Notice is hereby given that the above Board of Directors will hold a Special Meeting on Tuesday, May 15, 2018 at 5:30 p.m., at City Hall, Town Hall, 2nd floor, 118 East Tyler Avenue, Harlingen, Texas.

The Development Corporation of Harlingen, Inc., hereinafter “HEDC”, 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. HEDC 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.

AGENDA ITEMS

Call Meeting to Order

Roll Call

Pledge of Allegiance

Recognition of Guest(s)

Public Comment

1. Discussion regarding HEDC Board/Officer vacancy and elections.

2. Consider and take action to elect Board members to the HEDC’s officer positions: President, Vice President, Secretary, and Treasurer.

3. Consider and take action to approve the March 27, 2018 regular meeting minutes.

4. Consider and take action to approve the March 31, 2018 financial statements.

5. Consider and take action to approve lead generation proposal from Research on Investment (ROI) and to enter into contract for a one-year period.

6. Presentation, consideration and discussion of staff reports:

   a) Commercial development activities report including, but not limited to:
      1) Commercial Development activities
      2) Digital Marketing update
      3) Trade show and conference updates: ICSC, InBIA, and BIO

   b) CEO’s report on recent and upcoming economic development activities:
      1) Free Trade Bridge final budget review
      2) Regional updates: Border Trade Advisory Committee, Border Trade Alliance, RGV Partnership’s RGV Day at the Capitol
      3) Upcoming events: Select USA, Institute of Food Technology Annual Meeting and Food Expo – with Team Texas
      4) Other industrial marketing activity including recent trips to Pack Expo and Viva Fresh
7. Executive Session pursuant to Chapter 551, Subchapter D., V.T.C.A. Government Code (Section 551.072), regarding the purchase, lease or value of real estate, 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 regarding some of the following projects; and/or 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 and/or Executive Session pursuant to Chapter 551, Subchapter D., V.T.C.A. Government Code (Section 551.087) regarding commercial and financial information from business prospects with which the Board is conducting economic development negotiations and/or to discuss or deliberate financial or other incentives relating to the following projects:
   a) Cardone Industries
   b) United Launch Alliance
   c) El Clavo Lumber
   d) FedEx Express
   e) Project Hay
   f) Project Grand Entrance
   g) Project Wagon
   h) Project Spinner
   i) Bass Pro Shop
   j) Project Lodging
   k) Project Sam's Shadow
   l) Project Development

8. Consider and take action on executive session items, if necessary.

9. Consider and take action to approve budget amendments for fiscal year 2017-2018 and review long-term goals.

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 on the Corporation's Internet Website and said Notice was posted on Friday, May 11, 2018, at or before 5:00 p.m. and remained so posted for at least 72 hours preceding the time of said meeting.

Raudel Garza, Manager and Chief Executive Officer
April 7, 2018

Dr. J. Gilbert Leal
President
Harlingen Economic Development Corporation
2424 Boxwood Street, Suite 125
Harlingen, Texas 78550

Dear Dr. Leal:

It is with regret that I tender my resignation from the Harlingen Economic Development Corporation Board of Directors, effective immediately. Other commitments both at work and with other volunteer organizations have required me to examine my role, my effectiveness, and my time in each resulting in this decision.

While serving as a member of the board, I have seen much growth in the organization and I am truly satisfied with the progress made and the pipeline of work yet to come. The EDC has enhanced the City's growth and kept up the momentum, creating new opportunities for jobs within our community and establishing a solid leadership role in the County and the Region. The EDC staff is doing such a fine job; their resourcefulness, creativity and tenacity is to be commended. I feel certain they are prepared for the challenges ahead. I am so proud to have worked with all the staff and thank each one, especially the CEO, Raudel Garza.

Equally, I am truly grateful for having had the opportunity to serve on the board and most appreciative to Commissioner Mike Mezmar for nominating me several years ago. It has been an honor to serve with you and all the Board Members Present and Past. I look forward to hearing of the continued successes at the Harlingen Economic Development Corporation.

Respectfully,

Guadalupe (Lupita) Gutierrez Garza
Board Member

Cc: Commissioner Mike Mezmar
Raudel Garza, Manager and Chief Executive Officer
Economic Development Board of Directors
DEVELOPMENT CORPORATION OF HARLINGEN, INC.
AGENDA ITEM
EXECUTIVE SUMMARY

Meeting Date: May 15, 2018

Agenda Item:
Consider and take action to elect Board members to the Corporation’s officer positions: President, Vice President, Treasurer and Secretary.

Prepared By (Print Name): Raudel Garza
Title: Manager & Chief Executive Officer

Signature:

Brief Summary:
The HEDC By-Laws state the Board hold its yearly selection of Officers in May.

The HEDC has followed tradition to move each board member up in position of board title starting from President, Vice President, Secretary and Treasurer.

It is our recommendation that we follow this tradition and appoint the following:
President – Michael Lamon
Vice President – Mickey Boland
Secretary – Eliseo Gonzales
Treasurer – Dr. J. Gilbert Leal
Board Member – Vacant

Funding (if applicable):
Are funds specifically designated in the current budget for the full amount for this purpose? 
Yes ☐ No* ☐
*If no, specify source of funding and amount requested:
Finance Director’s approval: ☐ Yes ☐ No ☐ N/A

Staff Recommendation:

Staff Member: RAUDEL GARZA
Title: CEO
Signature: [Signature]

Comments:

North American Industry Classification System (NAICS) Code:

HEDC Attorney’s approval: ☐ Yes ☐ No ☐ N/A

form revised June 2012
Development Corporation of Harlingen, Inc.
Regular Meeting
March 27, 2018

On the 27th of March 2018, at 5:30 p.m. the Development Corporation of Harlingen, Inc. Board of Directors convened at the City Hall, Town Hall, 2nd floor, 118 East Tyler Avenue, Harlingen Texas. The following board members were present:

Present
Dr. Gilbert Leal
Mickey Boland
Michael Lamon

Absent
Eliseo Gonzales
Lupita Gutierrez-Garza

Staff
Rauel Garza, Kayla Thomas and MaryAnn Villarreal

Call Meeting to Order
President Dr. Gilbert Leal called the meeting to order; a quorum was established, and the following proceedings were held.

Roll Call
President Dr. Gilbert Leal announced that he, Mr. Mickey Boland, and Mr. Michael Lamon were present. Mr. Eliseo Gonzales and Ms. Lupita Gutierrez-Garza were absent.

Recognition of Guests
President Dr. Leal acknowledged Mayor Chris Boswell and City Manager Dan Serna. He thanked them for attending the meeting.

Public Comment
None.

1. Consent Agenda.

The following items are of a routine or administrative nature. The Board has been furnished with background material on each item and/or it has been discussed at a previous meeting. All items will be acted upon by one vote, without being discussed separately, unless separate discussion of any item is requested by a Board Member. Items withdrawn from the Consent Agenda for individual consideration will be heard in their normal sequence after the remainder of the Consent Agenda has been acted upon.

a. Consider and take action to approve the February 27, 2018 regular meeting minutes.
b. Consider and take action to approve the February 28, 2018 financial statements.

