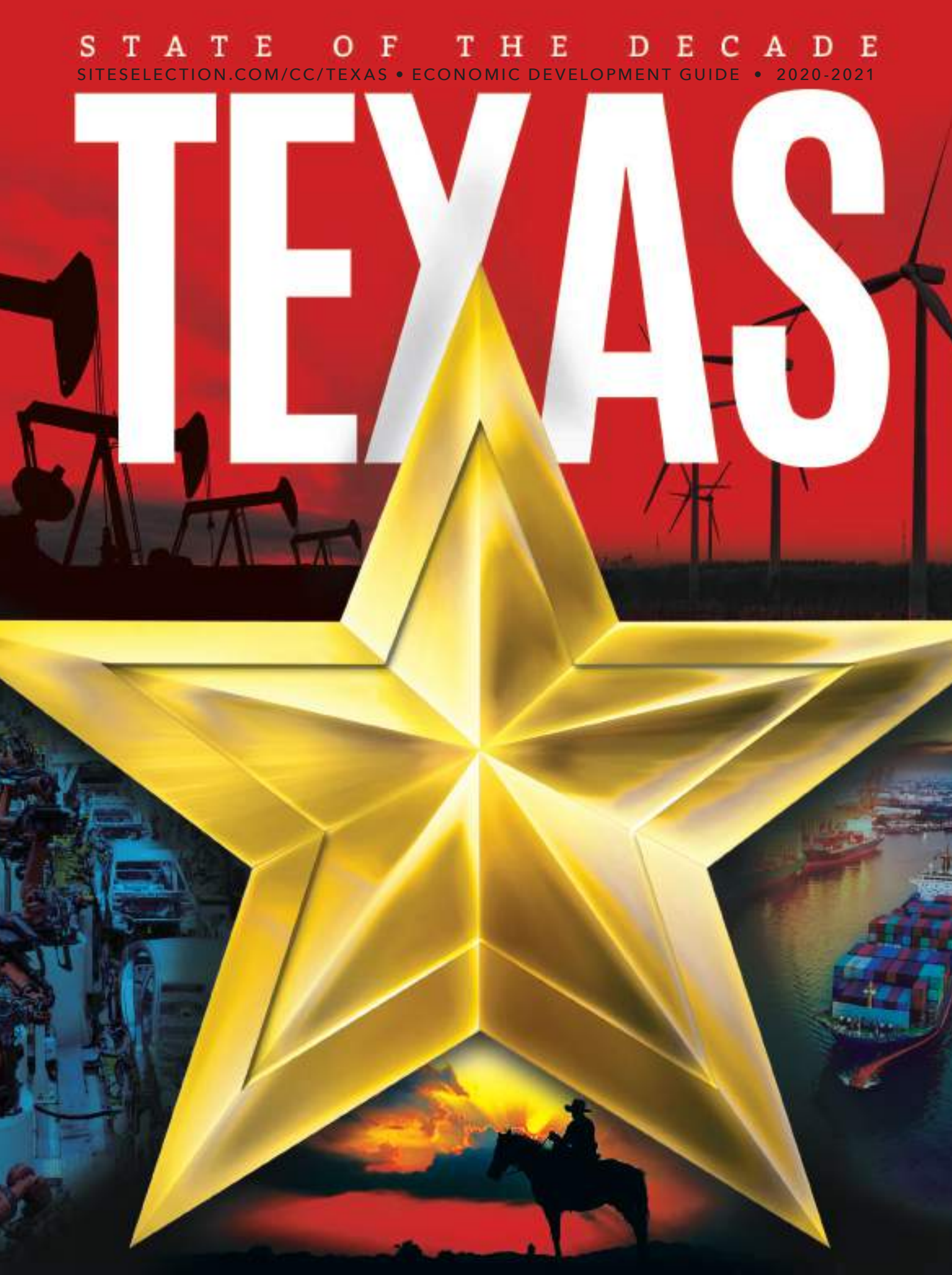


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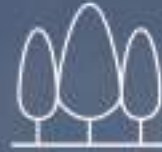
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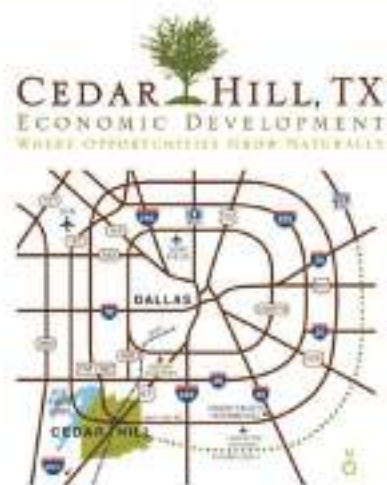


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CADE

How does one state dominate for 10 years? Three key traits set the tone.

by RON STARNER

When the official history of the decade of the 2010's is written, the record will show that no state in the nation performed at an economic level anywhere close to Texas.

If that sounds like an overstatement, consider the facts:

- From 2012 through 2019, Texas led the nation every single year in the number of corporate facility expansion projects, as measured and reported by Site Selection Magazine. The winner of this annual tally receives the prestigious Governor's Cup. Texas claimed it eight times in eight years.
- In 2019, Texas garnered an astounding 859 corporate facility expansion deals, surpassing all contenders by a country mile. Ohio finished second with 448, while Illinois came in third with 423.
- Texas does not just capture the most deals; it captures the biggest ones too. Of the six largest capital investment projects recorded in 2019, three of them landed in The Lone Star State. The TI semiconductor plant in Richardson was the granddaddy of them all, at a whopping \$3.1 billion in capital investment. ExxonMobil Chemical invested \$2 billion in Baytown, and Steel Dynamics is kicking in another \$1.9 billion in Sinton.
- Of the top five U.S. markets for industrial space deliveries in 2020, two are in Texas, with Dallas showing up second and Houston coming in fifth, according to Yardi Systems.
- The fastest-growing cities in America remain in Texas. According to WalletHub, eight of the 30 fastest-growing cities in the country are in The Lone Star State, led by Frisco at No. 5 and Round Rock at No. 10. Others in the

One of North Texas' favorite outposts, Truck Yard, is soon to break ground at AllianceTexas in north Fort Worth. Photos courtesy of Cooksey Communications Inc.



Low taxes, reasonable business regulations and a very affordable cost of living **add up to an economic slam dunk** for business owners and operators.



top 30 are College Station, McKinney, Midland, Austin, Sugar Land and Pearland.

- Chief Executive Magazine has named Texas the Best State for Business a record 15 years in a row; Forbes has ranked Texas as the No. 1 Economic Climate; and Thumbtack says Texas offers the Best Climate for Skilled Professionals.
- Texas also ranks as the No. 1 exporting state in the nation and the leader in high-tech exports, according to the U.S. Bureau of Economic Analysis.

Against this backdrop of overwhelming evidence, the question is why? Why does Texas consistently top every other state in business attractiveness and economic performance? The answer is threefold: talent, infrastructure and business environment.

When it comes to workforce, no state can match what Texas offers. First and foremost, Texas boasts a labor pool of more than 14 million — second largest in the country; and it is

skilled, diverse and growing. Some 37 public universities and 50 community college districts produce a pipeline of talent that is regularly rated among the best in the nation. Nationally recognized research faculty support this endeavor through Gov. Greg Abbott's Governor's University Research Initiative, which provides matching funds to help Texas institutions of higher education recruit nationally recognized research faculty.

Texas also delivers customized workforce training. Using the Skills Development Fund, Texas provides premier job-training programs on an as-needed and just-in-time basis for expanding employers statewide.

Secondly, infrastructure matters. With 380 airports, 10,539 miles of freight rail (most in the nation), 16 seaports, 32 foreign trade zones, and over 313,000 miles of public roads (also most in the country), Texas has the transportation network required to get any supply chain moving and ship goods to market expeditiously.

Finally, a best-in-class business climate delivers

results. Low taxes, reasonable business regulations and a very affordable cost of living add up to an economic slam dunk for business owners and operators.

If Texas were a country, it would rank as the 10th largest economy in the world based on GDP, ahead of Australia, Mexico, Spain, Russia and many others.

That's a big reason why 49 Fortune 500 companies, including ExxonMobil, AT&T,

Sysco and American Airlines, choose Texas as their home base. So do many foreign companies, such as Toyota, BAE Systems, Siemens and Shell Oil.

The business case for operating in Texas is proven daily. That's why CNBC named Texas the No. 1 state for business a record four years in a row. When it comes to determining the state of the decade, there's really no debate: it's Texas. ★



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Despite COVID-19 pandemic, the underlying fundamentals for the Lone Star State remain strong.

by M. RAY PERRYMAN

Long-term economic performance is driven by fundamental factors determining competitiveness in a complex global environment. The coronavirus has clouded the short-term outlook for the economy, we are seeing major disruptions, and it is much too early to know the ultimate effects of these phenomena. Even in the face of the current economic challenges, however, the Texas economy is positioned for growth in the coming decades exceeding most parts of the United States. With a combination of resources including a young and growing workforce, favorable business environment, and a

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Colorado River in Austin
Photo by Carmyn Suzor



M. Ray Perryman,
President and CEO of
The Perryman Group

diverse set of industries, the state is likely to see notable expansion in the future.

COVID-19 and the Texas Economy

These are extraordinary times, and as I am writing (mid-March), we are in the midst of the unfolding COVID-19 pandemic and an ongoing oil price war (which also materially affects the fortunes of Texas). COVID-19 is having notable effects on markets and the economy, both nationally and in Texas. We initially saw supply chain bottlenecks, as many goods manufactured in the U.S. source components from China. Shortages of consumer goods produced in China began to occur and are still occurring, including pharmaceutical products at a critical time. Although conditions are normalizing to some extent in some areas, backlogs will continue.

In essence, the global economy is highly integrated, and something like an unknown virus can affect us from many directions. Companies that sell extensively abroad were

impacted early on, with effects expanding to include store and restaurant closures and other disruptions across the U.S. as the virus spread. Simultaneously, Saudi Arabia and Russia engaged in a crude oil price war, sending prices plunging. The impact is severe, but neither country is able to weather such prices for an extended period (for different reasons), and there are signals that talks may resume. As a major exporting state and oil producer, Texas has been negatively affected in a substantial way. Given the rate at which events are now accelerating and affecting the U.S. and the rest of the world, the effects will undoubtedly be much more pronounced over the next few months.

At the same time, the fundamental conditions of the national and state economies were quite strong going into the COVID-19 outbreak, and the current slowing is more of a pause, albeit a painful and potentially extended one, than a long-term derailment of progress. While it will take some time to work through the virus challenges, the sharp downturn is likely to be

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followed by a rapid comeback once conditions normalize.

Texas is well positioned to emerge from the COVID-19 turmoil fairly strongly. Although energy remains a vital part of the state economy, Texas is also home to a large and growing base of technology industries, professional and business services, and other types of firms which will contribute to future prosperity. Things will certainly be somewhat different as you are reading, but this is the view from the ground today.

Prior to the outbreak, the Texas economy was adding jobs at a notable pace, with the unemployment rate near record lows. In addition, the state has been attracting the most major corporate locations and expansions for a number of years. This strong

performance sets the stage for future gains. While the path will be different than before, there is nothing to suggest that growth over time will not achieve prior projected levels.

