DEVELOPMENT CORPORATION OF HARLINGEN, INC.
BOARD OF DIRECTORS' SPECIAL MEETING
November 10, 2014

Notice is hereby given that the above Board of Directors will hold a Special Meeting on Monday, November 10, 2014 at 12:00 noon at the Harlingen Economic Development Corporation, Inc. offices, Suite 125, Conference Room, University Center, 2424 Boxwood Street, Harlingen, Texas 78550.

The Development Corporation of Harlingen, Inc. reserves the right to meet in Executive Session on any agenda item should the need arise, and if applicable, pursuant to authorization by Title 5, Chapter 551 of the Texas Government Code. Development Corporation meetings are available to all persons regardless of disability. If you require special assistance, please contact the HEDC office at (956) 216-5081 or e-mail us at info@harlingenedc.com at least 24 hours in advance of the meeting.

Call Meeting to Order

Roll Call

1. Discussion and take action to adopt and approve the fiscal year 2014-2015 Mission Statement, Guiding Principles, and Goals and Objectives.

The Board may meet in closed executive session on any of the above agenda items if the discussion of any of the above agenda items concerns one of the following:

1. Contemplated or pending litigation, or matters where legal advice is requested of the Attorney on a matter in which the duty of the attorney to the Board under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Act. Section 551.071 of the Texas Open Meetings Act.

2. The purchase, exchange, lease, or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the Harlingen Economic Development Corporation, Inc. in negotiations with a third person. Section 551.072 of the Texas Open Meetings Act.

3. A contract for a prospective gift or donation to the Development Corporation of Harlingen, Inc., if the deliberation in an open meeting would have a detrimental effect on the position of the Development Corporation of Harlingen, Inc. in negotiations with a third person. Section 551.073 of the Texas Open Meetings Act.

4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Section 551.074 of the Texas Open Meetings Act.

5. The deployment, or specific occasions for implementation of security personnel or devices. Section 551.076 of the Texas Open Meetings Act.


I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Board of Directors of the above named Corporation is a true and correct copy of said notice posted on the bulletin board at City Hall of said City of Harlingen, Texas in a place convenient and readily accessible to the general public at all times and said Notice was posted on Friday, November 7, 2014 at or before 5:00 p.m. and remained so posted for at least 72 hours preceding the time of said meeting.

[Signature]
Raudel Garza, Manager and Chief Executive Officer
HEDC Goals
2013-2014 fiscal year
HARLINGEN ECONOMIC DEVELOPMENT CORPORATION

MISSION STATEMENT

The mission of the Harlingen Economic Development is to improve the quality of life of the citizens of Harlingen through the creation of wealth, jobs, and investment.

GUIDING PRINCIPLES

1.) The purpose of the Corporation is to create wealth that improves the quality of life for the citizens of Harlingen.
2.) The focus of the Corporation will be the creation of "primary" (sometimes called "basic") employment opportunities.
   - Primary employers sell their goods or services outside the community, resulting in new money in the local economy. This new money circulates (multiplier effect) within the community, generating additional jobs, tax revenue, and economic activity.
   - Employers in this sector (manufacturing, distribution, administrative offices, research and development) typically pay higher wages.
   - Investment in this sector is typically higher, resulting in greater tax value with fewer burdens on local government services.
   - Potential new firms and existing businesses that consider expansion will be treated equally. Local firms create the most jobs and are the best salespeople for the community.
   - Priority will be given to corporate headquarters operations due to the added value these firms bring to the community by way of good corporate citizenship.
3.) A secondary focus of the Corporation will be the recruitment of new, larger-scale retail developments through improvements in infrastructure.
   - New retailers generate property and sales tax revenue for the City.
   - A broad range of retail opportunities adds to the quality of life of the City.
4.) While building a better community is important and requires the effort of a number of organizations, groups and institutions, the focus of the Development Corporation will be "marketing" and "deal making." Community development activities will be conducted by others.

GOALS AND OBJECTIVES 2013-2014

CAPACITY BUILDING PROJECTS

GOAL: INVEST IN HUMAN CAPITAL THROUGH SPECIFIC WORKFORCE DEVELOPMENT AND TRAINING ACTIVITIES.
   - Continue work to establish a University Articulation and Career Center to address critical workforce development issues.
   - Continue work with Workforce Solutions – Cameron and the Workforce Development Board to identify pools of ready-to-work people and job openings in Harlingen.