Motion was made by Mr. Boland and seconded by Mr. Lamon to approve consent agenda #1. Motion carried unanimously.
2. Presentation, consideration and discussion of staff reports:

a) Report on commercial development activities over the past few months including, but not limited to:
   1) Commercial Development activities
   2) Marketing activities

Ms. K. Thomas gave an update on the commercial development activities.

b) CEO's report on recent and upcoming economic development activities:
   1) Free Trade Bridge facility update
   2) Trade shows and events including SSG, Viva Fresh, Pack Expo, and ICSC
   3) Other regional updates
   4) Industrial development

Mr. R. Garza updated the board on the Cold Storage Inspection Facility at Los Indios Free Trade Bridge and mentioned the final punch list was approved. Mr. R. Garza spoke about the upcoming ribbon cutting on April 20th.

Mr. R. Garza updated the Board on Site Selectors Guild Forum, and the upcoming events such as Viva Fresh and ICSC. He provided a written report in the packet as well. Some of that content is included here:

*Site Selectors Guild Annual Forum 2018:*

The Site Selectors Guild Annual Conference provided a unique and unmatched opportunity for networking and interaction between SSG members and economic developers.

The 2018 Annual Conference took place March 19-21 in Cincinnati at the Hilton Netherland Plaza.

The conference began with opening remarks from Dhani Jones of the Bowtie Foundation and former Cincinnati Bengals player. The keynote speaker, Andy Cohen of Gensler, spoke about the “Future of Cities: the Game-Changing Impacts of the Driverless Car”. Then the program continued with an expert panel, which covered “Three Views on Innovation and Disruption.”

The core of the Annual Conference was the breakout sessions moderated and paneled by SSG members. Topics included:

1. Labor and Talent
2. Economic Incentives
3. Transportation Logistics
4. Site Development and Infrastructure
5. Energy
6. Site Selection Process and Policy Impacts
7. Global topics.

In addition to the sessions, there were many opportunities to talk with site selectors on a one-to-one basis. I was able to meet with 20 site selectors individually for a
ranged from hi-tech, to start-ups, heavy industrial, logistics, food processing, aerospace, corporate headquarters, and many more. Several of the site selectors based out of the southeast US have asked that Harlingen visit them for more in-depth discussions on our activities and their client workload.

Another good thing about these types of events is the sharing of ideas from fellow economic developers from other parts of the country. I met an economic developer from St. Louis who is married to a lady from Rio Hondo. Another ED worked here in Harlingen under David Alex three years ago and now works for a regional group out of Illinois. The ED from Detroit shared stories about many of the same challenges we face here such as the perception of high crime, the low educational attainment levels, and poverty.

Several of Texas' representatives from the Governor's Office of Economic Development and Tourism were also in attendance. We were able to sit down with them and update them on the recent success we have had in the logistics and in the hospitality arenas.

Viva Fresh
Formerly known as the Texas Produce Convention, Viva Fresh 2018 will be held in San Antonio from April 5-7. HEDC will be there working the floor to promote Harlingen and the Los Indios Free Trade International Bridge. Terry Trevino is expected to attend. I may attend as well.

Any Board member interested in attending should make arrangements with staff ASAP.

Pack Expo East
With over 6,000 attendees and 400 exhibitors, the show to be held in Philadelphia from April 16-18 presents us with many opportunities to display our assets to manufacturers, packaging companies, and users of packaging material. Many decision makers attend these shows along with their real estate executives and others. HEDC is planning on having representation at this event. Terry Trevino is expected to attend. Depending on workload, I may travel for a quick trip and to visit with Cardone officials while there.

ICSC RECON 2018
Recon is the largest shopping center show put on by the International Council of Shopping Centers. Retailers, developers, brokers, and others involved in the establishment of retail facilities throughout the world attend this event to be held in Las Vegas on May 20-23. HEDC will be there to promote many of the properties available for development here in Harlingen. Kayla Thomas is expected to attend. I may travel to this event if we can set up meetings with specific developers and retailers which we have targeted.

Regional updates:

- A group from across the Valley has begun work on the Valley Legislative Day in Austin to be held next year on February 5, 2019. RGV Partnership and others are leading that effort. HEDC plans on supporting the effort as it has in the past.
- HEDC Board members and staff, along with many other community leaders, were invited by Ana Garcia with Senator John Cornyn's office to meet with one of the senator's top legislative aide, Brent Blevins.
- Border Trade Advisory Committee will have a meeting in Austin on April 18th.
3. **Consider approval of lead generation proposal from and entering into a contract with Research on Investment (ROI) for a one-year period.**

Motion was made by Mr. Boland and seconded by President Dr. Leal. Dr. Leal called for the vote. Two ayes, and one nay. Motion failed for lack of a third affirmative vote per Brendan Hall.

4. **Executive Session pursuant to Chapter 551, Subchapter D., V.T.C.A. Government Code (Section 551.072), regarding the purchase, lease or value of real estate, 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 regarding some of the following projects; and/or 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, and/or Executive Session pursuant to Chapter 551, Subchapter D., V.T.C.A. Government Code (Section 551.087) regarding commercial and financial information from business prospects with which the Board is conducting economic development negotiations and/or to discuss or deliberate financial or other incentives relating to the following projects.**
   a) **Cardone Industries**
   b) **United Launch Alliance**
   c) **Project Runway**
   d) **Project Hay**
   e) **Project Wilson**
   f) **Project Grand Entrance**

At 6:15 p.m., motion was made by Mr. Lamon and seconded by Mr. Boland to convene into executive session under Government Code (Section 551.072), and (Section 551.087). Motion carried unanimously.

At 7:26 p.m., President Dr. Leal announced the board had completed its executive session under Government Code (Section 551.072), and (Section 551.087) and declared the meeting open to the public.

5. **Action on above executive session projects, if necessary.**
   a) **Cardone Industries**
   b) **United Launch Alliance**
   c) **Project Runway**
   d) **Project Hay**
   e) **Project Wilson**
   f) **Project Grand Entrance**

No action was taken on agenda #5a), b), d), e), and f).

Motion was made by Mr. Boland and seconded by Mr. Lamon to authorize CEO to negotiate an Agreement with Project Runway as discussed in Executive Session. Motion carried unanimously.
There being no further business to discuss, motion was made by Ms. Gutierrez-Garza and seconded by Mr. Gonzales to adjourn the meeting at 7:26 p.m.

Development Corporation of Harlingen, Inc.

Dr. Gilbert Leal, President

ATTEST:

Rauldel Garza, Manager and CEO
Development Corporation
Executive Summary

I. Agenda Item: Consider and take action to approve Financial Reports for period Ending March 31, 2018.

II. Brief Overview:

Reviewing the Balance Sheet (PAGE 1), an analysis of the fund balance indicates a designated reserve of $2,000,000, an unencumbered Fund Balance of ($36,826) and a non cash Fund Balance of $7,258,328. Total assets are shown at $39,067,532. Liabilities are reported at $29,846,029. During the month the cash NOW Accounts and the TexPool Account earned 01.23% and 1.516% Interest respectively. From the Statement of Revenues, Expenditures, and Changes in Fund Balance (PAGE 2), revenues are reported at $481,962 and total expenditures (Page 3) at $160,039 generating revenues over expenditures in the amount of $301,923.

Development Corp. Sales tax receipts received from Texas State Comptrollers for the month of March was $368,437 an increase of $32,799 or 9.77% (Page 4). In the month of March, Brownsville experienced a 6.06% increase and McAllen a 7.76% increase from the prior year.

III. Budget

<table>
<thead>
<tr>
<th>Item Budgeted</th>
<th>Yes</th>
<th>No</th>
<th>X</th>
<th>N/A</th>
</tr>
</thead>
</table>
| Sources of funding, amount requested & funds remaining.