By 2024, over 1.3 million jobs are expected to be added in the state, with gains concentrated in food service; professional, scientific, and technical services; and health care. The Texas population is forecast to grow by more than 2 million.

Real gross product in all major industry groups is projected to expand through 2024, with the services and mining (largely oil and gas in Texas) segments likely to experience the largest growth in annual real gross product. The state is expected to outpace the nationwide growth rate over the period in gross product as well as employment.

Conclusion

The Texas economy will be dealing with the fallout from the pandemic for a while. Nevertheless, key industries and patterns will support recovery and future expansion. For example, dramatic changes in the energy sector in recent years have caused oil production costs to fall sharply in Texas, and a return to growth during the forecast horizon is expected. Fundamentals required for economic growth are in place, and the Lone Star State will likely be among the growth leaders for decades to come. ★

Dr. M. Ray Perryman is President and Chief Executive Officer of The Perryman Group (www.perrymangroup.com), which has served the needs of over 2,500 clients over the past four decades.



THE DEAL MAKER IN CHIEF



In Texas, Gov. Abbott has created momentum for economic recovery and growth.

An Analysis

by RON STARNER

When the history of 2020 is written, two things will stand out: the life-taking devastation wrought on the world by COVID-19, and the incredible resiliency of mankind to survive.

Overcoming the greatest health and economic crisis of the 21st century will require a level of leadership unlike any we've seen in a long time, but if there's one person capable of answering that call, it is Gov. Greg Abbott of Texas.

No one embodies the comeback spirit any better. Paralyzed below the waist since age 26, when an oak tree fell on him while he was out running, he would have two steel rods implanted in his spine and undergo extensive rehabilitation at TIRR Memorial Hermann in Houston. He has had to use a wheelchair for mobility ever since.

That physical setback has not slowed him down. A champion track star in high school and the student voted "Most Likely to Succeed" as a senior, he would go on to become a highly successful state Supreme Court judge and state attorney general before being elected the 48th governor of Texas in 2014.

What happened next defies explanation. He took over a state that was already doing well economically and took it to another level. In March of this year, he accepted the prestigious Governor's Cup award

On Gov. Abbott's watch, Texas has added **1,000** new residents a day, as people relocate from other more costly and more tax-burdened states.

In many instances, they are moving to Texas because their employer chose to move there first.

from Site Selection magazine for securing the most corporate facility expansion projects in the nation. Even more remarkable is the fact that this was Texas' eighth year in a row to claim that honor — an unprecedented achievement in the history of economic development in this country.

place — in public health matters, in serving the citizenry, and in economic prosperity.

He will certainly have his work cut out for him coming out of this crisis, but if there is any doubt over whether he is up to that challenge, one need only look at his track record. From overcoming a life-changing disability to leading his state to the No. 1 spot atop the Governor's Cup rankings in Site Selection, Abbott has persevered and beaten the odds at every turn.

He's led in good times and bad. He's cut taxes, shredded burdensome regulations, invested heavily in public education and the state university system, upped the ante on workforce development and training for all residents of his state, and done it all while leading Texas to a record 17th year in a row as the No. 1 exporting state in the nation.

In a recent interview with Site Selection Editor-in-Chief Mark Arend, Abbott said this: "I won't sign any law that adds any regulation unless it cuts two regulations. We will be focused on regulatory reduction."

And then he said: "In addition, we cut property taxes. And we passed a law that limits the ability for those property taxes to be increased in the future, making housing more affordable and making the cost of living and taxes a little bit better."

Never Settling for Second

Under his watch, the state of Texas has added 1,000 new residents a day, as people relocate from other more



The Quiet Fighter

People who know Abbott well say two things about him: you will never meet a nicer man in your lifetime; and he is a tenacious fighter. While initially those two attributes may seem to be at odds with one another, they are woven together perfectly in this governor. His gentle, calm demeanor is exactly what Texas needs during the current pandemic crisis, and his fighting mentality means that he will never settle for second

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costly and more tax-burdened states. In many instances, they are moving to Texas because their employer chose to move there first. A case in point is the PGA of America, which is leaving its longtime home of Palm Beach Gardens in Southeast Florida to establish a new 100-employee headquarters in Frisco, part of a half-billion-dollar mixed-use development that will one day bring a PGA Championship and Ryder Cup tournament to North Texas.

Deals like that don't happen in

a vacuum, or without considerable state and local leadership. Officials in Frisco and Greater Dallas teamed up with the Texas Economic Development Corp. and the Governor's Office of Economic Development to make it happen.

At the helm of that effort the entire way was Gov. Greg Abbott. Nice guy. Determined fighter. Dealmaker in chief.

Whatever label you want to slap on him, there's one title he never wants: runner-up. ★

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Leading in a Time of Crisis



How Texas EDT mobilized to help businesses respond and recover in wake of COVID-19.

by RON STARNER

When Gov. Greg Abbott named Adriana Cruz as the Executive Director of the Economic Development and Tourism (EDT) Division within the Office of the Governor in late 2019, he tapped a leader with a record of accomplishment in economic development and business.

Cruz had most recently served as President of the Greater San Marcos Partnership, and before that she had served in leadership at the Austin Chamber of Commerce.

In her new role, Cruz is tasked with leading statewide economic development efforts, including business promotion, attraction, retention, expansion and assistance. She wasn't even on the job for three months before Texas, like the rest of the nation and the world, got hit with the COVID-19 pandemic and resulting economic recession.

In the following interview, Cruz shares what she and her team have been doing to help businesses in Texas navigate through the crisis and position themselves for recovery.

How did your office mobilize to respond to the outbreak of COVID-19 and its resulting impact on communities and businesses around Texas?

CRUZ: Texas is no stranger to challenging times.

We've been home to more natural disasters than any other state in the country. However, this is a completely unprecedented time. In rapidly declaring a State of Disaster because of the imminent threat posed by COVID-19, Governor Abbott's primary focus was on the health and safety of Texans. The Governor then issued continual waivers to remove roadblocks and ensure that communities across the state had the medical staff, capacity and supplies needed to keep residents safe. Regulations were waived to speed the delivery of food and supplies, as well as to allow our local restaurants to maintain to-go and delivery operations while maintaining safe social distancing. State and federal resources were leveraged, and private-sector solutions were also solicited.

At the same time, the Economic Development & Tourism team mobilized immediately to respond to the needs of our Texas businesses and communities. Although the vast majority of our staff were working remotely, we reached out to our Designated Community Economic Development partners and allies to let them know that the business of the State would continue. We continued to work projects and send out leads as we received them. We created a cross-divisional communications team, working together across industry sectors including Film, Music, and Tourism to ensure a steady stream



“The Strike Force to Open Texas is comprised of Texas business leaders from industry sectors across the state, including top medical professionals, to advise the Governor on the steps, processes and structures needed to lead our economic recovery.”

– **Adriana Cruz**, Executive Director of the Economic Development and Tourism (EDT) Division within the Office of the Governor

of consistent information regarding available federal and state programs.

Our Industry team began reaching out to our existing company contacts and industry associations to see what assistance they needed. Our Small Business team received a record number of calls from Texas businesses in need of direct, technical assistance. We cross-trained each division so that we could put more staff on the phones handling calls and inquiries with the most up-to-date information possible. At the time, information and guidelines on programs were changing rapidly. We instituted a system to keep our staff informed of the latest updates and pushed out the latest information via our social media channels, our website, and an email subscription list that was created specifically for COVID-19-related updates and gained more than 6,000 subscribers in a matter of days.

We partnered with the Texas Workforce Commission on a series of webinars for Texas employers, organized by the local Workforce Development Boards across the state to provide information and resources to as wide an audience as possible. We also organized the Governor’s Small Business Webinar Series with our local chambers and community partners in partnership with the U.S. Small Business Administration (SBA) and local Small Business Development Centers (SBDC) to provide guidance to our area small businesses and assist them in connecting with local

experts and support systems. Our first Small Business Webinar, which focused on Central Texas businesses, had more than 4,000 registrants and more than 3,000 small business owners joined.

In addition, we retooled some of our state incentive programs to eliminate processes and/or revise regulations that just didn’t make sense in a time of social distancing. This included some of the rules in our Enterprise Zone Program, our Product Development and Small Business Incubator Loan program, and the Events Trust Fund.

What were some of the biggest needs of businesses during this time?

CRUZ: The biggest needs varied by industry sector and by company size. While some firms were laying off people, others were hiring at the same time. Some businesses in the hospitality or restaurant sectors needed to find ways to keep their customers while still following local and county guidelines. The Governor provided regulatory guidance, which helped them to retool their business. Many small businesses were in immediate need of working capital. Governor Abbott immediately made a request for a Presidential Disaster Declaration so that Texas businesses could qualify for the Economic Injury Disaster Recovery Loan program and receive necessary funds to sustain their business through the crisis.

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Essentium donated masks to the Pflugerville Police Department and Public Works Department in response to COVID-19 pandemic crisis. Photo courtesy of Pflugerville



How were you able to help them?

CRUZ: Once the Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed by the president and additional programs were available, our team worked with the SBA and local SBDCs to provide assistance and guidance to our small business community to be able to access these programs. In early April, Governor Abbott announced a partnership between Goldman Sachs, LiftFund and other Community Development Financial Institutions (CDFIs) to provide \$50 million through the Paycheck Protection Program to provide financial assistance to Texas small businesses.

When Texas and the country enter into the economic recovery phase, what will be some of the main tasks of your organization?

CRUZ: Once it became clear that social distancing and “Stay at Home” initiatives had begun to show some progress, Governor Abbott announced the Governor’s Strike Force to Open Texas, chaired by Texas business executive James Huffines. The Strike Force to Open Texas is comprised of Texas business leaders from industry sectors across the state, including top medical professionals, to advise the Governor on the steps, processes and structures needed to lead our economic recovery. I’m honored to be

a member of this select group of advisors to Governor Abbott as we undertake this critically important task, and expect that the Economic Development & Tourism office will play a significant role in these efforts. The work of economic developers is needed now, more than ever before. Our office will continue to work with companies and consultants as they evaluate locations, work with our existing companies to ensure they are stable, work with our small business community and entrepreneurs, and work with our local community partners.

What is your central message to businesses, both inside Texas and out, about resiliency and recovery?

CRUZ: As I stated at the start of the interview, Texans know a thing or two about resiliency and recovery. We’ve been through challenging times before and come through even stronger than before. Whether its fire, flood or hurricane, Texans respond with calm resolve and strength. Even after the devastation of Hurricane Harvey, our economy came roaring back. In fact, Texas led the nation for economic growth last year. Just as we overcame challenges in the past, we will overcome this one. The things that make Texas a great place to live, work and do business have not changed. Our young, growing workforce (the second largest in the country) continues to be talented, productive and diverse. Our

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central location and strong infrastructure has not changed. Our reasonable regulatory climate and pro-business attitude has not changed. Texas is known for our “can-do” spirit. The things that made us a great place before, and the nation’s leader in job creation, are still here and still strong — and will make us great again.

Texas has overcome many challenges before. How is this one different? And are you able to apply any lessons learned from previous recoveries?

CRUZ: This challenge is different. We’ve never seen anything like this before. As Texans, we’re familiar with natural disasters. But we’ve never had a global health crisis, at least not in over a hundred years. I’ve heard this situation described as a months-long economic hurricane. We’ve overcome challenges before, and we learn from each one. What we’ve learned is that we need to work together to protect each other and keep our frontline emergency workers safe. Once the health threat is contained, we will unleash the economy and again lift every Texas family, business and entrepreneur.

