

*Celebrating 100 Years
Advancing Manufacturing*

The San Antonio Manufacturers Association (SAMA) is the voice of and advocate for the manufacturing industry in the greater San Antonio metropolitan area. On their behalf, SAMA influences public policy and regulatory matters affecting manufacturing and guides the education and training of future generations of manufacturers. SAMA facilitates the sharing of best known practices, workforce development and business opportunities while fostering relationships for the benefit of its members.

Fall 2016 Series

**THE LEAN
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8 am to 5 pm - Monday
Sept 3, 10, 17, 24, & 31

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Southwest Research Institute
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Presented By

San Antonio Manufacturers Association
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www.sama-tx.org
210-979-7530

*Official Publication of the
San Antonio Manufacturers
Association (SAMA)*

WHAT SAN ANTONIO MAKES...MAKES SAN ANTONIO



2nd Quarter 2016

Franks Mfg is committed to the SAMA Experience

Franks' leadership and teamwork thrive with SAMA on a daily basis



*"The principles
and values that
my family taught
me mirrored those
same great values
in SAMA."*

James Franks
Franks Manufacturing

Franks Manufacturing is enjoying another profitable year despite a fire that destroyed 80% of its production floor space in one of its buildings in November 2014. Franks Manufacturing is a family owned and operated business; the plant in San Antonio was established in 1980 by Doug Franks, initially producing the "Texas Best Lick Feeders"™ for the agricultural liquid feed industry.

In 2006, James and Linda Franks acquired the company from his father and have been leveraging the leadership and teamwork his father initially established. James' 22 years of experience serving in the U.S. Army and National Guard also enriches his father's legacy.

Over the last 36 years, Franks Manufacturing has grown to one of the largest custom vacuum formers in South Texas. Franks specializes in heavy gauge, high-volume thermoforming and custom plastic

products. Its range of products cover agriculture, oil & gas, store fixtures, construction infrastructure, ice and beverage products, medical, secondary containment tanks, sewer infrastructure, packaging containers and air conditioning/heating parts.

In addition to its on-hand inventory, Franks Manufacturing also specializes in custom plastic products from polyethylene to acrylics. These custom products began with a rough concept and came to fruition with Franks Manufacturing.

Joyce Logan, Franks' accounts manager, defines teamwork at Franks as an integral component of the company's success. "A team is as strong as its weakest link, and at Franks we strive to have no weak links. Every member of the team is ready to wear many hats to achieve success."

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Manufacturing Industry loses champion

San Antonio's Manufacturing Industry lost a great leader with the passing of Mike Harris, President of the San Antonio Manufacturers Association (SAMA) for more than 20 years.

During his tenure, SAMA grew to over 450 members. Today, many of his initiatives and programs are still in operation.

Mike viewed the increased involvement of local high schools as his greatest accomplishment, helping educators and students understand the critical role of manufacturing in the global economy.

Mike was influential in helping

elected officials understand the value of having input from the region's manufacturers on legislative issues.

One of his most far-reaching accomplishments was helping the San Antonio Water System draft new wastewater testing procedures and regulations.

In 2009, Mike was appointed by Governor Rick Perry to a statewide board tasked with promoting Texas-made goods. "Because of Mike's work for SAMA, he leaves behind a stronger community, state and nation, said Jay Timmons, President and CEO, National Manufacturers Association.



Mike Harris
SAMA President 1990-2010

A 25-year veteran of the United States Air Force, Mike Harris leaves behind a wife, two children, and five grandchildren.



“SAMA’s success requires it to be deeply in touch with its membership.”

Jeff Garvens

Partner

Shook Mobile Technologies

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WHAT SAN ANTONIO MAKES



CHAIRMAN’S REPORT

It’s the Membership...

In 1992, during the heated contest for U.S. president, democratic strategist James Carville gained fame for his use of the phrase, “The economy, stupid!”. The statement’s notoriety came not just because of its pejorative tone, but also because of its effectiveness. Carville was charged with forming an election strategy. The core of that strategy was to focus on the economy. His strategy succeeded not only because it was relevant, but also because of its simplicity.

Earlier this year, SAMA’s Board of Directors committed a full day of their time in a tri-annual exercise to dive deep into the inner workings of our organization and develop and refine a strategy for SAMA’s future success. I’ll be more civil than Carville and paraphrase our meeting by saying, “It’s the membership!”. SAMA is

an organization of its members, for its members and by its members. With that as our focus SAMA will continue to thrive and succeed for another 100 years!