IV. Finance Director Comments: Approved Disapproved None

VI. Staff Recommendation:
Staff recommends approval of financial reports as presented.

NAME: ELVIA TREVINO
DEPARTMENT: Finance
TITLE: Finance Director
City of Harlingen  
Development Corporation of Harlingen, Inc.  
Balance Sheet (un-audited)  
As of March 31, 2018

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Year 3/31/2019</th>
<th>Prior Year 3/31/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$578,176</td>
<td>$2,006,461</td>
</tr>
<tr>
<td>Investments- TaxPool</td>
<td>3,039,837</td>
<td>2,008,750</td>
</tr>
<tr>
<td>Receivables, Accounts - State Comptroller/Other</td>
<td>368,437</td>
<td>335,637</td>
</tr>
<tr>
<td>Receivables, Accounts - Other</td>
<td>102,094</td>
<td>90,106</td>
</tr>
<tr>
<td>Misc Bank Transfers</td>
<td>2,742</td>
<td>-</td>
</tr>
<tr>
<td>Receivables - Interfund TIFRZ No. 3 (Page 8)</td>
<td>458,416</td>
<td>506,416</td>
</tr>
<tr>
<td>Prepaid Expense</td>
<td>2,111</td>
<td>2,111</td>
</tr>
<tr>
<td>Loans Receivable (Page 8)</td>
<td>79,221</td>
<td>332,659</td>
</tr>
<tr>
<td>Land - Project Wilson/Liberty</td>
<td>566,666</td>
<td>566,666</td>
</tr>
<tr>
<td>Land- HIIF</td>
<td>106,908</td>
<td>-</td>
</tr>
<tr>
<td>Buildings &amp; Improvements - Bass Pro Shops</td>
<td>36,698,755</td>
<td>36,698,755</td>
</tr>
<tr>
<td>Less: Depreciation</td>
<td>(7,200,619)</td>
<td>(6,083,324)</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$39,087,532</td>
<td>$40,651,329</td>
</tr>
</tbody>
</table>

### LIABILITIES AND FUND BALANCE

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Year 3/31/2019</th>
<th>Prior Year 3/31/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental Deposit</td>
<td>$ 5,000</td>
<td>$</td>
</tr>
<tr>
<td>Accounts Payable - 83/77 Developer</td>
<td>37,577</td>
<td>35,556</td>
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<tr>
<td>Accounts Payable - Other</td>
<td>-</td>
<td>127</td>
</tr>
<tr>
<td>Due - General Fund</td>
<td>4,028</td>
<td>-</td>
</tr>
<tr>
<td>- Professional Services</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Other</td>
<td>80</td>
<td>(9,999)</td>
</tr>
<tr>
<td>Accrued- Interest BPS Land Conveyed</td>
<td>537,642</td>
<td>533,610</td>
</tr>
<tr>
<td>- Bonds</td>
<td>990,129</td>
<td>182,640</td>
</tr>
<tr>
<td><strong>Long Term Debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds Payable - BPS</td>
<td>25,680,000</td>
<td>26,655,000</td>
</tr>
<tr>
<td>Bond- Discounts</td>
<td>(222,553)</td>
<td>(241,099)</td>
</tr>
<tr>
<td>BPS Land Conveyed</td>
<td>1,417,666</td>
<td>1,417,666</td>
</tr>
<tr>
<td>Frost Bank Loan</td>
<td>1,390,000</td>
<td>1,815,000</td>
</tr>
<tr>
<td>Comp Absence - Accrued Leave (Sick/Vacation)</td>
<td>26,142</td>
<td>43,414</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>28,848,029</td>
<td>30,542,133</td>
</tr>
<tr>
<td><strong>Fund Balance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated Reserve Funds</td>
<td>2,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Unrestricted Fund Balance</td>
<td>(36,826)</td>
<td>12,534</td>
</tr>
<tr>
<td><strong>Net Investment in capital assets</strong></td>
<td>7,258,328</td>
<td>7,996,858</td>
</tr>
<tr>
<td><strong>Total Fund Balance</strong></td>
<td>9,221,502</td>
<td>10,009,194</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND FUND BALANCE</strong></td>
<td>$39,087,532</td>
<td>$40,651,329</td>
</tr>
</tbody>
</table>
Raudel,

Below is the feedback I received from the contacts Carrie provided.

**Todd Gillingham, VP Marketing & Operations, Fredericksburg, VA Regional Alliance**  
The FRA is currently in their second year of working with ROI. They worked with another lead generation company before and have found success in their relationship with ROI. They have found the ROI staff to be very thorough in their research, conversations with prospective leads and meeting arrangement. They estimate that 35-40% of the leads generated through ROI turn into actual projects.

**Sam Moses, Partner, Parker Poe, Columbia, SC**  
“As to our relationship with ROI, we have worked with them for almost 10 years on our economic development lead generation efforts in Europe. Although we are a law firm and site selection firm, we work with a number of ED partners in the Southeast who go with us on regular trips to the EU to prospect. We regularly travel to Europe with our economic development partners and meet with these companies. Our objective is to identify manufacturing and distribution projects by European investors who are considering the US Southeast for location. ROI is also mandated to find good quality companies who may not have an immediate project but who are capable of making investments in the US due to their size. This are initial relationship meetings that we may be able to capitalize on in the future.

We have indeed developed many projects over the years through our efforts with ROI.

We have not used ROI for markets other than Europe, however, on occasion they come across a lead from Canada or Mexico and they present it to us.

I hope this information is helpful to you. I would indeed recommend ROI.”

Kayla Thomas  
*Commercial Development and Marketing Manager*  
Harlingen Economic Development Corporation  
2424 Boxwood Street, Suite 125 | Harlingen, Texas 78550  
(o) 956-216-6086 | (m) 956-202-2867  
www.harlingenedc.com

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From: Carrie Cole <CCole@researchoninvestment.com>  
Sent: Thursday, March 29, 2018 2:34 PM  
To: Kayla Thomas <kthomas@harlingenedc.com>; 'Raudel Garza' <rgarza@harlingenedc.com>  
Subject: Testimonials and References
Please see below for response from my old boss.

Carlos Guzman, CEcD, EDFP
Executive Director
Office: 713-920-7910
Mobile: 832-270-8767
1149 Ellsworth, Pasadena, TX 77506
cguzman@pasadenaedc.com
Pasadena Economic Development Corporation

From: Jason Ford <jford@houston.org>
Sent: Monday, April 23, 2018 12:44 PM
To: Carlos Guzman
Subject: RE: Question

Yes, they are one of the best. Their contract deliverables became a bit slow (stale) toward the end (they called it market fatigue) back in 2014. However, they have launched a new business intelligence platform that is reportedly pretty cool. I don’t know how that ties into leads generated.

For communities who are looking for diverse leads, they are a quality source. As you know, sometimes we are very specific about what types of leads we’re looking for, which makes it difficult for companies like ROI to achieve consistently high results.

If I had to hire a lead generation firm, I would consider them again. I hope this helps.

Jason

From: Carlos Guzman <cguzman@pasadenaedc.com>
Sent: Monday, April 23, 2018 10:55 AM

1
To: Jason Ford <jford@houston.org>
Subject: Question

I got a colleague from the Valley asking me about ROI-Research for Investment for lead generation. Are they any good?