Can you share any examples of how the business community came together during the pandemic to help each other?

CRUZ: Texans have overcome past challenges by working together — by neighbors helping neighbors and Texans helping Texans. In the same way, the business community — from Fortune 500 companies to small mom and pop businesses came together, innovating and serving their fellow Texans. To ensure that Texas had the medical supplies necessary to handle immediate needs, Governor Abbott announced a Supply Chain Strike Force, led by a Dell global supply chain executive, to source needed medical supplies and personal protective equipment as quickly as possible. Interested businesses and entrepreneurs signed up at the Supply Chain Strike Force portal at texas.gov to make supplies/services available. Our staff also assisted in this effort, helping Texas companies find suppliers so that they could manufacture or produce critically needed

supplies. Businesses large and small stepped up and innovated to meet community needs.

One example is Sweet Shop USA in the small community of Mount Pleasant, Texas. Sweet Shop, the largest handmade chocolate factory in the U.S., pivoted to convert the plastics typically seen over specialty cardboard boxes into personal protective equipment (PPE), creating 50 new jobs in the first few weeks. Sweet Shop had orders for 500,000 and expected an additional order of 1 million, potentially creating 100 new jobs in a matter of months. In San Antonio, Toyota-supplier Reyes Hayashi Automotive began producing face shields.

And in the Dallas-Fort Worth region, Prestige Ameritech began producing 2 million face masks a week with 24-hour operations staffed in part by Texas National Guard members. Other leading employers who are making a difference across the state include: Amazon, Randalls and H-E-B are hiring more Texans and increasing hourly wages to ensure access to groceries and supplies. H-E-B is also joining Dell, ExxonMobil, Frost Bank, USAA, Walmart and other corporate citizens in donating food and millions in funds to food banks, nonprofits and organizations helping to meet community needs. Home Depot and NRG are ensuring health care workers and first responders have the safety and emergency equipment needed.

Boeing is providing reusable protective face shields for frontline health care professionals. AT&T, Comcast, Spectrum, Sprint, T-Mobile and Verizon are all working to keep Texans and Americans connected. American Airlines is waiving change fees for purchased travel, and Southwest Airlines is offering to transport medical workers to Texas. Valero Energy and distilleries like Tito’s Vodka have retooled operations to produce hand sanitizer in bulk; Apple is designing and producing face masks; and Walgreens is opening their store lots for drive-through coronavirus testing.

Then there are the unnamed but heroic small business owners who have made hard decisions to do the right thing — to alter their businesses entirely to produce essential foods and protective equipment; to modify their business practices to protect their employees and their customers; and to continue paying employees because they cannot work for reasons beyond their control. ★



How Texas Trains Workers for Today and Tomorrow

It starts with solid leadership and a multi-faceted approach.

by RON STARNER

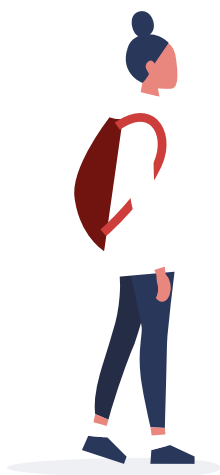


Photo: Getty Images

Ever wonder how to build a world-class workforce? Texas has done more than wonder; it's figured it out. Led by Commissioner Aaron Demerson, the Texas Workforce Commission is the umbrella organization that oversees all workforce development and training programs throughout the very large state of Texas.

Demerson serves as the Commissioner Representing Employers for the Texas Workforce Commission. Gov. Greg Abbott appointed him to the three-member Commission on August 20, 2019. Prior to his

appointment, Demerson served as the Director of the Office of Employer Initiatives at the Texas Workforce Commission. In his current post, he provides leadership and direction to engage employers, business organizations and the economic development community in the development of a customer-focused, market-driven workforce system.

Prior to employment at the TWC, he served as Senior Advisor to Gov. Rick Perry and Executive Director of the Economic Development & Tourism Division in the Governor's Office, leading a team that marketed the state



“The face of the intern is changing, and it isn’t just a high school or college student anymore.”

- **Aaron Demerson**, Commissioner, Texas Workforce Commission

as a premier destination for business and travel.

In the following interview, Demerson explains Texas’ inherent advantages in worker training and discusses how the state is equipped to meet all job challenges moving forward.

What are Texas’ major competitive advantages over other states when it comes to workforce development and training?

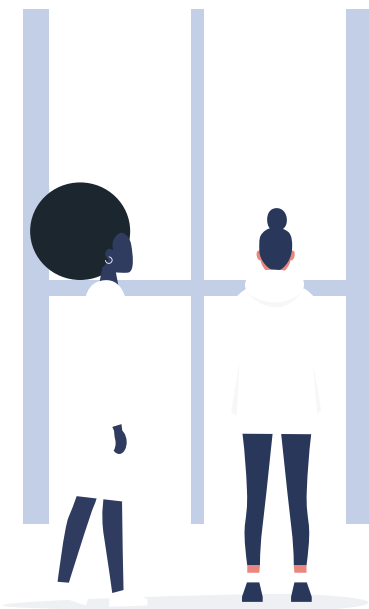
DEMERSON: Texas is home to a world-class workforce and Texas talent pipeline. What sets Texas apart from other states are our 28 Local Workforce Boards throughout Texas. Each region in Texas has specific needs, and these 28 boards are the boots on the ground ensuring that employers have the skilled workforce they need and ensuring that Texans in need of careers are aware of all of the career opportunities in their regional areas. Site Selection Magazine just named Texas No. 1 in Workforce Development for our region, up from No. 3 last year.

What are the top priorities of the Texas Workforce Commission this year?

DEMERSON: It starts with the Texas Tri-Agency Initiative. We are appointed by the Governor. The Texas Workforce Commission, Texas Higher Education Coordinating Board and Texas Education Agency carry forward the reforms adopted by our legislative session. House Bill 30 was passed to develop a talent pipeline. We identify long-term workforce development needs and initiatives around the state. Our full report is due in September. My role is to make sure we are paying attention to employers.

How does the Texas Conference for Employers help companies statewide meet their various challenges?

DEMERSON: The Texas Conference for Employers is a series of employment law seminars held throughout the state which are created for small to medium-sized employers. Employers who attend the seminars learn





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about state and federal employment laws and the unemployment claim and appeal process. The conference allows four of our offices' employment law attorneys to guide employers through ongoing matters of concern and to answer any questions you have regarding your business. This isn't your average employment law conference. The speakers make the presentations very engaging and entertaining. Our first three conferences were sold out in The Woodlands, New Braunfels and Mission. We hear great things from employers each year about our conference, and most employers come to one every year to ensure they are up to date on all employment law updates. We also have an employment law hotline that employers can call Monday through Friday from 8:00 a.m. to 5:00 p.m. This hotline is answered by the four attorneys that present at the conference: 1-800-832-9394.

What is the Texas Internship Challenge and how does it work?

DEMERSON: The Texas Internship Challenge is a partnership among the Texas Workforce Commission (TWC), Texas Education Agency (TEA) and The Higher Education Coordinating Board (THECB), who challenge employers to offer paid internships and make it easy for students to search and apply for them. We also encourage students to apply for these internships to gain the marketable skills employers are looking for. We encourage all employers to post their internships on this website: www.txinternshipchallenge.com. We also want to encourage employers to hire interns. The face of the intern is changing, and it isn't just a high school or college student anymore.



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Can you cite an example of a worker training solution that enabled a specific company in Texas to grow?

DEMERSON: The Skills Development Fund Program is a customized training program. It works with community colleges and employers. In one recent case, a company moved from Ohio and created 175 new jobs. They received a \$153,000 grant from the SDF. In another case, Grayson College helped a company with a customized training program for its workforce. They utilized the local Workforce Board. In a third case, Tarrant County College worked with a local company to help them expand and ramp up the skills of their new and existing workers.

How is your agency working with colleges and universities across Texas to ensure an adequate pipeline of talent to meet the needs of employers in Texas now and in the future?

DEMERSON: We work with colleges and universities in many different capacities. We have a number of grant programs through TWC that work directly with colleges to help upskill employers and create new jobs. One program is our Skills Development Fund Grant. The way this

grant works is an employer partners with a community college to help develop curriculum that will upskill their current employees and also create new jobs. We are also thinking of our future talent pipeline and that is why we created Jobs Y'all. The Jobs Y'all career exploration campaign and website launched in 2018 to raise awareness about different Texas industries, to inspire and attract young Texans to explore careers, and understand the education and training needed to best position themselves for where the jobs will be when they enter the workforce.

As remote work becomes more common throughout the country, how is Texas adapting to meet the needs of both employers and employees who work this way?

DEMERSON: We have been at the forefront of a lot of this. We have been allowing remote work for a number of years. We are getting even more ready for it. We have always had flexible schedules, but that is being ramped up to another level now with virtual meetings, etc. We are in position to stay ready. We are on the front lines here at the TWC. We are doing whatever we can to make sure employers have answers. ★

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Discover what the Greater San Marcos region has to offer a growing company at TexasInnovationCorridor.com.

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The World's High-End Products Are Made Here

by MARK AREND

Sweden's telecom and IT giant Ericsson picked Lewisville, Texas, in June 2019 as the location for its first smart factory in the U.S. It will be one of the most advanced manufacturing facilities in the industry when it is fully operational later this year. In March 2020, the plant produced its first 5G base station, the millimeter-wave Street Macro solution, which is key to Ericsson's 5G portfolio for its North American customers.

Why Lewisville, Texas? Ericsson could have selected any number of sites in the U.S. for this 300,000-sq.-ft., state-of-the-art facility.

Niklas Heuvelodop, President and Head of Ericsson North America, explains: "Lewisville is an ideal location for this factory of the future, demonstrating how 5G, IoT and AI will transform industries, leading the way

for increased investments in smaller, nearshore manufacturing sites with unique mass customization capabilities and significant positive impact on sustainability and customer experience."

In November 2019, FUJIFILM Diosynth Biotechnologies (FDB), a global biologics contract development and manufacturing organization, announced the expansion of its gene therapy services with the addition of dedicated process and analytical development laboratories. A \$55 million investment will be made to establish a new Gene Therapy Innovation Center adjacent to FDB's existing state-of-the-art cGMP gene therapy manufacturing facility in College Station. The Gene Therapy Innovation Center will be approximately 60,000 square feet and will house state-of-the-art upstream, downstream and analytical development technologies Japan-based FUJIFILM and Ericsson

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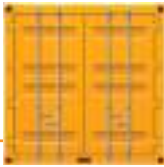
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Top 10 Texas Exports

The following export products represent the highest dollar value in Texas global shipments during 2019 (in US\$). Also shown is the percentage share each export category represents in terms of overall exports from Texas. Figures are shown at the more granular six-digit Harmonized Tariff System code level, for more precise product identification.