Of course strategic plans are not as simple as a single catch-phrase, and the plan developed at the recent planning session contains many objectives and metrics which your director’s believe will further SAMA’s mission: to ensure a brighter future for manufacturing in the greater San Antonio community. The critical success factors identified are grouped together to ensure continuous improvement in the areas of SAMA’s external relationships within our community, the quality of SAMA’s leadership function and SAMA’s development of education and workforce initiatives.

And above, under, around

and enveloping all, is a focus on membership. SAMA exists for its members. SAMA’s success requires it to be deeply in touch with its members, knowing why they make the decision to join; the decision to renew; the decision to recruit. This requires the members to know what SAMA does and how its activities are linked to the common goal of improving manufacturing in our community through the sharing of best practices, the avocation in favor of our common purposes and the development of bonds between members. SAMA’s success requires its members to understand how their participation helps achieve that mission, and how that mission leads to not just their own individual success, but how it will lead to a rising tide of success for us all.

SAMA invests in membership’s future

The Whittington Group delivers membership marketing plan

This past year the SAMA Board of Directors approved an unprecedented investment in its future growth and sustainability, in financing a comprehensive exercise by The Whittington Group that has resulted in a well-defined Membership Marketing Plan. The plan, delivered to the Board during March’s Director’s meeting, dissected over 10 years of member data objectively supporting its resulting strategies and action plans.

The study strongly confirmed that recruitment of new members is not an issue; in fact, over the past 10 years SAMA has averaged 70 new members a year. However, over that same 10 year span almost

60% of those new members dropped out of the organization. More alarming was the fact, and most conclusive opportunity, that over 60% of those dropouts left SAMA within their first two years.

Supported with measureable achievement goals, and well defined action items, the three primary strategies from the study were to focus on retention of manufacturing members, improve/create systems and processes and to wrap membership team efforts around new and renewing manufacturing members. Expanding upon SAMA’s ambassador program calculated engagement efforts will be initiated with new members shortly upon

their joining, with a concise goal of determining their critical needs and “pain points” better defining their expectations of membership. In addition, a “Rapid Deployment Force” will be used to engage manufacturing members around their annual renewal dates to revisit those needs, and refine if necessary. Well defined, systems supported, tracking mechanisms and processes will be used to monitor and trigger these activities.

These were just a few of the numerous goals and action items that were presented within the Whittington Group’s extensive report, which has clearly built the foundation for the future growth and stability of SAMA.



2nd Quarter 2016

SA2020 and SAMA: Working toward a common goal in the manufacturing industry

SA2020 is a privately funded, non-profit organization launched by a community initiative in 2010 which gathered San Antonio residents to discuss what the future of the city should look like and what steps were needed to make that vision a reality.

They focused on 11 cause areas. Some of those cause areas included: Civic Engagement, Downtown Development, Economic Competitiveness, Education, Environmental Sustainability, and Transportation.

San Antonio Manufacturers Association (SAMA) works closely with the Alamo Academies, which prepares students with career

pathways into the job market. There is a particular interest in the Economic Competitiveness Cause and its interconnection with education. Another factor that plays a role in this cause is House Bill (HB) 5, which enables students to select a career path that best suits them.

This allows students to select the traditional college/university path while others may select the alternative, which is to take courses that will allow them to go directly into the workforce with the skills required to be prepared for those jobs.

In 2014 the Talent Pipeline Task Force was established to determine

a better way to have education and training interface with the labor market in specific targeted industries. One of the three targeted industries for this was Advanced Manufacturing, more specifically Transportation Manufacturing, be it automotive or aerospace, as this area is expected to see a significant amount of growth and demand along with higher paying jobs.

With this collaborative effort by the community, to recruit and educate students in the manufacturing industry, San Antonio will be able to meet the SA2020 goals for attracting more 21st century jobs that support a better quality of life.

Franks Manufacturing *continued from page 1*



"The principles and values that my family taught me mirrored the same values that I was exposed to while in the Army" said James Franks. "I see those same great values in SAMA" added James.