Carlos

Carlos Guzman, CEcD, EDFP
Executive Director
Office: 713-920-7910
Mobile: 832-270-8767
1149 Ellsworth, Pasadena, TX 77506
cguzman@pasadenaedc.com
Pasadena Economic Development Corporation

[Logo: EDC Pasadena]
FRANKFURT, Germany—Tristone Flowtech Group GmbH closed out a strong 2017 on a high note with record sales, the launch of a new hose plant in Mexico and completion of construction of another facility in India.

Now the company is prepping to expand further in 2018—this time in the U.S. with the construction of a factory in North Carolina, according to Guenter Froelich, Tristone president and CEO.

While details still are pretty sketchy at this point, the group's newest production facility will be housed in Mooresville, which is located in Iredell County in North Carolina. Construction of the plant is expected to begin in April, Froelich said.

It will serve the U.S. and Canadian passenger car markets, and the factory's product portfolio will include engine cooling hose systems, air charge hose systems and fluid battery cooling systems.

Froelich said a plant in the U.S. market is needed to help handle the firm's growing business contracts with all major passenger car customers in the NAFTA region. The company anticipates strong growth in the region this year and beyond, especially in the U.S. and Canada.

More details on the new U.S. facility will be forthcoming in the next few months, Froelich said.

Tristone's newest factory will give it two in North America.

In April 2017, the company completed the move to a newly built 175,000-sq.-ft. hose system production facility in Delicias, Mexico, from a smaller plant in the city, more than doubling its available manufacturing space. After the firm finalized the move it closed the old site.
Producing engine cooling, battery cooling and air charge hose systems, the factory currently employs about 900. The complex makes products for Ford, General Motors, Volkswagen, Fiat-Chrysler, BMW and some Tier I customers.

In addition to the new site in Mexico and the planned facility in the U.S., the company finished building a plant in India last year. Froelich said the structure currently is in a start-up phase and is delivering prototypes with plastic surge tanks and engine cooling hose systems to customers.

He said the start of product manufacturing at the Indian factory will begin in April. The facility spans about 38,000 square feet. It produces engine cooling and air charge hose systems as well as plastic surge tanks for the Indian market.

Tristone has been able to expand with the addition of new plants principally because it has been experiencing strong revenue growth.

Based in Frankfurt, the company recorded sales of about $355.8 million in 2017, up 16 percent from the previous year, with new business contracts amounting to $115 million, a record for the firm.

Froelich noted that the new business contracts totaled about $687.7 million in lifetime sales, or contracts that span, for example, six years.

Tristone's 16 percent sales growth in 2017 was mainly driven by gains of 109 percent the company made in the NAFTA region, followed by growth in the European region of 7 percent and consistent sales in China due to the phase-out of programs in that region, the company said.

Its revenue boost in the U.S. and the rest of the NAFTA region helped set the stage for the creation of the planned U.S. manufacturing facility.

New contracts for fluid battery cooling applications for electrical passenger and hybrid cars led to $29.4 million in sales, or lifetime revenues of about $176.6 million, and are spread among 11 global original equipment manufacturers and one battery manufacturer, Froelich said.

Contracts for battery cooling applications reached 26 percent of total awards, "demonstrating the strong position of the group in this business field," he said.

"Tristone's year-end equity ratio of 47 percent to total assets, together with the positive net cash position of the group, lays a solid foundation for further growth, further internationalization and increased R&D efforts to follow technology trends," according to Sonja Rossteuscher-Schütze, who has served as chief financial officer of the group since November 2017.

Tristone projected further growth of about 7 percent in 2018, to more than $380.5 million.

The former Fluid Automotive business of Trelleborg A.B. that was spun off and became a stand-alone business in mid-2010, Tristone was purchased by the Chinese Zhongding Group in February 2017 but continues to be managed under the Tristone name and corporate structure.
Wayfair to create 100 jobs at three new distributions centers across Florida

by

Posted 12/12/2017
Updated 4 months ago

TAMPA, Fla. – Today, Governor Scott announced that Wayfair Inc., one of the world’s largest online retailers for home goods, is opening three new distribution centers in Tampa, Orlando and Miami. This expansion will create 100 new jobs and allow Wayfair to continue to expand delivery to millions of consumers from these Florida locations.

Governor Scott said, “I am proud to announce that Wayfair has chosen to expand in Florida with three new locations in Tampa, Orlando and Miami. This expansion will also create 100 new jobs across our state, which is further proof that our work to make Florida the most business-friendly location is helping encourage global companies to invest in our state. I look forward to seeing Wayfair’s continued success in Florida.”

James Savarese, Chief Operating Officer of Wayfair, said, “We are excited to expand our presence in Florida, where we will benefit from the region’s strong talent pool as we expand our logistics network to support the incredible growth of our business. The expansion of our operations in Tampa, Orlando and Miami will ensure that we continue to provide exceptional service every step of the way as we transform the shopping experience for home all the way through to delivery. We are pleased to open three new state-of-the-art facilities in Florida and contribute to the creation of new job opportunities across the state. We have worked very closely with Enterprise Florida, the state’s principal economic development organization, Governor Rick Scott’s Office, the City of Pompano Beach, as well as the Greater Fort Lauderdale Alliance, all of which have been great partners throughout the entire process.”

To accommodate its expanding logistics operations, Wayfair has opened a 45,004-square-foot facility in Tampa, a 43,120-square-foot facility in Orlando and a 47,320 square-foot facility in Miami’s Pompano Beach. Wayfair is continuing to search for new talent across the state, and the new jobs include positions in management, warehouse, concierge and customer service functions.

Harry Sideris, Enterprise Florida board member and Duke Energy's state president in Florida, said, “We are excited that Wayfair has selected Florida for its three, new warehouse locations as it expands its distribution network. This expansion showcases that our state has the diverse workforce and business friendly climate needed for any company wishing to expand its operations. Economic development is integral to building stronger communities and, ultimately, a stronger Florida and we look forward to assisting more companies like Wayfair in the future. We appreciate the dedication of Governor Scott to make Florida the best place to work and raise a family.”

For more information on hiring and career opportunities in Florida, visit www.wayfair.com/careers.
Wayfair to create 100 jobs at three new distributions centers across Florida | Press Release - Florida Trend

recruitment and retention, international trade and exporting, promotion of sporting events, and capital funding programs to assist small and minority businesses. EFI launched "Florida – The Future is Here" to promote the state as the nation’s premier business destination.
NEWS

UK manufacturing company Pryor Technology selects Richmond Region
Posted on: February 22, 2017

RICHMOND, VA – The Greater Richmond Partnership (“Partnership”) announces that Pryor Technology Inc. (http://www.pryorotechnology.com), a world leader in the manufacture and design of both traditional and innovative marking, identification and traceability solutions, will open a facility in Hanover, Va. The 5,000 square-foot manufacturing center will have the capacity to employ 10 people.

“Having exported to the U.S. market for over 30 years and built a strong brand presence and customer base across the country, the Pryor Group is delighted to be improving its customer service and local technical skills by opening this new facility and employing local staff,” said Alastair Morris, Vice President of Pryor Technology, Inc.

“Hanover County is pleased to welcome another U.K. based company to the Hanover Business Center,” said Angela Kelly-Wieczek, chairman of the Hanover County Board of Supervisors and Vice Chair of the Greater Richmond Partnership. “This strategic location within close proximity to I-95 will allow Pryor Technology to effectively serve their clients and prosper in Hanover County.”

Founded in 1849 in Sheffield, UK, a hub of manufacturing and the birthplace of stainless steel, the company’s success is built on providing solutions for all manufacturing industries, with extensive expertise in aerospace and automotive standards.