- 1. Crude petroleum oils:** \$57.9 billion (17.5% of total Texan exports)
- 2. Miscellaneous petroleum oils:** \$25.4 billion (7.7%)
- 3. Light petroleum oils:** \$22.7 billion (6.9%)
- 4. Liquefied propane:** \$10.5 billion (3.2%)
- 5. Aircraft including engines, parts:** \$10.2 billion (3.1%)
- 6. Computer parts and accessories:** \$9.8 billion (3%)
- 7. Integrated circuits (processors/controllers):** \$9.1 billion (2.7%)
- 8. Modems, similar reception/transmission devices:** \$4.2 billion (1.3%)
- 9. Machinery for making semi-conductors:** \$3.8 billion (1.2%)
- 10. Natural gas (gaseous state):** \$3.6 billion (1.1%)

Source: worldstopexports.com



Sunrise at the Corpus Christi marina
Photo by Heather Overman

are just two of the Lone Star State's more than 1,650 foreign-owned companies that employ about 622,700 Texans. Twenty-eight percent, or 174,000 work in the manufacturing sector, according to the Washington, D.C.-based Global Business Alliance (formerly the Organization for International Investment). Companies based in the U.K., France and Japan support the highest number of jobs.

FDI employment in Texas rose 27% over the past five years, more than twice the overall private-sector rate of 13%. Moreover, foreign-owned companies employ 6% of Texas' workers, which is significantly more than the rate of such workers in neighboring states.

Made in Texas

Last year marked the 18th consecutive year Texas was named the top state for exports; more than \$330 billion worth of Texas-made goods were exported — more than 90% of which were produced by small businesses.

That \$330 billion amount is one fifth, or 20.1%, of U.S. total exports. Texas was among the top five fastest-growing export states — up 4.6% from 2018 to 2019.

The Texas Governor's Office partners with the Texas Department of Agriculture and the U.S. Department of Commerce to administer the State Trade Expansion Programs (STEP) grant. The Texas STEP program includes:

Financial Assistance for Eligible Export Activities:

To encourage Texas companies to enter new international markets and provide the customized assistance needed, the Program will provide post-completion reimbursement of up to 75% of eligible, pre-approved, export-related activities (up to \$10,000 per year), which may include, but are not limited to:

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Texas Delivers a Master Class in Entrepreneurship

by RON STARNER



Looking for an innovative workforce? The Lone Star State has you covered.

Before there was a Silicon Valley in California, there was a Texan who made all of that high-tech success possible.

His name is Dr. Jack Kilby, and in 1958 he invented the semiconductor. Nine years later, his employer, Texas Instruments, introduced the world to the first handheld calculator.

Today, Texas Instruments employs thousands of high-tech workers at one of the world's most advanced semiconductor fabrication plants in Richardson on the northern outskirts of Dallas.

TI is just one of hundreds of Texas-based companies that have changed the world. Their inventions, patents and other innovations have

spawned generations of entrepreneurs and business developers throughout the Lone Star State.

In many instances, these innovations began in a lab on a college campus. Dell Computers began in Austin when Michael Dell was still a student at the University of Texas. Materials science, electronics and nanotechnology were forever altered when a team of professors at Rice University in Houston discovered and prepared the carbon molecules known as “buckyballs” and “buckytubes” in 1985. Three of these professors claimed the 1996 Nobel Prize in chemistry for their work.

Over the decades, the pace of innovation has

only accelerated. Texas colleges and universities today produce many of the world's brightest minds and most impactful inventions. A ranking released March 17 by U.S. News & World Report shows that UT in Austin tied for third place among all American public universities for the most graduate schools and specialties (48) ranked in the top 10. Only the University of California, Berkeley and the University of Michigan have more.

UT's top five graduate schools for 2021, according to U.S. News, are the School of Information (No. 5), Jackson School of Geosciences (No. 7), LBJ School of Public Affairs (No. 8), Steve Hicks School of Social Work (No. 8), and Cockrell School of Engineering (No. 10). Rice University, University of Houston and Baylor College of Medicine all field high-ranking schools and programs as well.

ranked the Best Entrepreneurship Colleges in Texas for 2020. It placed Southern Methodist University in Dallas at the top of the list, followed by UT-Austin, UT-Dallas and Baylor.

Does all this innovation at the college level translate into business success? You bet it does. According to a report by PwC and CB Insights, just four states control 80% of all venture capital dollars in America, and Texas is one of them. When GOBankingRates recently conducted a study to determine the Best Cities in America to Start a Small Business, it found that Austin ranked No. 1, Dallas No. 4 and Houston No. 9.

A Place Where Startups Thrive

A recent report by the Kauffman Foundation validates these findings. According to Kauffman, Texas ranks No. 5 in the country in early stage entrepreneurship. Only California,

When **GOBankingRates** recently conducted a study to determine the Best Cities in America to Start a Small Business, it found that Austin ranked **No. 1**, Dallas **No. 4** and Houston **No. 9**.

A Patented Powerhouse

This ranking is not an aberration. Last year, UT institutions earned a top five spot in the world for patents granted. The U.S. Patent and Trademark Office issued 187 patents to researchers from UT's eight academic and six health institutions, earning the UT System the No. 5 spot in the Top 100 Worldwide Universities Granted U.S. Utility Patents in 2018. Among all U.S. institutions, only the University of California, MIT and Stanford were ranked higher.

The accolades don't stop there. Last November, The Princeton Review and Entrepreneur magazine named the University of Houston the top undergraduate school in the nation for entrepreneurship studies. Baylor University in Waco finished fifth, while UT-Dallas, UT-Austin and Texas Christian University all placed in the top 15.

Meanwhile, Universities.com recently

Missouri, Florida and Wyoming rank higher. Texas is tied for third with Florida in the percent of population that starts a new business (0.42%). Texas also ranks among the nation's best at the average number of jobs created by startups in their first year of operation, at 5.69, and its startup survival rate of 79.46% ranks among the top performing states as well.

Given that ecosystem, it should come as no surprise that Texas innovations can be seen virtually everywhere around the world. Texans gave us the Snickers bar, frozen margarita and the integrated circuit, and their fellow Lone Star State residents gave birth to such stalwart products as Dell Computers, Mary Kay Cosmetics, Dr. Pepper, Shiner Beer and TI electronics. Even the hamburger and the rotisserie smoker originated in Texas.

Just imagine what the next generation of Texans will produce. ★



Higher Education in Texas

Health-Care degrees are on the rise in Texas. Getty Images

Educational institutions are around every corner in the Lone Star State.

by SAVANNAH KING

With six state university systems, six state technical college systems and 50 community college districts across the state, a high-quality education is just around the corner in the Lone Star State.

Texas Community Colleges create a pathway for students to enter the state's workforce and advance their careers. Texas' 50 community college districts enrolled about 700,000 students in 2017, which is about 46% of all Texas higher education students. The college districts contributed \$9.8 billion to the state's economy and supported 77,738 jobs.

Community colleges offer students an affordable and accessible education. During

the 2017-18 school year, Texas' community colleges had the nation's fourth-lowest tuition and fees per year (\$2,209), behind only California, New Mexico and Arizona. Community colleges also provide students with a good return on investment. Texas workers with some college or with associate degrees who have stable jobs earn \$8,300 more annually than high school graduates. Those higher wages add an additional \$27.2 billion in direct compensation to the state economy each year.

One of Texas' largest community college systems will soon be known by a new name. As part of its all-encompassing "One College" plan, the Dallas County Community College District Board of Trustees approved



a resolution in March to become “Dallas College” in June. The Dallas County Community College District — or “D-Triple-C-D” as it has been known for decades — will officially recede into the district’s 54-year history with the merging of its seven separate colleges this year. Becoming Dallas College allows students to take multiple classes at more than one campus.

Majoring in Health

The University of Texas System (UT) is one of the largest public university systems in the United States with 14 institutions and an annual enrollment of nearly 240,000 students.

In February, the University of Texas System Board of Regents approved the creation of a new medical school at the UT Health Science Center at Tyler. The medical school will be the first of its kind in Northeast Texas and will provide a pathway for students to receive a comprehensive medical education and will extend access to care for patients living in rural areas. An \$80 million gift already has been

secured to partially address planning and operational costs associated with the establishment of the medical school, which UT leaders hope will open in the fall of 2023.

UT institutions produce more than 60,000 graduates annually and award more than one-third of the state’s undergraduate degrees and more than half of its health professional degrees. Collectively, UT-owned and affiliated hospitals and clinics accounted for more than 8.2 million outpatient visits and 1.6 million hospital days last year.

Additionally, the Texas A&M University System is investing in its medical education programs. The system is building a half-billion dollar complex in the Texas Medical Center area to house its groundbreaking Engineering Medicine (EnMed) program and provide housing for medical and nursing students in Houston.

The development project is the largest in the Texas Medical Center area and includes three major projects, two of which will be constructed through public-private partnerships,

University of
Texas in Austin
Photo: Getty Images

commonly called P3s. The cost of the complex is an estimated \$546 million, including \$145 million for the purchase and renovation of an 18-story building, plus \$401 million in private sector money to build two new towers.

“The Board of Regents of the Texas A&M University System recognized an opportunity in Houston to help Texans and contribute more to the global medical community,” said Elaine Mendoza, Chairman of the Board of Regents of the Texas A&M University System. “We are eager and fortunate to further enhance the world’s greatest medical center through this endeavor.”

Texas A&M University
System Chancellor John Sharp

said the System is expanding in Houston near the Texas Medical Center to meet the medical needs of Texans. He added that the expansion also provides needed space and facilities for students and professionals who work near one of the world’s most important epicenters for medicine and research in the world.

“Texas A&M’s rise in prominence — especially within the health-care arena — is reflected with the aggressive expansion of properties near the Texas Medical Center,” Chancellor Sharp said. “The Houston medical scene is about to see the benefits of Aggie ingenuity and our dedication to service.”

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universities, the Texas A&M University System is one of the largest systems of higher education in the country. The Texas A&M System educates more than 153,000 students annually.

Quality Counts

Educational institutions in Texas enjoy a degree of excellence few other states can claim.

Of the 37 public and 38 private four-year universities in the state, eight are tier one research universities. Such excellence extends into the K-12 sector as well with the state of Texas having more Blue Ribbon public schools than any other state in the nation.

To make the state's already robust higher education

offerings even more advanced, in 2015 Governor Greg Abbott launched the Governor's University Research Initiative. The initiative helps recruit the world's best researchers to universities in the state with a matching grant award.

