsored broadcasts on both radio and television by June, 1973.



## **PROGRAM C**

*Publicize the achievements of the Alamo Round-Up Club and other income-generating Chamber groups.*

### **ACTION PLAN**

1. Prepare at least one major picture-story and 3 "awards" pictures a month in 1973 for use in local print media.

## **STRATEGY 6**

**Strengthen the Round-Up Club, adding even more prestige and effectiveness to the sales organization.**

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### **PROGRAM A**

*Appoint leadership and members who will bring prestige to the organization.*

#### **ACTION PLANS**

1. Appoint a community leader to head the Alamo Round-Up Club by January, 1973.
2. Accept and retain only high producers meeting standards of production drafted by Club leadership by February, 1973.

### **PROGRAM B**

*Plan programs of wide interest and acceptability to members.*

#### **ACTION PLANS**

1. Vary meeting places and times to increase interest in attendance, January-December, 1973.
2. Institute singular recognition for outstanding producers (above \$2,000 annually) by September, 1973.
3. Have community leaders sponsor "get acquainted" functions for Round-Uppers to increase prestige, January-December, 1973.

### **PROGRAM C**

*Train Round-Uppers in professional selling techniques.*

#### **ACTION PLANS**

1. Utilize professional sales managers in semi-annual training retreats, April-October, 1973.
2. Develop and use audiovisual sales training aids for group training, quarterly, 1973.
3. Prepare succinct, effective sales kits for Round-Uppers by February, 1973.

# 5 To Broaden the Membership Base and Increase the Dollar Investment in the Chamber

## STRATEGY 7

Continue to revise and strengthen the retention efforts.

### PROGRAM A

*Expand and strengthen the Ambassadors Committee.*

#### ACTION PLANS

1. Recruit through direct mail and/or statement stuffers, advertising the benefits of Ambassador membership, quarterly in 1973.
2. Improve Ambassador recognition through awards and publicity, continuously in 1973.

### PROGRAM B

*Improve internal retention efforts.*

#### ACTION PLANS

1. Design and utilize collection mailers in non-Chamber envelopes by January, 1973.
2. Improve collection correspondence during 1973.
3. Utilize two days per month for staff to visit 90-day delinquent accounts during 1973.
4. Utilize staff time to visit 120-day delinquents and resignees to reclaim membership plaques during 1973.
5. Create a "Pre-Authorized Check" program task force to study PAC feasibility for Chamber investments by February, 1973.

## STRATEGY 8

Explore special funding (trust funds, foundations, etc.) potential and if warranted, create programs to attract income from these sources.

### PROGRAM A

*Determine the possible income from special funding.*

#### ACTION PLANS

1. Investigate trust funds, foundations, etc. for possible support of Chamber programs by February, 1973.
2. Study findings by September, 1973.

### PROGRAM B

*Attract funds from trusts and foundations.*

#### ACTION PLANS

1. Secure professional counsel in drafting programs to attract funds from trusts and foundations by October, 1973.
2. Recommend projects to secure special funding by October, 1973.
3. Create promotional materials for special funding projects and proposals by November, 1973.

## **STRATEGY 9**

**Develop programs to insure greater membership penetration by classification based on in-depth research and maximum volunteer efforts.**

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### **PROGRAM A**

*Determine possible revenue from each business classification.*

#### **ACTION PLANS**

1. Project penetration by classification based on San Antonio's economic mix and Chamber experience by January, 1973.
2. Identify prospects in each business classification during 1973.

### **PROGRAM B**

*Penetrate each classification market.*

#### **ACTION PLANS**

1. Conduct new member campaign for each classification during 1973.
2. Develop publicity for Chamber programs benefiting each classification during 1973.
3. Develop sales materials for each business classification to be used by Round-Uppers during 1973.
4. Recruit honorary team captains for each classification campaign during 1973.
5. Hold specialized membership meetings in various areas of the city and/or in conjunction with trade or professional associations to increase classification penetration during 1973.



# GREATER SAN ANTONIO CHAMBER OF COMMERCE OFFICERS AND DIRECTORS 1972

## Executive Committee

**PAT LEGAN**

*President*

**T. O. GRAVITT**

*Senior Vice President*

**C. C. GUNN**

*Vice President*

**C. LINDEN SLEDGE**

*Vice President*

**ROBERT F. McDERMOTT**

*Vice President for Public Relations*

**ALEX H. HALFF**

*Treasurer*

**FRANK A. BENNACK, JR.**

*Immediate Past President*

**FRED W. BURTNER**

*Executive Vice President*

**CLYDE JOHNSON, JR.**

*Council Chairman — Membership & Finance*

**M. H. (PAT) SEGNER**

*Council Chairman — Government*

**THOMAS BERG**

*Council Chairman — Economic Development*

**RICHARD W. CALVERT**

*Council Chairman — Communications*

**STANLEY CAMPBELL**

*Council Chairman — Transportation*

**A. ROANE HARWOOD**

*Council Chairman — Military*

**JAMES V. JOHNSON**

*Council Chairman — Community Development*

## Board of Directors

FRANK A. BENNACK, JR.

VALMO BELLINGER

THOMAS BERG

FRED W. BURTNER

RICHARD W. CALVERT

STANLEY L. CAMPBELL

LT. GEN. PATRICK F. CASSIDY

CHARLES E. CHEEVER, JR.

MRS. EDITH DEFFEE

GEORGE W. DELAVAN, JR.

J. W. ERLER

PAUL L. GARCIA

WILLIAM E. GHEDI

T. O. GRAVITT

HENRY GUERRA

MILTON GUESS

C. C. GUNN

ALEX H. HALFF

BRENT C. HARNISCH

JEROME HARRIS, JR.

A. ROANE HARWOOD

JIM HASSLOCHER

PAUL K. HERDER

CLYDE JOHNSON, JR.

JAMES V. JOHNSON

WAYNE KEARL

CHARLES O. KILPATRICK

JIM L. KNOWLTON

PAT LEGAN

ROBERT F. McDERMOTT

MORRIS M. MATHIEU

GEORGE A. MUSSELMAN

PLEAS NAYLOR, JR.

M. H. (PAT) SEGNER

C. LINDEN SLEDGE

LOUIS STUMBERG

J. H. UPTMORE

D. HULL YOUNGBLOOD

THAD M. ZIEGLER

## Directors Whose Terms Begin January, 1973

GERALD Z. DUBINSKI

W. W. (BILL) FLANNERY

HOUSTON H. HARTE

PETER J. HENNESSEY

PORTER LORING, JR.

CHARLES G. ORSINGER

LYNN H. SPEARS

DAVID J. STRAUS

DR. ROBERT V. WEST, JR.

## THE LONG-RANGE PLANNING COMMITTEE

Co-Chairmen

T. O. GRAVITT      ROBERT F. McDERMOTT

Frank A. Bennack, Jr.

Thomas Berg

Fred W. Burtner

Richard W. Calvert

Stanley Campbell

C. C. Gunn

Alex H. Halff

A. Roane Harwood

Peter J. Hennessey

Clyde Johnson, Jr.

James V. Johnson

Pat Legan

M. H. (Pat) Segner

C. Linden Sledge

**WITH WILLING HANDS AND OPEN MINDS, THE FUTURE  
WILL BE GREATER THAN THE MOST FANTASTIC STORY YOU CAN WRITE.**

**C. F. KETTERING**