“There was an option to be close to the Rolls-Royce facility just south of Richmond, where Pryor supplies marking services,” said Barry Matherly (http://www.prorya.com/about/staff/barry_l_matherly), President/CEO of the Partnership. “We successfully convinced Pryor to consider the Richmond Region for its first US operation.”

Matherly first met with company representatives in February 2015 during a marketing mission to the UK. After several visits to the company headquarters, Morris and Neil Andrew, Group Managing Director, visited Greater Richmond in April 2016 and toured various real estate options in the region. Before meeting with local representatives, the company strongly considered several other states for a location.

The manufacturing firm signed a lease at 303 Ashcake Road in the Hanover Business Center. Operating from sites in the UK, France and India, Pryor serves an extensive customer base, supported by a comprehensive distributor network in countries across the globe.

Hanover County Economic Development worked with John Carpin, Malcolm Randolph and Jimmy Martin with CBRE I Richmond to complete the deal with Baker Properties.
"Lately, we're seeing an influx of international firms bringing manufacturing operations to the Richmond Region to improve customer relations and expand their American market share," said Matherly. "Polykon, Mevalero, and CSI Packaging are all recent examples of our international marketing efforts and it's a good trend to have!"

About the Partnership

The Greater Richmond Partnership, Inc. is the lead economic development organization for the City of Richmond and counties of Chesterfield, Hanover and Henrico. The Partnership impacts the Richmond Region by recruiting companies from all over the globe, which provide employment opportunities and taxable capital investment for our local community. For more information, please visit www.grpva.com.

SIGN UP TO RECEIVE COMMUNICATIONS

<table>
<thead>
<tr>
<th>First name:</th>
<th>Select all you are interested in:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>News Releases</td>
</tr>
<tr>
<td></td>
<td>GRPVA Updates</td>
</tr>
</tbody>
</table>

Last name:  __________________________________________

Email:  __________________________________________

Submit
SUCCESS STORIES

We've worked with over 350 economic development organizations and private sector companies worldwide, and we have identified and facilitated over $10 billion of capital investment as well as the creation of hundreds of thousands new jobs from North America to Europe and Asia. Whether you are a federal, state, regional, or local organization; a public-private partnership, a Chamber of Commerce or a utility, we can help you attract new business investment as well as support the growth and expansion of established companies in your area. Our reach is global, but we take your success personally. Here is a sample of some of the successes we've shared with our valued clients.
TWITTER CANADA MAKES ITS OFFICIAL DEBUT

The process of selling Twitter on the concept of expanding to Toronto started with an initial meeting set up by the ROI Research on Investment's team and culminated with a "grand opening" party held at Twitter's new facility.

JOHNSON CONTROLS BREAKS GROUND ON $150 M SOUTH CAROLINA PLANT

The new first of its kind recycling facility in Florence, South Carolina will create approximately 250 jobs. The lead was originally identified by ROI Research on Investment.

ITALIAN NUT BUTTER MANUFACTURER OPEN NORTH CAROLINA OPERATION

The Italian company's first US plant is now operating and is expected to eventually create 100 jobs in the 100,000 square foot building. It all started with an intelligent lead from ROI Research on Investment.

OPTIMIZER HQ ESTABLISHES HONG KONG CORPORATION

Optimizer HQ announced entry into the Asian marketplace in an effort to take its cloud technologies to the fastest growing Cloud markets in the world. The lead was identified by ROI Research on Investment as part of a lead generation effort for Cyberport Hong-Kong, a leading information and communications.

PRIVATE JET CHARTER BROKER SETS UP NORTH AMERICAN OFFICE

As a result of ROI Research on Investment Lead Generation program, a new private jet charter company has touched down in Fort Lauderdale wooed by the city's business-friendly climate and proximity to executive and international airports.

CATERPILLAR ANNOUNCES THAILAND EXPANSION AND CREATES 900 JOBS

As they wanted to sharpen their focus on meeting long-term customer demand in growth markets, Caterpillar selected Thailand to be home of their new manufacturing plant expected to employ approximately 900 people. ROI Research on Investment was
MOBILE PAYMENT START-UP SQUARE TO OPEN PERMANENT CANADIAN OFFICE

Square, the mobile payment company started by Twitter co-founder Jack Dorsey, has signed a lease for a permanent Canadian office in Kitchener, Ont. The plan is to expand to over 30 employees. The team at ROI Research on Investment was instrumental in promoting Kitchener-Waterloo’s thriving and talented tech community.

MICROSOFT BUILDS A $250 MILLION DATA CENTER IN FINLAND

Accelerating its global data center expansion, Microsoft is building a $250 million data center in Finland. The data center in Finland continues a massive expansion of Microsoft's Internet infrastructure to support growth in its Azure cloud services and Xbox Live gaming service. It all started with an intelligent lead from ROI Research on Investment.

SWISS BASED COMPANY TO RELOCATE NORTH-AMERICA HEADQUARTER

HUBER+SUHNER is a worldwide company that develops and manufactures components and system solutions for electrical and optical transportation of data and energy. The move will add 50 new jobs in Charlotte, USA. The team at ROI research on Investment was instrumental in promoting Charlotte's large, growing and skilled workforce, below average cost of doing business and accessibility to markets.
200 FINN SOFTWARE ENGINEERS FOUND NEW JOBS BASED ON A SINGLE LEAD FROM ROI

Thanks to an intelligent lead provided by ROI Research on Investment, Invest in Finland was proud to announce that Intel opened a new R&D site in Finland. One year later, the site employs some 200 staff.
OVERVIEW OF ROI
ROI Research on Investment is North America’s leading authority on investment attraction.

Our key services include:

- Market Research
- Lead Generation
- In-Market Representation
- Economic Development Training

Since 2001, we’ve worked with over 350 clients worldwide

We distinguish ourselves by:

- 100% vertical integration
- 100% committed to excellence in client care and data transparency
OVERVIEW OF ROI

- Proprietary database of 2 million companies and 5 million contacts
- 350 economic development clients worldwide
- Experts in multi-touch sales and marketing techniques
- 15 years of investment attraction experience in Harlingen’s target industries
FEATURED CLIENTS

ROI has worked with EDOs at every level, servicing the needs of both large metropolitan and small rural jurisdictions.

### COUNTRY

- Enterprise Ireland
- Invest In Finland
- Thailand Board of Investment
- JETRO
- UK Trade & Investment

### STATE

- Enterprise Florida
- Choose New Jersey
- Georgia USA
- Walonia.be
- Ontario

### MSA

- Greater Phoenix Economic Council
- Paris Region Entreprises
- Greater Houston Partnership
- Orlando Economic Development Commission
- West Midlands Growth Company

### ENERGY & UTILITIES

- Alliant Energy
- Entergy
- AEP American Electric Power
- Georgia EMC
- PowerSouth

### COUNTY / RURAL

- Amarillo
- FRA
- KCEDA Klamath County Economic Development Association
- Big Sky Economic Development
- Paducah Economic Development

---

**ROI**

Research on Investment
SCOPE OF WORK
PHASE 2: LEAD GENERATION METHODOLOGY

Our lead generation approach blends the absolute latest technologies in machine learning and big data with human curated intelligence. The result is a lead generation program for each client that focuses entirely on quality. Our industry-leading methodology is made up of six phases.