At the launch of the initiative, Governor Abbott expressed his intentions for the state. "The Initiative will attract the brightest minds from around the globe and enhance our Universities' capacity to conduct world-class research. I am confident that Texas' commitment to investing in higher education will pay dividends for our economy, and current and future generations of students and faculty across the Lone Star State." ★



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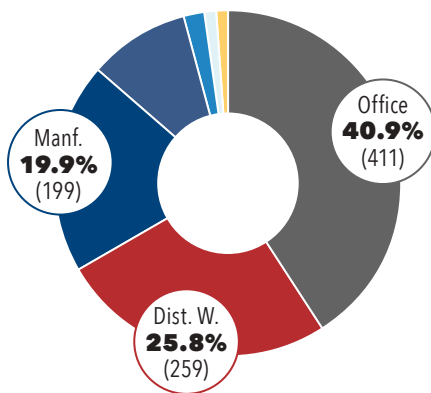
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TEXAS *by the Numbers*

Top 20 Projects of 2020

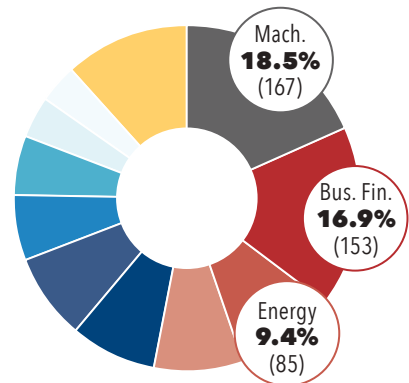
COMPANIES	CITY	SECTOR	CATEGORY	TYPES	INV. (US\$M)	JOBS
Texas Instruments Inc.	Richardson	Electronics	New	Manufacturing	3,100	488
Exxonmobil Chemical Company	Baytown	Energy	Expansion	Manufacturing	2,000	25
Steel Dynamics, Inc.	Sinton	Metals	New	Manufacturing	1,900	600
Trans-Global Solutions, Inc.	Baytown	Transport & Logistics	New	Distribution Warehouse	1,420	
Perfect Game Inc.	Hutto	Business & Financial Services	New	Headquarters	800	
Gulf Coast Ammonia, LLC	Texas City	Chemicals & Plastics	Expansion	Manufacturing	800	40
Celanese Corp.	Houston	Chemicals & Plastics	Expansion	Manufacturing	425	25
AW Texas / AISIN AW CO., Ltd.	Cibolo	Automotive	New	Manufacturing	400	90
Pioneer Natural Resources USA, Inc.	Irving	Energy	Expansion	Office	400	320
Ineos USA, LLC	Pasadena	Chemicals & Plastics	Expansion	Manufacturing	349	98
Ryan, LLC	Plano	Business & Financial Services	New	Headquarters	338	550
Cont'l Dairy Facilities Southwest, LLC	Littlefield	Food & Beverage	Expansion	Manufacturing	308	113
Spicy World of USA Inc.	Stafford	Food & Beverage	New	Office, Dist. Warehouse	300.4	
Navistar International Corp.	San Antonio	Automotive	New	Manufacturing	250	600
Keurig Dr Pepper Inc.	Frisco	Food & Beverage	New	Headquarters	200	
Occidental Petroleum Corp.	Houston	Energy	Expansion	Manufacturing	182.89	
Hailiang Copper Texas Inc.	Sealy	Metals	Expansion	Manufacturing	165	250
Chime Solutions, Inc.	Dallas	Business & Financial Services	New	Office	160	500
Ross Stores, Inc.	Brookshire	Textiles	New	Distribution Warehouse	150	1,300
Texas Products, LLC	Royse City	Consumer Products	New	Office, Dist. Warehouse	150	

Projects by Sector



TYPE	PROJECTS
● Office	(411) 40.9%
● Distribution Warehouse	(259) 25.8%
● Manufacturing	(199) 19.9%
● Headquarters	(95) 9.4%
● Research and Development	(19) 1.9%
● Call Center	(12) 1.2%
● Data Center	(9) 0.9%

Projects by Type



TYPE	SECTOR
● Machinery, Equip. & Construction	(167) 18.5%
● Business & Financial Services	(153) 16.9%
● Energy	(85) 9.4%
● IT & Communication	(75) 8.3%
● Food & Beverage	(74) 8.2%
● Transport & Logistics	(72) 7.9%
● Chemicals & Plastics	(56) 6.2%
● Electronics	(51) 5.6%
● Life Sciences	(34) 3.8%
● Metals	(32) 3.5%
● Other	(105) 11.6%



In 2019, the real GDP of Texas increased by roughly 4.7 percent compared to the previous year. That ranked Texas No. 1 in the nation.

Source: Statista

Lone Star Facts



Population
29 million (2019)



Governor
Greg Abbott



Population Rank
2nd



Total Area
269,000 Sq. Miles



Median Household Income
\$59,206



Area Rank
2nd



Income Rank
24th



Dimensions
790 x 773 miles



Capital
Austin



Highest Elevation
8,751 feet



Date Admitted to Union
Dec. 29, 1845



Average Elevation
1,700 feet



Texas is the 4th Best State to Drive In

WalletHub.com

Economic Awards



Texas has won the Site Selection Governor's Cup a record 8 years in a row.



Texas has won Chief Executive Magazine's Top State for Business a record 15 years in a row.



If Texas were a country, it would rank as the 10th largest economy in the world based on GDP.

Source: Texas EDC



For Corporate HQs, The Math **Adds Up** in Texas

From Charles Schwab to Keurig-Dr. Pepper, a relocation wave is hitting the Lone Star State.

by RON STARNER

When Charles Schwab announced last year that it would relocate its corporate headquarters from San Francisco to Westlake in the DFW Metroplex, the news sent more than a few shockwaves through California and the rest of the country.

The news was coupled with Schwab's announcement of a \$26 billion merger with TD Ameritrade. The move to Texas is expected to save Schwab 10 to 15% in costs per year, a savings made possible by the business climate in the Lone Star State. Texas imposes a small 0.75% franchise tax on business margins, while California imposes a rate of 8.84%.

On top of that, Texas imposes zero individual income tax, as well as much

lower housing and energy costs than does the Golden State. Schwab did the math — after all, it's a financial services company — and found the numbers added up to pack its bags and head east.

In an industry that is becoming increasingly more competitive and where margins are being reduced constantly, moves like this make sense for a variety of reasons. The company can enjoy bigger profits, lower its prices to consumers, and let its employees experience a higher standard of living because they'll each be pocketing more take-home pay.

Moreover, Schwab is far from alone in seeking greener pastures in the Lone Star State. Spectrum Location Solutions, a business consulting firm, recently published a report showing that 660

Toyota North America HQ
in Plano, Texas.
Photos courtesy of Toyota

California firms have moved out of the state since 2017. That number includes 10 companies that chose to leave San Francisco.

Not all of these firms left for Texas, but many of them did. In 2014, Toyota announced it was relocating its North American headquarters from Torrance, California, to Plano just north of Dallas. Today, that campus sprawls across the North Texas landscape like a beacon calling other corporations to join it.



Lower costs, lower taxes, fewer regulations, government support for expansion projects, excellent transportation access, and access to Latin America attract HQs to Texas.

PGA Swings for Frisco

Many are doing just that. PGA of America announced last year that it was leaving its longtime home of Palm Beach Gardens in Southeast Florida for a new permanent home in Frisco, a Dallas suburb that's adjacent to Plano. The new PGA complex in Frisco will employ 100 workers and be part of a half-billion-dollar mixed-use development that will include championship golf courses, hotels, meeting space and other venues. Along with it will come a future PGA

Championship, a Women's PGA Championship and a Ryder Cup.

Beverage giant Keurig-Dr. Pepper also liked what it found in Frisco, announcing that it too would set up shop in this North Dallas suburb. WatchGuard, now part of the Motorola empire, recently established a new headquarters in nearby Allen. And the list goes on.

From Houston to Dallas and every place in between, corporate headquarters operations are rising at a breakneck pace. The question is why? The reasons boil down to a few simple things: lower costs, more reasonable taxes, a more reasonable regulatory environment, government support for expansion projects that bring good-paying jobs, excellent transportation access through multiple international airports, and access to booming markets in the rest of the country and Latin America.

Over the last 5 years, Texas has reaped sizable headquarters expansions from the likes of Apple, Ryan LLC, Austin Energy Corp., Humanetics, American Airlines and Perfect Game Inc., just to name a few.

How Labor Acts Like a Magnet

They come because they find in Texas exactly what they're seeking: a hardworking labor force that enjoys a superior quality of life and a safe place to raise a family. That's a big reason why Dallas-Fort Worth led the nation in job creation in 2019, and why it's led the nation 4 of the last 6 years.

In the Milken Institute's ranking of the Best Performing Cities for 2020, Austin-Round Rock ranked No. 2 and Dallas-Plano-Irving ranked No. 9. And in WalletHub's 2020 ranking of the Hardest-Working Cities in America, Irving placed No. 5, Corpus Christi ranked No. 7, Austin checked in at No. 9, and Plano came in at No. 10. Dallas, Fort Worth and Houston also placed in the top 25.

These rankings are being achieved because people are voting with their feet. Increasingly, Americans are choosing to move to where they want to live based upon where they think the best opportunities can be found for themselves and their families. By relocating to Texas, these knowledge workers are pulling the top-performing companies with them.

It's a simple math equation. Just ask Charles Schwab.★



Fueling America & the World

Oil and gas sector in Texas propels the U.S. economy *forward*.

by RON STARNER

Texas did not receive the title of “The Capital of Energy Independence” by accident. The Lone Star State earned it the old-fashioned way: through grit, determination and hard work.

Without an oil derrick named Spindletop in Beaumont, Texas, where a gusher rising into the air made headlines worldwide in 1901, Texas would not be the oil and gas leader that it is today. As of 2020, Texas leads the nation in petroleum refining and chemical products production and is a global leader in the closely allied petrochemical industry.

The world’s No. 2 Fortune 500 company, ExxonMobil, is headquartered in Irving near Dallas, while Houston is widely regarded as the “Energy Capital of the World.” Altogether, Texas is

home to more than 50 energy-related companies on the Fortune 1000 list, and more than 3,700 energy-related establishments are located within the Greater Houston metro area.

Just how impactful is the Texas oil industry? As of January 2019, the 29 petroleum refineries in Texas had a combined capacity to produce more than 5.7 million barrels of crude oil per day. Collectively, that’s 31% of total U.S. refining capacity. Texas also accounted for about 24% of U.S. marketed natural gas production in 2017, making Texas the leading producer of natural gas among all U.S. states. In other words, shut down Texas and you shut down America.

But it’s not just about sending crude to the rest of the country and abroad. It’s also about providing livelihoods

to families. With more than 100,000 workers employed, Texas is home to the largest petrochemical cluster in the world; and the average annual wage in the refining and chemical manufacturing industry in Texas is \$95,000.

These employees work at some of the largest and most expensive plants in the world. The ExxonMobil refinery in Baytown near Houston is the second largest oil refinery in the country. It has a capacity to produce 584,000 barrels per day. Other major Texas petroleum refining employers on the Fortune 500 list include Phillips66 (No. 4), Valero Energy (No. 13), Tesoro (No. 77), HollyFrontier (No. 150) and Western Refining (No. 204).

Capital Investments Abound

Not surprisingly, many of these firms are engaged in vast, long-term expansion projects. Two of the biggest projects in the nation last year were announced by ExxonMobil in Baytown (\$2 billion) and Elemental Processing in Houston (4,000 jobs).

now employs more than 1,000 workers and contributes a direct economic impact of more than \$600 million in the community each year.

From Ivory Tower to the Rig

Other advantages that give Texas a leg up on its competition in the oil and gas sector include the many colleges and universities that offer specialized curriculum and training programs. Many leaders in the petrochemical industry have been educated at the University of Texas at Austin, home of the Cockrell School of Engineering. U.S. News & World Reports ranks the UT Department of Petroleum Engineering graduate program No. 1 in the nation, while the UT undergraduate program is ranked No. 2.

All around Texas, research is taking place to strengthen Texas' leadership position. At Rice University in Houston, researchers at the school's Department of Biochemistry and Cell Biology are leading the search for new zeolites — microporous minerals that are used to



**T E X A S I S H O M E T O M O R E T H A N 5 0 E N E R G Y - R E L A T E D
C O M P A N I E S I N T H E F O R T U N E 1 0 0 0 .**

Other significant expansions announced in Texas last year included Marathon Petroleum Company (\$460 million in Freeport), Celanese Corp. (\$425 million in Houston), and the Chemours Company (\$300 million in Corpus Christi).