SAMA has been a great fount of leadership and teamwork that James has been able to draw on in many different facets of his manufacturing business. In the aftermath of the 2014 building fire, Rey Chavez and Jim Caldwell from SAMA were

very helpful with their visits, advice, concern, and functional support to insure that Franks was quickly back up and operating at full capacity. "Rey and Jim were quick to offer the weight of SAMA's leadership to insure that the renovations to the burned building were completed in a timely manner," states James.

As the business continues to grow, James calls upon SAMA and others to exponentially increase his reach. SAMA answers that call with their seminars and training courses. Aaron Howe, Franks' production manager says that the upcoming Supervisors Course in May and June "will allow a group of key managers to learn about manufacturing while exchanging lessons learned from their own companies."

Rick Moon, the sales director for Franks, participates in B2B forums and networking opportunities. "SAMA's networking events are proven opportunities that allow

Franks to live well and grow strong in the San Antonio manufacturing community," says Rick. "Their B2B events are absolutely invaluable to us."

SAMA committees such as program, trade show, government affairs, plus participation on the board of directors, allows Franks to serve and lead in SAMA. Participating in these led Franks to gain a relationship with Benson Design. With that meeting Franks will move forward with a new website in May that will enhance its future growth. This is just one of numerous ways to create and sustain lasting B2B connections on a daily basis as a SAMA member.

Franks Manufacturing has enjoyed great success in the synergy that SAMA provides. Franks Mfg. looks forward to a long and fruitful SAMA relationship for years to come.

2011 FACTS MANUFACTURING INDUSTRY IMPACT

One of the largest sectors of the San Antonio economy, Manufacturing provided an economic impact of over \$30 billion in 2011.

San Antonio's Manufacturing Industry has grown more than three-fold since 1991.

San Antonio's Manufacturing Industry is very diverse, spanning virtually every industrial product line.

San Antonio's 1,556 manufacturers employed over 51,000 people, earning an average wage of \$47,499 – consistently higher than the San Antonio average.

The evolution toward high-tech manufacturing has resulted in significant wage gains as the workforce skills requirements increase.

80% of San Antonio's Manufacturers are small businesses employing 50 or less employees.

"Manufacturing companies, and the employees who work for them, help San Antonio remain a vibrant and diverse city in which to live and do business, and SAMA has been their voice and advocate."

Joe Straus
Speaker
Texas House of Representative

*Celebrating 100 Years
Advancing Manufacturing*

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SAMA Workforce Training opportunities providing total ROI to manufacturers

The San Antonio Manufacturers Association (SAMA) provides invaluable training opportunities for members with high emphasis on their incumbent workers. Coordinating with member manufacturing and educational institutions such as the Texas Manufacturing Assistance Center (TMAC) and the Alamo Colleges Technical Institute (ACTI), SAMA provides a total ROI to manufacturers.

We provide training on Safety, OSHA, Project Management, Employment Law and Environmental issues with a goal to keep you educated on the latest developments and trends associated with our industry.

Partnering with member organizations, we provide more specific training. With TMAC, we annually offer the Lean Manufacturing Certification Program, an in-depth training program on process improvement techniques based on the Toyota Production System. As the local affiliate of the Department of

Commerce's Manufacturing Extension Partnership, TMAC is a public/private partnership committed to strengthening U.S. manufacturing through training and consulting. They also provide an annual Manufacturing

(ISO) and specialized training in Geometric Dimensioning and Tolerancing.

Working with ACTI (Corporate College) and its partnership with Workforce Solutions, our industry now has a variety of technical and workforce training in various areas of manufacturing with a goal to increase incumbent worker skills. This training provides time-efficient and economical preparation for future journeyman, electricians, technicians and certified tradesmen. Courses are offered in Technical Mathematics & Blueprint Reading, Electricity, Hydraulics, Pneumatics and Programmable Logic Controller. State funding may be available for employers. This training does not provide a degree, but it does provide employee CEUs.

Take advantage of these training opportunities and learn more about them at these websites: www.sama-tx.org, www.tmac.swri.org and www.alamo.edu/ewd/business-industry. You can also contact Rey Chavez at (210) 979-7530.



Supervisor Certification Program. It is designed for newly appointed first line supervisors and employs a strong emphasis on continuous improvement, job instruction, employee relations, problem solving and effective communication. The course focuses on essential interpersonal strategies for students to become productive and respected leaders.

TMAC also offers training in Quality Management Systems