**PHASE ONE**
KICK-OFF
- Introductions
- Defining Success/KPIs
- Training on Value Proposition
- Report & Communications Plan

**PHASE TWO**
BUILDING THE TARGET COMPANY LIST
- Strategy
- Data Sources
- Criteria alignment & sign-off
- List of targeted companies

**PHASE THREE**
OUTREACH/GENERATING BUSINESS INTELLIGENCE
- Messaging Strategy
- Multi-Touch Platform/Approach
- Primary research: Executive Interviews
- Business Intelligence Goals
- Logging data to the “VISION” CRM

**PHASE FOUR**
COMPANY SCORING
- Conformity to Phase 1 criteria
- Gazelle: Algorithmic indexing
- Lead Scoring: Qualified, Suspect, Potential, Unknown
- Identification of Targets

**PHASE FIVE**
MEETING SET-UP/EXECUTION
- Schedule Meeting with Target Company
- Detailed Company Profile: Secure Additional Project Intelligence, Project Drivers
- Identify projects
- Plan for Follow-Up / Investor Support

**PHASE SIX**
WRAP-UP/FEEDBACK
- Deliver Final Report
- Deliver TCPL data, including contact, business intelligence and pipeline
- Final call to discuss results, feedback, recommendations, next steps
- Send Client Satisfaction Survey
PROPOSED BUDGET AND DELIVERABLES
Lead Generation Strategy and Execution
- Program Launch and Preparation of the Program
  - Business Plan including calendar of activities
- Target Company and Prospect List for identified target industries and/or regions (list of 750 firms)
- Conversation strategy with unique selling proposition (script)
- Outreach templates (email, LinkedIn, PointDrive mini-portal)
- Outreach and Lead Scoring
- 24/7 access to ROI's VISION CRM
- Bi-weekly and milestone strategy meetings
- Appointment Setting and Company Meeting Profiles
- Delivery of outreach list (Target Company Prospect List) with company details and business intelligence

Timeline: Based on Harlingen EDC's goals and calendar of activities. The program can be executed over a number of months or a year.

20 QUALIFIED PROSPECT MEETINGS

FEES:
US $22,000 + $400 PER MEETING

- 25% of fixed fees invoiced upon contract signature
- 50% of fixed fees invoiced 60 days thereafter
- 25% of fixed fees invoiced 90 days thereafter
- Meetings to be invoiced in batches of 5 upon scheduling

OPTIONAL ADD-ON:
EXPANDED TARGET INDUSTRY ANALYSIS AND BENCHMARKING STUDY

FEE: US $15,000

Offers an in-depth analysis of Harlingen's Target Industries and Recruitment Zones as well as identification of regional strengths and challenges.

Industry and Benchmark Analysis analyzes local cluster performance and economy, recommending supplementary targets and priorities based on local strengths and supply chain gaps and general cluster workforce availability. The benchmark study will serve to refine Harlingen's value proposition and identify key competitors.

*IF HARLINGEN WOULD LIKE ROI STAFF MEMBERS TO DO AN ON-SITE VISIT FOR KICK-OFF, TRAVEL EXPENSES WILL BE APPLIED TO THE PRICE.*
April 2018

Visits

1,286
% of Total 100.00% (1,286)

Pageviews

2,121
% of Total 100.00% (2,121)

Pages / Visit

1.65
Avg for View 1.05 (0.00%)

Avg. Visit Duration

00:00:56
Avg for View 00:00:36 (0.06%)

Device

- desktop
- mobile
- tablet

Top Pages Viewed

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<tr>
<td>Harlingen, Texas - The Harlingen Economic Development Corporation</td>
<td>552</td>
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<tr>
<td>City of Harlingen, TX Demographics - Population - Median Income</td>
<td>105</td>
</tr>
<tr>
<td>Harlingen, Texas Property Taxes - Cameron County Appraisal District</td>
<td>91</td>
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<tr>
<td>Property Search - Harlingen, TX: The Harlingen Economic Development Corporation</td>
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<td>News Archives - Harlingen, TX: The Harlingen Economic Development Corporation</td>
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<td>Maquiladoras - U.S.-Mexico Border - Manufacturers - Rio Grande Valley</td>
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<td>Major Employers in Harlingen, TX - Health Care - Agriculture - Economy</td>
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Visits by City

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Visits from around the World

Daily Visits

Session:

Bounce Rate

74.81%
Avg for View 74.81% (0.00%)
March 2018

Visits
1,406
% of Total: 100.00% (1,406)

Pageviews
2,552
% of Total: 100.00% (2,552)

Pages / Visit
1.82
Avg for Visit: 1.82 (0.00%)

Avg. Visit Duration
00:01:13
Avg for View: 00:01:13 (0.00%)

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<table>
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<td>Harlingen TX: The Harlingen Texas Economic Development Corporation</td>
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<tr>
<td>Harlingen, Texas - The Harlingen Economic Development Corporation</td>
<td>263</td>
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<tr>
<td>City of Harlingen, TX: Demographics - Population - Median Income</td>
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<tr>
<td>Harlingen, Texas Property Taxes - Cameron County Appraisal District</td>
<td>110</td>
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<tr>
<td>South Texas Museums - Iwo Jima Memorial Museum - Harlingen, TX - WWII</td>
<td>110</td>
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<tr>
<td>Harlingen EDC - Economic Development - South Texas - Rio Grande Valley</td>
<td>108</td>
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<tr>
<td>Major Employers in Harlingen, TX - Health Care - Agriculture - Economy</td>
<td>89</td>
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<td>Houston</td>
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<td>Austin</td>
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<td>Brownsville</td>
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<td>McAllen</td>
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<td>Boston</td>
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<tr>
<td>Clifton</td>
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Visits from around the World

Daily Visits

- Sessions
197

Traffic Source

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<td>bing / organic</td>
<td>78</td>
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<tr>
<td>yahoo / organic</td>
<td>61</td>
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<tr>
<td>m.facebook.com / referral</td>
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<tr>
<td>myharlingen.us / referral</td>
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<tr>
<td>facebook.com / referral</td>
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<tr>
<td>im.facebook.com / referral</td>
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Bounce Rate
71.76%
Avg for View: 71.76% (0.00%)
March 2017

Visits
1,106
% of Total: 100.00% (1,106)

Pageviews
2,552
% of Total: 100.00% (2,552)

Pages / Visit
1.82
Avg for View: 1.82 (0.00%)

Avg. Visit Duration
00:01:13
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<tr>
<td>im.facebook.com / referral</td>
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### Impressions Served in April

<p>| | | |</p>
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<thead>
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<th></th>
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<tbody>
<tr>
<td></td>
<td>25,878</td>
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### Clicks in April

<p>| |</p>
<table>
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<tr>
<td>45</td>
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### Click-Through Rate in April

<p>| | |</p>
<table>
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<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Your Average CTR</td>
<td>0.17%</td>
</tr>
<tr>
<td>Industry Average CTR</td>
<td>0.05%</td>
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### Campaigns at a Glance

<table>
<thead>
<tr>
<th>Served Percentage</th>
<th>Impressions Served</th>
<th>Clicks</th>
<th>CTR</th>
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<td>42</td>
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<td>Behavioral</td>
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### Ads Shown by Device

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<td>Desktop</td>
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<td>Tablet</td>
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<tr>
<td>Mobile</td>
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</table>

### Overall Impressions

![Impressions Graph](image)