Without all the chemicals being produced in Texas, America would basically stop operating as a country. Texas-based chemical manufacturers produce and process more than 50% of the total U.S. chemical production, and about 50% of the nation's petrochemical production.

The Texas Enterprise Fund has made a lot of these capital investments possible. Texas awarded a \$5 million TEF grant to CITGO Petroleum that enabled the company to relocate its corporate headquarters to Houston and enhance its Corpus Christi refinery. That operation

crack petroleum into gasoline, diesel and other products.

At Rice University's George R. Brown School of Energy, nanotechnology researchers aim to increase the efficiency and environmental friendliness of gasoline manufacturing, as well as produce higher-octane fuel by making better catalysts to use in the hydrocarbon refining process.

At the Mary Kay O'Connor Process Safety Center, part of the Chemical Engineering Department at Texas A&M University, researchers are developing safer processes, equipment, procedures and management strategies to minimize losses in the processing sector.

At the Center for Petroleum Security Research at the University of Texas at Tyler, work is being done to decrease the vulnerability of the petroleum industry in the U.S. Midwest to cyber-attacks. ★



Harnessing the Forces of Nature

by RON STARNER

Texas, already No. 1 in wind energy, is ascending to No. 2 in solar power.

The oil and gas production capital of America is also the nation's leading producer of wind energy. According to the American Wind Energy Association, Texas leads all states with 28,843 megawatts of installed wind capacity.

That wind power in Texas comes from a total of 157 installed wind projects fielding 14,874 wind turbines statewide. In addition, another 6,211 MW of wind capacity is under construction.

In 2018, the latest year for which AWEA provides data, wind generation accounted for 15.9% of in-state energy production in Texas. That is enough energy to power 7,283,900 homes.

In terms of employment, the numbers are equally impressive. Direct wind industry employment in Texas in 2018 was responsible for 26,000 jobs. There are 46 wind-related manufacturing plants in Texas, and the cumulative wind project investment to date statewide is \$46.5 billion.

Wind projects annually pay \$237 million in state and local taxes, along with \$70 million in annual land lease payments.

The environmental benefits are substantial too. Using wind power saves approximately 26 billion gallons of water per year that otherwise would be used to produce electricity. Annual carbon dioxide emissions avoided, meanwhile, total 54 million metric tons — the equivalent of taking 11.5 million cars off the road.

Wind, however, is not the only source of renewable energy in the Lone Star State. A giant solar farm opened in the middle of Texas shale country in April. The Oberon photovoltaic project is expected to generate

Base Photo: Getty Images / Final image by Bob Gravlee

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139,000
miles of transmission
and distribution lines



\$11.9 capital
commitment
BILLION over 5 years



10 MILLION +
Texans depend on Oncor



21,700 MW+
of installed wind capacity in ERCOT region

100
YEARS
of Texas
history and
counting

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THINK BIG.
THINK TEXAS.

150 MW of power when it connects with the grid south of Notrees, a small town in the heart of the Permian Basin; and this project is not alone. Across Texas, a boom in solar array construction is underway.

The Sun Shines Brightly on Texas

Due to its location and climate, Texas has the potential to generate 22,787 TWh/year, more than any other state in the U.S., from 7.743 TW of concentrated solar plants. Furthermore, Texas could generate an additional 131.2 TWh/year from 97.8 GW of rooftop PV panels — or roughly 34.6% of all electricity consumed by

the state in 2013.

The Solar Energy Industries Association published a report last summer that showed Texas climbed one spot to No. 6 among U.S. states in total solar power production. SEIA also projected that Texas would rise to No. 2, behind only California, as more solar farms are erected in West Texas near established wind farms.

“The reason for that is that solar’s energy production and wind’s energy production mostly occur at different times a day,” Sean Gallagher, SEIA’s vice president of state affairs, told NPR. “So, you can build solar and wind in close proximity to one another and they can share those

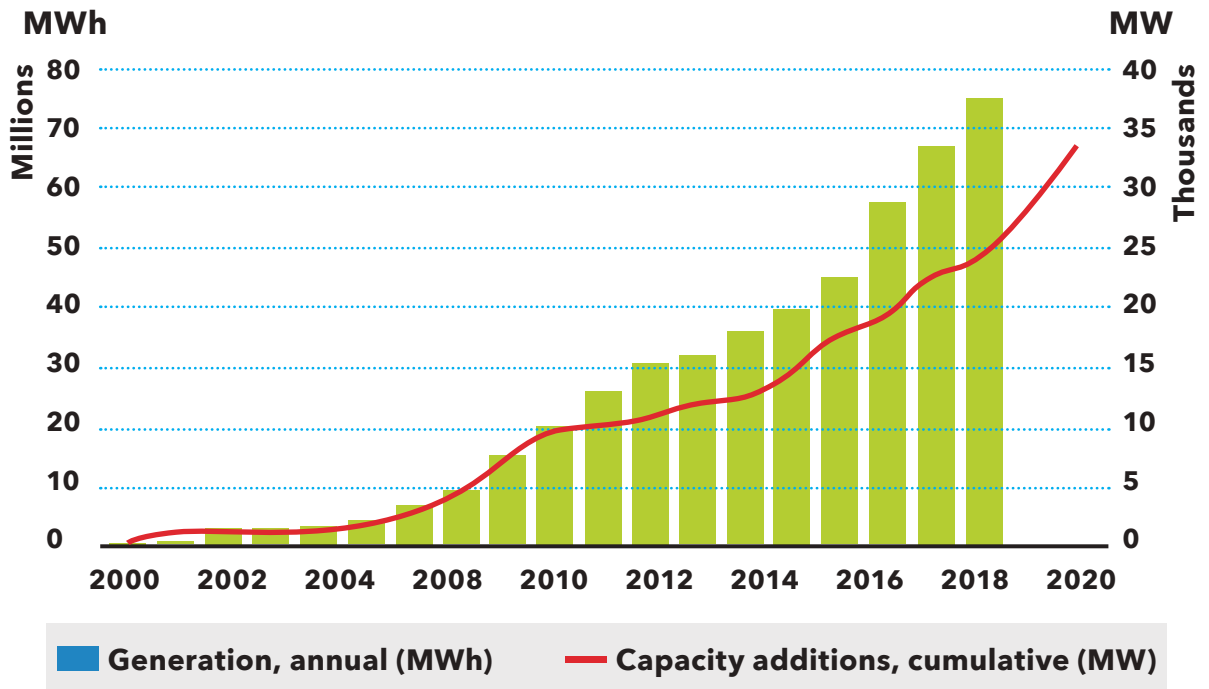
transmission lines.”

The projects keep coming too. Lightsource BP recently secured \$250 million in financing for a 260 MW solar project in Lamar County. The renewable energy generated by this array will be traded under a long-term deal with BP.

Construction at the site has already begun under the direction of Swinerton Renewable Energy. The new array is projected to come online by the end of 2020. About 300 jobs are expected to be created during construction and later phases.

Upon completion, this array will produce enough renewable energy to power more than 34,000 homes in

Texas Wind Power, electricity production (MWh) and new capacity additions (MW)



Source: ABB Ability Velocity Suite

Texas while offsetting nearly 270,000 metric tons of carbon dioxide emissions per year.

Forecast: Windy Days Ahead

Wind projects continue apace in Texas as well. According to AWEA, some 6 gigawatts of new wind energy is under construction in the Lone Star State currently. Many of these projects already have contracts in place to sell their power to large energy users such as Facebook, McDonald's and ExxonMobil.

According to ABB Velocity Suite, there are 2,035 MW of wind projects currently permitted for construction in Texas, with another 8,493 MW pending and another 1,158 MW proposed. All of these

planned projects have 2020 starting dates.

ABB also reports that Texas wind farms that began operations in 2019 included:

- Xcel Energy's Hale County Wind (478 MW), Hale County
- Enel SpA's High Lonesome Wind Farm (450 MW), Crockett County
- Innergex Renewable Energy's Foard City Wind (350 MW), Foard County
- Invenergy LLC's Santa Rita Wind East (302 MW), Irion County
- NextEra Energy's Torrecillas Wind Farm (301 MW), Duval County

- Quinbrook Infrastructure Partner's Ranchero Wind (300 MW), Crockett County
- Sammons Enterprise's Cabezon Wind (238 MW), Starr County
- NRG Energy's Patriot Wind Farm (226 MW), Nueces County
- ENGIE SA's Wilson Ranch Farm (201 MW), Schleicher County
- Duke Energy's Mesteño Windpower Project (201 MW), Starr County
- The rest online in 2019 (607 MW)
- Total online in 2019 (3,895 MW)



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Texas Passes Other States in *The Big Auto*



Photo: Getty Images

Led by GM and Toyota, Texas shifts into high gear in car and truck making.

by RON STARNER

Race



About \$1.5 billion in capital investment has poured into automotive manufacturing in Texas over the last three years, ranging from AW Texas/Aisin AW Company's \$400 million new plant near San Antonio to Texas Speed & Performance's \$11.5 million expansion near Austin.

Since 2014, Texas has experienced a 17% increase in automotive manufacturing, a jump driven at least in part by rising international

demand. From 2009 to 2016, Texas automotive exports doubled from \$9.2 billion to \$18.5 billion.

What's driving this wave? For most firms in the auto sector, it's the welcoming business environment of Texas.

A right-to-work state, low taxes and a competitive workforce enabled the surge. So did a central U.S. location, proximity to Mexico, low production costs and competitive incentives.

As a result of this growth, Texas now ranks seventh in total automotive manufacturing employment in the U.S. Texas is home to 1,752 automotive plants, operated by everyone from Toyota and Caterpillar to Continental Tire and Tenneco.

Major automotive employment hubs in Texas include Dallas-Fort Worth, Tyler, Austin, Houston, San Antonio, El Paso and Brownsville, but other smaller cities also get in on the act. East Penn Manufacturing Co. announced a \$106 million expansion in Temple in late 2018. Cardone Industries Inc. announced a \$50 million new plant in Harlingen in early 2018. Places like Grand Prairie, McKinney and Garland also secured notable projects.

Toyota Motor Corp. announced two expansions

at its giant truck plant in San Antonio — one of \$391 million and a second one of \$17 million. Toyota is Texas' second largest automotive employer, with 2,753 workers. General Motors tops the list with 4,125. Peterbilt Motors is third with 2,000 workers in Texas, while Toshiba International Corp. is fourth with 1,700. Caterpillar, at fifth, employs 1,100. GM produces SUVs at its plant in Arlington, while Toyota produces full-sized pickups at its plant in San Antonio.

Sharing the longest border with Mexico of any U.S. state, Texas has become a critical part of the realigned North American "Auto Alley" that runs north from Mexico through a number of Southern U.S. states and on through the Midwest.

For exporters, the state excels on multiple levels. Texas is home to 16 seaports, 26 commercial airports and a grand total of 380 airports. The Lone Star State also boasts the nation's largest network of freight rail and public roads.

Texas likely will be in line to land future large-scale automotive plant investments. Reportedly, Texas is in the running to land Elon Musk's Tesla Cybertruck Gigafactory, although Joplin, Missouri has dangled \$1 billion as a carrot. ★



Photo courtesy of Raytheon Technologies

Keeping the Friendly Skies Safe & Secure

In the sphere of aerospace, aviation and defense, Texas enters rarified air.

by RON STARNER

Ever wonder who keeps America's airplanes in the sky while also keeping those skies free? Increasingly, those jobs are being performed by Texans.