JOB CREATING PROJECTS

GOAL: LEAD IN THE EFFORT TO CREATE AT LEAST 500 JOBS.
   - Using the "Guiding Principles" of the HEDC, lead in the recruitment of new business and the expansion of existing business.
• Market the community aggressively through various media and personal visits to create new “primary” jobs through the retention and expansion of existing business and the recruitment of new business.

GOAL: RETAIN EXISTING BUSINESSES AND ENCOURAGE THEIR EXPANSION
PUBLISH A DIRECTORY OF LOCAL MANUFACTURERS AND MAJOR EMPLOYERS ANNUALLY.
• Perform annual review of information on basic employers (industrial, distribution, administrative services, health services, information technology and research and development) and other major employers in Harlingen to ensure proper information is available.
• Maintain information on businesses that provide services to local industries.
• Prepare a directory of industrial and major employers for internal use and publish a list of major employers on the web site.

WORK REGULARLY WITH LOCAL EMPLOYERS.
• Call on the corporate headquarters of local branch operations.
• Maintain information on programs and assistance available to local employers.
• Follow up with firms on problems/opportunities identified and act as a key resource for existing industry.
• Develop a list of suppliers or customers of existing industry that might be recruited.
• Manage the activities of the Harlingen Manufacturers Association.

GOAL: RECRUIT NEW BUSINESS AND INDUSTRY TO CREATE JOBS AND GENERATE NEW INCOME
DEVELOP A DIRECT MARKETING PROGRAM TO REACH TARGET FIRMS.
• Maintain a database of at least five hundred (500) firms within target industry categories.
• Maintain a list of one hundred (100) regional and national firms involved in site location for their clients.
• Maintain a list of three hundred (300) regional and national industrial and commercial realtors.
• Continue to use Constant Contact and other media as a direct marketing campaign to target industries, site location consultants and the industrial and commercial real estate community.
• Participate in CoreNet and the International Asset Management Council to access real estate executives of national firms and consultants involved in site selection.

MARKET THE AREA ON THE INTERNET.
• Update the web site to accurately depict the attractiveness of Harlingen to new and expanding business.
• Participate in Site Location Partnership, LoopNet, Site Selection Network and other Internet sites used by site selectors and clients.
• Insure that all information provided over these sites is current, factual and easy to access.

MARKET HARLINGEN TO MAQUILADORAS AND MEXICAN NATIONALS
• Develop contact information for firms currently located near the border in Mexico.
• Initiate direct contact to inform these firms of the advantages of a Harlingen location.
• Develop and/or maintain relationships with economic development officials in Mexico to promote Harlingen as a location.
• Develop and implement a program to market Harlingen to Mexican nationals as a location for their business or residence.
PARTICIPATE IN MARKETING EFFORTS OF ECONOMIC DEVELOPMENT ALLIES.
- Meet regularly with the Governor's Office of Economic Development, utilities and others to review current marketing activities, discuss current business prospects, plan future activities and provide updates on local marketing activities.
- Participate in marketing activities of TexasOne, Team Texas or other similar allies.
- Provide current information on available buildings and sites to allies.

DEVELOP AN ADVERTISING PROGRAM TO GENERATE PROSPECTS.
- Place advertisements in major site selection magazines (such as Area Development; Site Selection Handbook; Business Facilities; Expansion Management; Business Xpansion Journal; Trade & Industry Development, etc.).
- Place advertisements in Reynosa and Matamoros Industrial Maps, Valley Business Report and RGVisions or other similar media to raise regional awareness.
- Research advertising opportunities in target industries and participate as appropriate.

GOAL: SUPPORT DEVELOPMENT OF MEDICAL SCHOOL CAMPUS IN HARLINGEN
- Work with South Texas Medical Foundation on Project South Texas.
- Support the efforts of the UT Board of Regents and the UT System to develop Project South Texas (UTB/UTPA consolidation with medical school).
- Develop plan for the continued expansion of medical, educational and other commercial facilities and entities related to the medical industry.

GOAL: RECRUIT NEW RETAIL DEVELOPMENT
- Finalize construction of Bass Pro Shops/Cameron Crossing project.
- Gather information on the strength and advantages of the Harlingen area market for retail development.
- Prepare marketing materials that outline the strengths and advantages.
- Develop a local team to help market Harlingen to retailers and developers.
- Participate in International Conference of Shopping Centers trade shows.
- Conduct direct mail and personal follow up activities to potential developers and retailers.