### Overall Clicks

![Clicks Graph](image)
## Commercial and Industrial Real Estate Developers

<table>
<thead>
<tr>
<th>Ad Name</th>
<th>Seen</th>
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<th>Clicks</th>
<th>CTR</th>
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<td>Commercial and Industrial Real Estate Developers</td>
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<td>0.11%</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>300x250</td>
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<td>0.1%</td>
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<td>320x50</td>
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<tr>
<td>320x50</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial and Industrial Real Estate Developers</td>
<td>Apr 1, 2018 - Apr 30, 2018</td>
<td>630</td>
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<td>Harlingen_Persona_Commercial_IndRealEstate_160x600</td>
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<td></td>
<td></td>
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<tr>
<td>160x600</td>
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<td></td>
</tr>
<tr>
<td>Commercial and Industrial Real Estate Developers</td>
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<td>626</td>
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<td>0.16%</td>
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<td>160x600</td>
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## Site Retargeting

<table>
<thead>
<tr>
<th>Ad Name</th>
<th>Seen</th>
<th>Impressions</th>
<th>Clicks</th>
<th>CTR</th>
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<td>Unknown</td>
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<td>4,504</td>
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Persona Campaign Impressions and Clicks
### Behavioral Campaign

Impressions Served: 784  
Clicks: 3  
CTR: 0.38%  
First Impression: Mar 21, 2018

### Search

Targeting Type: TC - Search  
Impressions Served: 784  
Clicks: 3  
CTR: 0.38%

<table>
<thead>
<tr>
<th>Ad Name</th>
<th>Seen</th>
<th>Impressions</th>
<th>Clicks</th>
<th>CTR</th>
<th>Preview</th>
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<td>0</td>
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### Behavioral Campaign Impressions and Clicks

![Impressions Graph]

![Clicks Graph]
### Free Trade Bridge at Los Indlos
### Cold Storage Inspection Facility
### Budget Update

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Construction Contract</th>
<th>Non-Budgeted Items</th>
<th>Change Orders</th>
<th>Total Costs</th>
<th>Actuals and Projected Grand Totals</th>
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</thead>
<tbody>
<tr>
<td>Cameron County</td>
<td>$268,244</td>
<td>$268,244</td>
<td></td>
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<td>$268,244</td>
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<tr>
<td>City of Harlingen</td>
<td>$134,122</td>
<td>$134,122</td>
<td></td>
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<td>$134,122</td>
<td>$134,122</td>
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<tr>
<td>City of San Benito</td>
<td>$134,122</td>
<td>$134,122</td>
<td></td>
<td></td>
<td>$134,122</td>
<td>$134,122</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$536,487</td>
<td>$536,487</td>
<td></td>
<td></td>
<td>$536,487</td>
<td>$536,487</td>
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</tbody>
</table>

#### Expenditures

**Construction Contract with IT Engineering**

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget</th>
<th>Construction Contract</th>
<th>Non-Budgeted Items</th>
<th>Change Orders</th>
<th>Total Costs</th>
<th>Actuals and Projected Grand Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooler</td>
<td>$223,550</td>
<td>$223,550</td>
<td>$3,378</td>
<td></td>
<td>$226,928</td>
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<td>Installation</td>
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<tr>
<td>Electrical Work</td>
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<td>$26,780</td>
<td></td>
<td></td>
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<td>$26,780</td>
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<tr>
<td>Dock Work</td>
<td>$4,478</td>
<td>$4,478</td>
<td></td>
<td></td>
<td>$4,478</td>
<td>$4,478</td>
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<tr>
<td>Seals</td>
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<tr>
<td>Lighting</td>
<td>$776</td>
<td>$776</td>
<td></td>
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<td>$776</td>
<td>$776</td>
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<tr>
<td>Boring</td>
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<td>$57,750</td>
<td>$19,766</td>
<td></td>
<td>$77,516</td>
<td>$77,516</td>
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<tr>
<td>Net</td>
<td>$1,800</td>
<td>$1,800</td>
<td></td>
<td></td>
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<td>$1,800</td>
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<tr>
<td>Bollards</td>
<td>$7,800</td>
<td>$7,800</td>
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<tr>
<td>Fire Protection</td>
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<td>$114,051</td>
<td>($56,751)</td>
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<td>$57,300</td>
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<td>Engineering Drawings</td>
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<tr>
<td><strong>Total - IT Engineering</strong></td>
<td>$511,087</td>
<td>$513,687</td>
<td>$15,078</td>
<td>($36,984)</td>
<td>$491,781</td>
<td>$491,781</td>
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</table>

**Construction Oversight - Fulcrum**

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget</th>
<th>Construction Contract</th>
<th>Non-Budgeted Items</th>
<th>Change Orders</th>
<th>Total Costs</th>
<th>Actuals and Projected Grand Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fed Ex</td>
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<td>$-</td>
<td>$39</td>
<td></td>
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<td>$39</td>
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<tr>
<td>Liability Insurance - fed rec</td>
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<td>$-</td>
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<tr>
<td>Survey</td>
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<td></td>
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<td>$900</td>
<td>$900</td>
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<tr>
<td><strong>Total Miscellaneous</strong></td>
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**Total Expenditures**

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<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Construction Contract</th>
<th>Non-Budgeted Items</th>
<th>Change Orders</th>
<th>Total Costs</th>
<th>Actuals and Projected Grand Totals</th>
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</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$511,487</td>
<td>$513,687</td>
<td>$25,892</td>
<td>($36,984)</td>
<td>$502,994</td>
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**Contingency**

<table>
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<th>Construction Contract</th>
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<tbody>
<tr>
<td><strong>Total Outflows</strong></td>
<td>$536,487</td>
<td>$536,487</td>
<td></td>
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<td></td>
<td>$536,487</td>
</tr>
</tbody>
</table>

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**Side Note:** HEDC had a project manager onsite 10 hours per week at cost of about $10,800 total in addition to other staff time not included in expenses.
TEXAS
BORDER STRATEGIC
TRANSPORTATION BLUEPRINT

Border Trade Advisory Committee
Austin, Texas
Texas Border Strategic Transportation Blueprint

- The **Texas Border Strategic Transportation Blueprint** is the framework for addressing Texas-Mexico border and serving trade corridor needs.

- The Blueprint is the first planning effort that outlines a single vision for the state’s border crossings and the trade transportation network that serves the Texas-Mexico border.

- The Blueprint is a coordinated effort of the BTAC and the TxDOT to develop a framework for addressing Texas-Mexico border crossings and trade transportation corridor needs.

- **Vision Statement:** To collaboratively foster integrated and efficient binational/global trade across the Texas-Mexico border and to promote economic development that benefits the border region, Texas, and the United States.

- **Mission Statement:** To develop and implement a trade, economic development, and transportation strategy and public policy that facilitates U.S.-Mexico border trade, creates efficient corridors, and enhances the economies of the Texas border region, the state, and the nation.
Texas Border Strategic Transportation Blueprint

Recommendation #1: Establish a Texas-Mexico Trade Transportation Task Force

Recommendation #2: Develop a Texas Trade Lanes Program

Recommendation #3: Develop a Public Awareness & Education Program

Recommendation #4: Implement Technology & Innovative Border Strategies

Recommendation #5: Foster Public Sector Involvement
Recommendations (December 6, 2017):
- Develop a comprehensive and unified vision for the Texas border among members of the border community
- Increase Public Awareness and Education
- Improve the operation, efficiency, and capacity of Texas’s border crossings
- Improve transportation network connections to Texas’s border crossings, within the Texas border regions, and between Texas border regions and the rest of the state and the nation
- Enhance binational communication, coordination, collaboration, and cooperation on border Crossings and Transportation Corridors
- BTAC members volunteered to assist on the five (5) Recommendations.
Texas Border Strategic Transportation Blueprint

- Emails were sent to all Subcommittee members reminding them of their participation
- Members were provided the opportunity to provide input on their availability
- To minimize travel and time, discussions were held via Conference calls / WebEx
- Appointments to calendar the conference calls were sent to all members
- An agenda, with meeting date and items for discussion was included
- The Conference calls / Webex information was also provided
- Conference calls #1 were held March 22nd thru March 27th
- Conference calls # 2 were held April 12th thru April 16th
Establish a Texas-Mexico Trade Transportation Task Force

Develop a Texas Trade Lanes Program

Develop a Public Awareness & Education Program

Implement Technology & Innovative Binational Border Strategies

Foster Private Sector Involvement
Board Members,

If you missed my report from last week regarding details for our Washington DC meetings June 12-13th, please find attached again details with our schedule of events and meetings, lodging information and registration information for our joint conference with the Wilson Center on June 13th.