With 130,000 aerospace workers employed at some 1,300 establishments, Texas ranks among the national leaders in total aerospace employment. In fact, the Dallas-Fort Worth metroplex ranks third in the country with 76,124 jobs, while Houston ranks 10th with 26,313.

A recent report by PricewaterhouseCoopers named Texas the No. 2 location in the country for "aerospace

manufacturing attractiveness.” Only Washington scored higher.

Zippia.com recently ranked Texas the sixth best state for aerospace engineers. According to Zippia.com, Texas has 1,365 aerospace engineer jobs that pay an average annual salary of \$102,099. The lowest 10% earn \$63,000, while the highest 10% earn \$165,000.

Texas is also home to 15 active military bases with more than 170,000 military personnel. NASA’s Lyndon B. Johnson Space Center in Houston is the hub for the world’s operations in outer space. And then there are the airports. From Dallas Fort Worth International to San Antonio International, Texas boasts six of the 50 busiest airports in the nation, as measured by passengers boarded. Texas also is home to two major international industrial airports: Port San Antonio at the former Kelly Air Force Base and Fort Worth Alliance Airport. Statewide, Texas has 26 commercial airports serving 22 cities and their surrounding regions.

In addition, one of the world’s largest helicopter repair facilities is located in Corpus Christi, while the cities of Waco, Amarillo, El Paso, Wichita Falls, McAllen and Harlingen all support manufacturing plants for various Fortune 500 aerospace companies.

None of these jobs could be filled without a superior education system. In Texas, programs at multiple levels provide that. For example, the Texas State Technical College in Waco uses its own airport to teach a full range of FAA-approved programs, ranging from aviation maintenance to pilot training. The University of Texas at Austin, UT Arlington,

Texas A&M and Rice University all have departments dedicated to mechanical and aerospace engineering. St. Philip’s College in San Antonio is a leader in partnering with business and has developed its programs with Lockheed Martin, Boeing, Chromalloy, ST Aerospace, Cessna Citation, M-7, Standard Aero, Gore Design and the U.S. Air Force.

Among the many companies that operate aerospace manufacturing plants in Texas are Boeing, Lockheed Martin, L-3 and Bell Helicopter. Southwest Airlines and American Airlines maintain their

The cities of **Waco, Amarillo, El Paso, Wichita Falls, McAllen and Harlingen** all support manufacturing plants for various Fortune 500 aerospace companies.

corporate headquarters operations in the DFW Metroplex, and a total of 14 aerospace firms fulfill their defense contracts in Texas.

In 2019, Texas landed major expansion investments in aerospace from Boeing, Raytheon and Flightsafety International Inc. Boeing invested more than \$101 million into its operations in Irving and \$24 million in San Antonio; Raytheon announced \$75 million in projects in McKinney and Dallas; and Flightsafety International invested \$16 million in Houston. ★



High-Tech Manufacturing

Reaches for the Lone Star State

IMAGE: GETTY IMAGES

by SAVANNAH KING

Texas has long been a manufacturing powerhouse with major companies like Texas Instruments, Samsung, GM, Toyota, Peterbilt, Raytheon and many more calling the state home.

From the state's central location, infrastructure, low taxes and high-quality workforce, high-tech manufacturing companies are choosing to establish operations in the Lone Star State.

That's why after a competitive site selection process, AST & Science selected Midland, Texas, as the location for its new high-volume North American satellite manufacturing plant and corporate headquarters.

The space technology company's new 85,000-sq.-ft. facility is located within the Space Port Business Park at the Midland International Air and Space Port, the first commercial airport to

obtain a Space Port License from the Federal Aviation Administration.

The new plant will be one of the largest "NewSpace" manufacturing facilities in the United States and will create more than 160 space manufacturing jobs in Midland, according to AST & Science chairman and CEO Abel Avellan. He said the company expects to invest over \$30 million in the facility over the next several years to achieve annual production capacity of 100,000 space modules, called Microns.

"Our revolutionary technology will change the way satellites are manufactured, launched and used in space and on Earth. From Midland, we will scale up quickly to produce high quantities of low-cost, ultra-powerful LEO satellite platforms," said Avellan. "This will open up an astonishing range of commercial

and defense applications not previously possible with traditional satellite manufacturing techniques."

The new AST & Science plant will design, build, integrate, manage and launch satellite platforms into low Earth orbits (LEO) in a fully integrated aeronautical and space operation. Avellan noted that the collocation of the high-volume manufacturing and direct airside access for the horizontal launch capability, using carrier aircraft at the Midland Space Port, will be an important element in the company's planned rapid LEO satellite deployments.

"We're thrilled to announce this partnership with AST & Science," said Brent Hilliard, chairman of MDC. "Midland gets 160 jobs in a diversified, high-tech industry and can offer AST & Science a location with access to an airport and licensed space port. The MDC provided a scalable

manufacturing location that was a key factor in bringing this new industry to Midland. It's a symbiotic collaboration that makes perfect sense."

Rolling On

In February, technology company Continental announced plans to develop a new 215,000-sq.-ft. manufacturing facility where it will produce products for advanced driver assistance systems (ADAS) in New Braunfels, Texas. The investment totals about \$110

with zero fatalities, injuries and crashes."

The demand for safety functions in vehicles has grown significantly in the last decade. This new facility will allow Continental to expand its R&D and manufacturing capabilities to meet the growing demands of customers, while continuing to drive innovation and development of automotive safety technology, helping to support the company's goal of Vision Zero.

"We are looking forward

“From Midland, we will scale up quickly to produce high quantities of low-cost, ultra-powerful LEO satellite platforms.”

– Abel Avellan, AST & Science chairman and CEO

million. Once completed and operational in 2021, the company will retain approximately 450 jobs in the state of Texas and add more than 130 new positions to the city. The new manufacturing facility will be located at a greenfield site 15 miles from Seguin, Texas, where Continental's Powertrain Division, now operating under the new name Vitesco Technologies, has a 320,000-sq.-ft. manufacturing facility and employs more than 1,500 people.

"ADAS technologies are becoming more widely adopted and help drivers become more comfortable and efficient behind the wheel," said Samir Salman, CEO, Continental North America. "We appreciate the strong support we have received from the state, county and city of New Braunfels. Having a facility specifically dedicated to the development and production of these technologies is a major step in helping us achieve our vision of a world

to having a state-of-the-art facility for the production of our high-tech products," said Amit Kapoor, head of Continental's Advanced Driver Assistance Systems business unit, Continental North America. "We appreciate the strong partnerships with the city of New Braunfels, Comal County, New Braunfels Utilities and the New Braunfels Economic Development Committee. With this new location we will further strengthen and advance our leading position in the development of assisted and automated driving."

Continental has a successful and longstanding history in the state of Texas. In the city of Seguin, Continental operates a state-of-the-art manufacturing facility, producing mainly Powertrain components. Thanks to the support of the community and continued partnerships in Seguin, the facility continues to be one of the company's larger manufacturing locations. ★

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Photo: Getty Images

San Antonio's port is home to many cybersecurity companies and growing.

by SAVANNAH KING

When 22 Texas cities were hit with a coordinated ransomware attack in August 2019, the need for improved cybersecurity measures became even more critical. Fortunately, local and state officials were able to turn to the cybersecurity experts in their own backyard.

Indeed, the second largest concentration of cybersecurity jobs is found in San Antonio. The city is home to more than 40 cybersecurity headquarters, National Security Agency Texas, 6 National Security Agency Centers of Excellence and the No. 1 cybersecurity higher education program. San Antonio is an ideal place to locate with 10 higher

education cyber programs that produce over 1,000 graduates annually.

The Port of San Antonio is the hub of cybersecurity operations with more than 1,000 industry professionals based on the port's campus. Much of the port's cybersecurity operations take place at the national headquarters for the Air Forces Cyber, also known as the Cyber Command.

Several companies have established a base of operations at the port.

- **CACI International** recently held a grand opening ceremony at the Port's Project Tech facility which opened last year in order to serve cybersecurity and IT firms.

The company acquired Project Tech tenant LGS Innovations earlier this year.

- **IPSecure**, one of the city's pioneers in cybersecurity has expanded its presence at the port a third time with the addition of 4,800 sq. ft. of classroom, conference and meeting space. The company plans to use the new space to provide training services to private and defense-sector IT professionals.
- **CNF Technologies** expanded its presence at the port for a second time in January 2019. The company has been recognized as one of the city's largest software developers and fastest cybersecurity providers.

"Everybody that has a computer on their desk has to worry about an adversary exploiting vulnerabilities," explains CNF Technologies Principal Fred Ramirez. "We have a spectrum of services that we provide, such as reverse engineering, certification accreditation and penetration testing. And our personnel are also co-located with our clients as they monitor the military's largest networks."

Experts in Cyber

The University of Texas at San Antonio's cybersecurity programs have been ranked the No. 1 in the country and has been named a Center of Academic Excellence in Information Assurance/Cyber Defense Education by the National Security Agency and the Department of Homeland Security. Employers like Raytheon, USAA, Ford, the Air Force and many others often recruit UTSA cybersecurity students.

In April, the University opened the UTSA Cyber Range to offer businesses, government, military and individuals the opportunity to hone their cybersecurity skills in a hyper-realistic environment. The UTSA Cyber Range, utilizes Cyberbit technology, the most widely-

deployed cybersecurity training and simulation platform and was created in partnership with Cyber Range Solutions Inc. UTSA's fully-customizable and automated facility can also serve as a testbed for companies to assess their current security tools and architecture in a safe and controlled environment.

"For businesses the UTSA Cyber Range can become part of their on-boarding process," said Mallen. "We can simulate any network environment and tools. They can send employees to test their skills and to receive training in a safe environment. Now, employees do not need to experience their first attack scenario on the job."

The UTSA Cyber Range is offering online training programs including ransomware attack simulation, SQL injection scenarios, cybersecurity for beginners and SCADA security training among others.

In February, Texas A&M Engineering Experiment Station was awarded a \$1 million grant from The Texas A&M University System Chancellor's Research Initiative to advance cyber research through a newly established Cyber Engineering Technology/cybersecurity Research Center.

Some of the major research areas to be investigated at the center include security and privacy in the internet of things and cloud computing, secure vehicle-to-vehicle communications and cyber-physical systems. The grant will also be used to enhance research collaborations with local and regional research institutions.

"This grant takes A&M-San Antonio to the next level of research," said Dr. Cynthia Teniente-Matson, president of A&M-San Antonio. "We anticipate the A&M University System will see a great return on its investment in cybersecurity here in San Antonio, as well as contribute to advancing research related to the advancing science of the effectiveness for the internet of things." ★



Texas Medical Center Expands With Biomedical Research Hub

by SAVANNAH KING

The Texas Medical Center (TMC) is the largest medical city in the world and it's growing by leaps and bounds. Founded in Houston more than 90 years ago, the TMC is home to the world's largest children's hospital — the Texas Children's Hospital — and the world's largest cancer hospital — MD Anderson Cancer Center.

One of the newest developments taking place within TMC aims to establish the center as the world's leader in human health and life sciences. TMC³ is a collaborative effort between The University of Texas M.D. Anderson Cancer Center, Texas A&M University Health Science Center and The University of Texas Health Science Center at Houston to develop the state-of-the-art research campus.