GOAL: PROVIDE ONE-STOP RESOURCE FOR ECONOMIC DEVELOPMENT INFORMATION ON HARLINGEN
CATALOG INFORMATION ON LOCAL ASSISTANCE AND RESOURCES.
- Support efforts to streamline the permitting process to assist clients.
- Catalogue assistance available to business.

DEVELOP FACTUAL INFORMATION TO USE WHEN WORKING WITH CLIENTS.
- Publish and continually update a "fact book" that includes detailed information on population, labor force, transportation, utilities, government, taxes and incentives, education, training, and community facilities and services to serve as the basis for prospect presentations.
- Maintain a web-based database (including photos and maps) and detailed information on available sites and buildings.
- Maintain information in a printed format, on an Internet home page, in specific prospect proposals on the Internet and in Microsoft PowerPoint presentations.
PLAN FOR FUTURE PROPERTY NEEDS:
- Participate in the planning for development of the 434 acre Industrial AirPark as a first class business and industrial park, including site layout, streets and utilities.
  o Participate in AEP's "Certified Sites Program".
- Finalize plan for additional Class A business parks in Harlingen, including identification of sites, feasibility analysis, and implementation plan for development of sites.
- Continually search for new sites and buildings to add to the existing inventory.
- Manage the activities of the Harlingen Industrial Foundation, Inc. (HIFI)
- Provide input regarding zoning issues in order to protect future business/industrial areas.

GOAL: IMPROVE THE IMAGE OF HARLINGEN
- Continue to update and improve the HEDC website.
- Promote to the news media (local, regional and national) local efforts and successes, particularly in the area of economic development.
- Issue four (4) press releases or more.
- Publish an annual progress report.

GOAL: FOSTER REGIONAL RELATIONSHIPS FOR ECONOMIC DEVELOPMENT
- Continue participation in the regional economic development groups as a means to generate more prospect activity for the region.
- Continue working with the RCIC to spur technology-based entrepreneurship on a regional level.
- Continue participation in CODEM to provide information to U.S. firms doing business in Mexico.

GOAL: INCREASE USE OF THE FREE TRADE BRIDGE AS A MEANS OF JOB CREATION.
- Work with other bridge partners to resolve issues that hold back growth.
- Work with the State of Tamaulipas to encourage improvements on the Mexico side of the border.
- Work with others promoting the Matamoros to Mazatlan Highway Corridor for development of truck and trade routes for agricultural products and more.

GOAL: ADVOCATE FOR TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS
- Identify and prioritize transportation routes necessary for industrial and commercial development.
- Support efforts to improve FM 509 from the Los Indios Bridge north beyond its terminus to a new route connecting with I-69E/US 77.
- Support efforts to improve the Port of Harlingen's capacity.
- Support and participate in efforts by I-69 Coalition.
- Support Valley International Airport's efforts to expand US Customs presence at the airport, and to provide additional flights to various destinations.
- Support intermodal transportation hub development and more efficient rail service in Harlingen.
### AUTHORIZED PERSONNEL

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 13-14</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Manager</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant to CEO</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Industrial Recruitment &amp; Retention Manager</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Commercial Recruitment &amp; Retention Manager/Marketing Director</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Manager and Chief Executive Officer</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

|                         |          |         |
| Total Salaries          | 345000   |         |
| Car Allowances          | 15600    |         |
| Fringe Benefits         | 95000    |         |
| **Total**               | **5**    | **455600** |

**Diagram:**
- **Manager & CEO:** Raudel Garza
- Administrative Assistant: vacant
- Office Manager: Maryann Villarreal
- Recruitment & Retention Manager - Industrial: Ramiro Aleman
- Recruitment & Retention Manager - Commercial / Marketing Director: Lyle Garza
HEDC Goals

2014-2015 fiscal year
MISSION STATEMENT

The mission of the Harlingen Economic Development Corporation is to improve the quality of life of the citizens of Harlingen through the promotion of the creation of wealth, jobs, and investment.

GUIDING PRINCIPLES

1. The purpose of the Corporation is to make a difference, and to serve as a catalyst for economic growth in our community.