MCALEENAN TESTIFIES BEFORE HOUSE HOMELAND SECURITY COMMITTEE: MORE MONEY, MORE OFFICERS NEEDED

CBP Commissioner Kevin McAleenan testified on Apr. 25 before the House Homeland Security Committee's Border Subcommittee, where he said that his agency needs a $4 billion investment for technology upgrades at the POEs and additional personnel.

Subcommittee Chair Rep. Martha McSally has been consistently urging CBP to improve its recruitment efforts, saying at the hearing that hiring process takes far too long and its retention challenges have existed for years.

I've linked to an article about the hearing below, and here's a link to the hearing, which starts with opening statements from Rep. McSally and Ranking Member Rep. Filemon Vela.

NAFTA MINISTERIAL LEVEL MEETINGS RECONVENE TODAY

U.S., Canadian and Mexican negotiators met over the last two weeks in an attempt to reach the overall outlines of a modernized North American Free Trade Agreement (NAFTA). Several negotiating groups met repeatedly and the U.S. Trade Representative (USTR) Ambassador Robert Lighthizer, Canadian Foreign Minister Chrystia Freeland and Mexican Economy Minister Ildefonso Guajardo held several meetings, including multiple bilateral and trilateral meetings. The three countries will reconvene at the ministerial level today, while negotiations continue.


POLICY UPDATES: CALExico, CBI

I've attached two items that we're sharing with stakeholders:

1) A letter to the Senate Appropriations Committee urging funding for the completion of the final phase of the Calexico POE modernization

2) A brief on CBI that argues that border states should be able to use dollars for planning and design.

BORDER MEETINGS ON INFRASTRUCTURE PRESENTED BY TEXAS A&M
Attached is a flyer for a border infrastructure meeting our friends at Texas A&M are holding. Upcoming meetings include:

- Laredo, TX May 16, 2018
- Tucson, AZ, May 31, 2018, and
- Calexico, CA, TBD June 2018

A summary of all the workshop findings will be posted on the [AMS Transportation Research & Analysis](#) website and presented at the Washington, DC workshop.

Garrick will be attending the meeting in Tucson, which BTA member Fresh Produce Association of the Americas is helping to promote as well. TAMU, under a grant through the United States Department of Agriculture, is doing a study of agriculture supply chains and prioritizing transportation infrastructure. They are studying the entire southwest border with Mexico, and this information could be used to prioritize budget spending on transportation in the future.

**WHITE HOUSE GRANTS ANOTHER EXTENSION ON CANADA AND MEXICO STEEL AND ALUMINUM TARIFFS**

The administration has suspended until June 1 tariffs on steel and aluminum tariffs on imports from the European Union, Canada and Mexico. The extension has been described as a “final” extension as the administration seeks to negotiate outcomes that will impose “quotas that will restrain imports, prevent transshipment, and protect the national security.” ([Link](#) to White House statement.)

The administration also announced that tariffs on steel and aluminum coming from Argentina, Australia, and Brazil have been suspended indefinitely.

Mcaleenan: CBP needs billions more for staffing and equipment at ports of entry([back](#))

By Stephanie Beasley

Customs and Border Protection will need an additional $4 billion investment in its ports of entry operations for technology updates and staffing increases, agency chief Kevin Mcaleenan told Congress today.

Mcaleenan told a House Homeland Security subcommittee today that the agency specifically needed more canines and advanced X-ray equipment to scan vehicles. He also said the agency would like to add another 2,500 agents.

Staffing shortages have been a big issue for the agency. And panel members on both sides of the aisle expressed concern that CBP continues to understaff ports of entry and rely on short-term fixes like temporary duty assignments and double shifts.

More than 1,000 CBP agent positions remain open and the shortage is only exacerbated by "a hiring process that takes far too long and retention challenges that have persisted for years," said Rep. Martha McSally (R-Ariz). While Rep. Filemón Vela (D-Texas) called the shortage of both CBP and Border Patrol agents "self-inflicted vulnerabilities."

Mcaleenan noted that CBP hired 200 agents last year and plans to hire an additional 328 with funds appropriated for fiscal 2018.

However, some Democrats have criticized CBP for pulling staff from some seaports and airports and sending them to the Southern border. McAlleen said the agency plans to continue that practice, but will do so in a "balanced" way that is based on an evaluation of where agents are most needed.
Coordinated Border Infrastructure program critical to reducing congestion, bolstering trade
BTA a longtime supporter of CBI, recommends improvements for future iterations

What is the Coordinated Border Infrastructure program?

CBI was originally included in the multiyear highway bill known as SAFETEA-LU in sections 1101(a)(11), 1303. Program funds, distributed to states by formula, can be directed to projects within 100 miles of the U.S.-Canada or U.S.-Mexico land border for the following types of improvements:

- improvements to existing transportation and supporting infrastructure
- construction of highways and related safety and safety enforcement facilities related to international trade
- operational improvements, including those related to electronic data interchange and use of telecommunications
- modifications to regulatory procedures
- international coordination of transportation planning, programming, and border operation with Canada and Mexico.

Unique features

- A border state may use these funds to construct a project in Canada or Mexico if the project directly and predominantly facilitates cross-border vehicle and cargo movement at an international port of entry.
- Up to 15% or $5M (whichever is less) of the state's border program funds may be transferred to GSA to carry out 1 or more eligible projects.

CBI eligibility in the FAST Act

From the portion of a state's Surface Transportation Block Grant Program apportionment available for use in any area of a state, the Governor of a border state may designate up to 5 percent for border infrastructure projects eligible under the SAFETEA-LU Coordinated Border Infrastructure Program. [FAST Act § 1437].

Keeping pace with rising trade volumes

It is critical that border states have access to funding tools that allow them to ensure their border infrastructure keeps pace with rising cross-border commercial traffic volumes. Total trade volumes transported via truck have increased by 172 percent since 1995 Consider:

- There were over 6 million truck movements over the Mexico border in 2017
- Trucks accounted for 82% of the goods moved across the southern border
- There were over 5.8 million truck movements across the Canadian border in 2017
- Trucks accounted for 68% of the goods moved across the northern border
Expanding CBI dollars' impact: Planning and design

The BTA believes CBI funding can be more impactful if monies can be applied to more uses. Specifically, CBI usage eligibility should be broadened to include planning and design of border-area infrastructure projects.

Expanding the funding's usage will help accelerate border-area projects and aligns with the program's goal to facilitate the completion of infrastructure that reduces congestion and facilitates trade throughput in the border region.