2. The focus of the Corporation will be to attract companies that create primary jobs.
   - Primary employers sell their goods or services outside the community, resulting in new money in the local economy. This new money circulates (multiplier effect) within the community, generating additional jobs, tax revenue, and economic activity.
   - Employers in this sector (manufacturing, distribution, administrative offices, research and development) typically pay higher wages.
   - Investment in this sector is typically higher, resulting in greater tax value with fewer burdens on local government services.
   - Potential new firms and existing businesses that consider expansion will be treated equally. Local firms create the most jobs and are the best salespeople for the community.
   - Priority will be given to corporate headquarters operations, regional operations, and business enterprises with fifty or more employees on their local payroll due to the added value these firms bring to a community by way of good corporate citizenship.

3. A secondary focus of the Corporation will be the promotion of existing and proposed transportation infrastructure that benefits Harlingen.

4. While building a better community is important and requires the effort of a number of organizations, groups and institutions, the focus of the Development Corporation will be “marketing” and “deal-making” with entities that will have significant economic impact on the local economy. Community development activities will be conducted by others.

5. Even though small business is a main driver for job growth in the local economy, primary jobs are typically created by larger entities. Because of this and because of our limited financial resources, companies creating larger numbers of jobs with higher wages and employer-provided benefits will be the priority.
GOALS AND OBJECTIVES 2014-2015

CAPACITY BUILDING PROJECTS

GOAL: INVEST IN HUMAN CAPITAL THROUGH SPECIFIC WORKFORCE DEVELOPMENT AND TRAINING ACTIVITIES.

- Continue work to enhance the University Articulation and Career Center to address critical workforce development issues.

- Continue work with Workforce Solutions – Cameron and the Workforce Development Board to identify pools of ready-to-work people and job openings in Harlingen.

JOB CREATING PROJECTS

GOAL: ATTRACT OR RETAIN TWO LARGE EMPLOYERS

- Using the "Guiding Principles" of the HEDC, lead in the recruitment of new business and the expansion of existing business.

- Market the community aggressively through various media and personal visits to create new "primary" jobs through the retention and expansion of existing business and the recruitment of new business.

GOAL: RETAIN EXISTING BUSINESSES AND ENCOURAGE THEIR EXPANSION

WORK REGULARLY WITH LOCAL EMPLOYERS.

- Call on the corporate headquarters of local branch operations.

- Maintain information on programs and assistance available to local employers.

- Follow up with firms on problems/opportunities identified and act as a key resource for existing industry.

- Develop a list of suppliers or customers of existing industry that might be recruited.

- Manage the activities of the Harlingen Manufacturers Association.

GOAL: RECRUIT NEW BUSINESS AND INDUSTRY TO CREATE JOBS AND GENERATE NEW INCOME

DEVELOP A DIRECT MARKETING PROGRAM TO REACH TARGET FIRMS.

- Maintain a list of regional and national firms involved in site location for their clients.
• Maintain a list of regional and national industrial and commercial realtors.

• Continue to use Constant Contact and other media as a direct marketing campaign to target industries, site location consultants and the industrial and commercial real estate community.

• Participate in CoreNet and the International Asset Management Council to access real estate executives of national firms and consultants involved in site selection.

MARKET THE AREA ON THE INTERNET

• Update the web site to accurately depict the attractiveness of Harlingen to new and expanding business.

• Participate in Site Location Partnership, LoopNet, LOIS, CoStar, Site Selection Network and other Internet sites used by site selectors and clients.

• Insure that all information provided over these sites is current, factual and easy to access.

MARKET HARLINGEN TO MAQUILADORAS AND MEXICAN NATIONALS

• Develop contact information for firms currently located near the border in Mexico.

• Initiate direct contact to inform these firms of the advantages of a Harlingen location.

• Develop and/or maintain relationships with economic development officials in Mexico to promote Harlingen as a location.

PARTICIPATE IN MARKETING EFFORTS OF ECONOMIC DEVELOPMENT ALLIES

• Meet regularly with the Governor's Office of Economic Development & Tourism, utility companies and others to review current marketing activities, discuss current business prospects, plan future activities and provide updates on local marketing activities.

• Participate in marketing activities of TexasOne, Team Texas, Texas International Produce Association, LeadTexas or other similar allies.

• Provide current information on available buildings and sites to allies.
CONTINUE ADVERTISING PROGRAM TO GENERATE PROSPECTS

- Place advertisement in major site selection magazines (such as Area Development; Site Selection Handbook; Business Facilities; Expansion Management; Business Xpansion Journal; Trade & Industry Development, etc.).
- Place advertisements in Reynosa and Matamoros Industrial Maps, Valley Business Report and RGVision or other similar media to raise regional awareness.
- Research advertising opportunities in target industries and participate as appropriate.

GOAL: SUPPORT MEDICAL SCHOOL CAMPUS IN HARLINGEN

- Work with UT RGV and others on future growth needs of the medical school or other related academic needs.
- Work on efforts to encourage continued expansion of medical, educational and other commercial facilities and entities related to the medical industry, including planning for a medical business and research park.

GOAL: RECRUIT NEW RETAIL DEVELOPMENT

- Encourage growth within the Bass Pro Shops/Cameron Crossing project.
- Participate in International Conference of Shopping Centers trade shows.
- Conduct direct mail and personal follow up activities to potential developers and retailers.
- Develop the "No Build Zone" and "Orphan" properties for retail.

GOAL: PROVIDE ONE-STOP RESOURCE FOR ECONOMIC DEVELOPMENT INFORMATION ON HARLINGEN

CATALOG INFORMATION ON LOCAL ASSISTANCE AND RESOURCES

- Support efforts to streamline the permitting process to assist clients.

DEVELOP FACTUAL INFORMATION TO USE WHEN WORKING WITH CLIENTS

- Maintain a web-based database (including photos and maps) and detailed information on available sites and buildings.
- Maintain information in a printed format, on an Internet home page, in specific prospect proposals, on the Internet, and in Microsoft PowerPoint presentations.
PLAN FOR FUTURE PROPERTY NEEDS

- Finalize Phase III of AEP’s “Certified Sites Program” for the Harlingen AirPark.
- Finalize and implement plan for additional Class A business parks in Harlingen, including identification of sites, feasibility analysis, and implementation plan for development of sites.
- Continually search for new sites and buildings to add to the existing inventory.
- Manage the activities of the Harlingen Industrial Foundation, Inc. (HIFI)
- Provide input regarding zoning issues in order to protect future business/industrial areas.
- Consider working on plan for development of an industrial incubator.

GOAL: IMPROVE THE IMAGE OF HARLINGEN

- Continue to update and improve the HEDC website.
- Promote to the news media (local, regional and national) local efforts and successes, particularly in the area of economic development.
- Issue four (4) press releases or more.
- Publish an annual progress report.

GOAL: FOSTER REGIONAL RELATIONSHIPS FOR ECONOMIC DEVELOPMENT

- Continue participation in the regional economic development groups as a means to generate more prospect activity for the region.
- Continue working to spur technology-based entrepreneurship on a regional level.
- Continue participation in CODEM to provide information to U.S. firms doing business in Mexico.

GOAL: INCREASE USE OF THE FREE TRADE BRIDGE AS A MEANS OF JOB CREATION.

- Work with other bridge partners to resolve issues that hold back growth.
- Work with the State of Tamaulipas to encourage improvements on the Mexico side of the border.
- Work with others promoting the Matamoros to Mazatlan Highway Corridor for development of truck and trade routes for agricultural products and more.
GOAL: ADVOCATE FOR TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS

- Identify and prioritize transportation routes necessary for industrial and commercial development
- Support efforts to improve FM 509 from the Los Indios Bridge north beyond its terminus to a new route connecting with I-69E/US 77.
- Support efforts to improve the Port of Harlingen's capacity
- Support and participate in efforts by I-69 Coalition
- Support Valley International Airport's efforts to expand US Customs presence at the airport, and to provide additional flights to various destinations.
- Support intermodal transportation hub development and more efficient rail service in Harlingen

AUTHORIZED PERSONNEL

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 14-15</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Manager</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Administrative Assistant to CEO</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Industrial Recruitment &amp; Retention Manager</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Commercial Recruitment &amp; Retention Manager/Marketing Director</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Manager and Chief Executive Officer</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Total Salaries</td>
<td></td>
<td>$345,000</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td></td>
<td>$92,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
<td><strong>$437,500</strong></td>
</tr>
</tbody>
</table>

Manager & CEO

Raudel Garza

Administrative Assistant

vacant

Office Manager

Maryann Villarreal

Recruitment & Retention Manager - Industrial

Ramiro Aleman

Recruitment & Retention Manager - Commercial/Marketing Director

Lyle Garza