TMC³ will be a biomedical research hub situated on a 36-acre campus. The campus will bring some of the world's best researchers together with the private sector. The TMC³ also represents a significant opportunity to diversify Houston's economy. According to a 2017 economic impact study by Silverlode Consulting, the project will generate a \$5.2 billion stimulus to the state's economy and create 26,000 new jobs.

Texas A&M University is building a half-billion-dollar health sciences complex at the Texas Medical Center. The university's presence in the TMC³ will augment its current renovation of the Texas A&M Engineering Medicine (EnMED) building with two new towers that will include student housing units, medical offices and retail.

“Part of everything that we do has to do with TMC³,” Texas A&M University System Chancellor John Sharp said following a news conference Feb. 20, 2020. “We think TMC³ is going to be viewed in 20 or 30 years as, oh my gosh — How smart were these people to start this project? — just as the founders of the medical center are viewed today. It is going to be the place that innovation happens and the world changes as far as medical care. These facilities are going to be part of that.”

TMC President and CEO Bill McKeon said the project is perfectly timed for the needs of the medical city and for A&M’s “central role” in the TMC³ campus slated to break ground this year.

“This is the most active the entire campus has been on development This is our 75th year,” he said. “What a great time to serve as the cornerstone ... along with the TMC³ project for the next 75 years. Everyone keeps on thinking: Is this enough? There’s not enough. There’s not enough parking. There’s not enough residential.”

The \$546 million complex includes \$145 million toward the purchase and renovation of the 18-story EnMed building as well as \$401 million in private-sector funding to build two new towers adjacent to the EnMed structure.

EnMed students — who are physician-engineers known as “physicianeers” — earn master’s degrees in engineering with their medical doctorates. Texas A&M brought that credential combination to the TMC³ with the inaugural class of two dozen students last year. The EnMed building is expected to be completed this year.

“It is going to be the place that innovation happens and the world changes as far as medical care. These facilities are going to be part of that.”

— John Sharp, Texas A&M University System Chancellor

A new 19-story tower scheduled for completion in June 2022 will encompass 572 units of student housing with 704 beds and a parking garage with 3,444 spaces. Texas A&M College of Medicine students and Prairie View A&M University College of Nursing students will have priority for housing, but students from other institutions can apply for open units.

A new 30-story integrated medical plaza will include a 13-story parking garage, 72,000 sq. ft. of retail space and 8,700 sq. ft. of green space. The towering medical office building is expected to be completed in June 2023. ★

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The world's largest bitcoin mining facility is under construction in Rockdale, Texas.

by SAVANNAH KING

Leave it to a small Texas town to attract the largest bitcoin mining facility in the world. In November 2019, Whinstone US, Inc. announced its plans to build the world's largest bitcoin mining facility in Rockdale, a city of 6,000 approximately 40 miles west of

College Station. Earlier this year, German company Northern Bitcoin AG and Whinstone merged and are now operating as Northern Data AG.

The company has leased a 100-acre greenfield site located at the former industrial complex of Alcoa Corporation. Since 2014, the Whinstone Group has a successful

track record in the blockchain industry, which includes building and running mining facilities in the Netherlands, Sweden and Louisiana.

“Building the world’s largest Bitcoin Mining facility in Texas is a big step for our fast-growing company and a great success for the blockchain industry in the United States,” explains Lyle Theriot, COO, and Co-Founder of Whinstone US. “The conditions are excellent, and our customers’ demand is overwhelming. We see our new facility as a game-changer in the industry and are excited to expand on U.S. soil.”

The company is expected to make an initial capital investment of \$100 million to construct the data center. Another \$50 million investment is expected for the installation of computer shelving, electrical equipment, security servers, and other equipment to manage and maintain a data center in the first year. As utility infrastructure comes online, subsequent buildings will be added to the corporate campus. Initial customers include two publicly traded companies using a significant share of the capacity to perform Bitcoin mining on the site.

The Rockdale Municipal Development District (MDD), Milam County Industrial Development Corporation, and Milam County Commissioners Court are currently processing an economic development incentive package. The incentive package includes an Ad Valorem Tax Abatement that is anticipated to be phased in over multiple years.

“The 200 new jobs, in addition to an estimated 51 spin-off

jobs, are significant for the District,” said Dr. John Weed III, president of the Rockdale MDD. “Moreover, being the home of the world’s largest data center will significantly increase Rockdale’s exposure to the technology industry. Projects such as these typically cluster together, and others will likely follow. The geographic location of Rockdale, nearly equal distance from Dallas-Fort Worth, Houston, and San Antonio is known as a strategic advantage for businesses that are located and thriving here.”

Encore Expansion

Compass Datacenters has chosen its second data center location in the Dallas area. In January, the company announced it had purchased 225 acres in Red Oak, Texas, just south of downtown Dallas. The Red Oak Campus is already under construction. The first data center, a six-megawatt facility, is scheduled to open in 2020. The campus is supported by multiple carriers with access to diverse fiber routes and a dedicated high-voltage power substation.

“The Dallas area continues to be one of the most dynamic data center markets in the country. Our Red Oak campus supports customers’ current needs while providing clear line of sight to dedicated growth in the future. Red Oak is the latest step in our effort to expand in key markets across the United States and Canada,” said Chris Crosby, CEO of Compass Datacenters. “This Red Oak campus will bolster our ability to deliver data centers to our customers exactly where and when they need them.” ★

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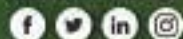
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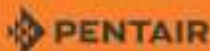
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It's as Easy as Pie



Food and beverage makers continue to invest in Texas.

by SAVANNAH KING

Texas has a big appetite for food and beverage producers and has been steadily attracting investments across the state.

With its world-class business environment, low taxes and a high-quality workforce, moving to or expanding in Texas is an easy decision. The Lone Star State's geographic position between the East and West Coasts also allows companies to move their goods to market faster, easier and more affordably.

Canadian bakery and maker of Stonefire Brand foods, FGF

Brands, is investing more than \$129 million to establish its U.S. headquarters in San Antonio. In 2018, the company acquired Hill Country Bakery (now FGF Texas) and plans to expand its manufacturing plant on a 100-acre site in the city's West Side. The company expects to add 600 jobs to its workforce of 328.

In early 2020, snack food maker, Frito Lay, announced plans to invest \$138 million into its Rosenberg location. The company has had a presence in the region for 35 years and employs 575 people. The expansion will allow for

increased production and warehousing at the facility where it produces Lay's potato chips, Tostitos, Doritos, Cheetos, Baked Cheetos, Fritos and Tostitos Scoops. Construction will wrap up by the end of 2021. The expansion will increase the existing 470,000-sq.-ft. facility by 120,000 sq. ft.

Cuisine Solutions, a specialty frozen food manufacturer for customers in restaurants, airlines, hotels, retail and foodservice business, selected Brooks in San Antonio as the location for its newest facility. The

Photo: Getty Images

company's estimated \$120 million investment will also be its fourth and largest facility in the U.S. and the world's largest sous-vide plant. The new plant will add more than 500 jobs to the south side of the city over four years, following initial operations.

"The addition of Cuisine Solutions contributes to our strategic goal of supporting the employment needs of our surrounding community," said Leo Gomez, Brooks President & CEO. "Our great partners at the San Antonio Economic Development Foundation played a vital role in helping to make this addition a reality for us, and we could not be more excited to bring these living wage jobs with industry-best benefits to the south side."

The 290,000-sq.-ft. state-of-the-art facility will be located on approximately 23.7 acres of land on Aviation Landing across from the currently under construction light industrial facility.

"Brooks is the ideal location for us to establish our presence west of the Mississippi River," said Stanislas Vilgrain, Cuisine Solutions Chairman & CEO. "San Antonio has an industrious and enthusiastic workforce that we'll tap into to help support our growth and meet the increasing demand for our restaurant-quality products."

Bottled Up

Niagara Bottling also recently expanded its operation in Seguin, Texas. In the spring of 2016, Niagara Bottling began operations at their 557,000-sq.-ft. facility located on approximately 30 acres of land. Currently, the facility runs three production lines, employs over 115 workers.

"Niagara Bottling is very

excited to expand our manufacturing operations in Seguin, Texas," said Brian Hess, executive vice president of Niagara Bottling. "We selected Guadalupe County in 2015 because of an attractive combination of factors including location, infrastructure and workforce. These same factors, coupled with the partnership and genuine support we've experienced from the community, have given us the confidence to continue growing there. We are excited to add an additional 30 team members in Seguin. We look forward to maintaining leadership in the areas of innovation, supply chain efficiencies and overall environmental stewardship."

Though not a production facility, Keurig Dr Pepper announced in February 2019 it will move its Texas headquarters from Plano to a new, 350,000-sq.-ft. build-to-suit, leased facility at The Star in Frisco, Texas. The new location will be ready in 2021 and serve as one of the company's two headquarters, with the other located in Burlington, Massachusetts. The Star is the 91-acre campus of the Dallas Cowboys World Headquarters and training facility.

"We are excited to upgrade our Texas co-headquarters location to support the needs of our vibrant business, including enhanced technology capabilities and space to increase collaboration," said Bob Gamgort, Chairman and CEO of Keurig Dr Pepper. "The new location at The Star in Frisco will provide a state-of-the-art work environment and exciting amenities that will energize our employees and enable us to attract top talent in the area." ★

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Gulfstream Aerospace to Open Service Center at

AllianceTexas

Photo courtesy of Gulfstream



Gulfstream Aerospace Corp. plans to expand its operations in the Dallas-Fort Worth metropolitan area with the construction of a service center at Fort Worth Alliance Airport. The facility, which will complement Gulfstream's presence at Dallas Love Field, is expected to open by the fall of 2021 and will create approximately 50 new jobs.

To help meet the needs of its growing customer fleet, Gulfstream will invest more than \$35 million to build a nearly 160,000-sq.-ft. maintenance, repair and overhaul facility at Alliance. The building will include hangar space, back shops and employee and customer offices. Groundbreaking is scheduled for the third quarter of 2020.

Approximately 150 to 200 of Gulfstream's 230 Customer Support employees at Love Field are expected to relocate to Alliance, about 35 miles away, while about 30 to 80 employees will remain at Love Field to continue to provide on-site and transient operators with maintenance and service. Gulfstream's mid-cabin aircraft completions business in Dallas, which includes about 350 employees and five hangars, will remain at Love Field.

Aviation School Sweetens the Pot

"Alliance Airport is a great location," said Derek Zimmerman, president, Gulfstream Customer Support. "It is an established airport for business aviation operators, has an outstanding infrastructure and is appropriately sized for our operations. It is also the home of a growing aviation school, which will help us continue to develop both new and

existing employees. The additional maintenance capacity we can provide at Alliance, the state-of-the-art facility and substantial job creation are great news for our customers, our employees and the community."

"We warmly welcome Gulfstream to the AllianceTexas aviation and aerospace community," said Mike Berry, president of Hillwood, developer of AllianceTexas. "As one of the world's most respected aerospace companies, Gulfstream becomes part of Fort Worth's storied history of aviation and aerospace innovation. Their expansion here will allow them to leverage specialized area aviation training programs and provide them with access to a sizable talented workforce in a unique environment that fosters further growth. We look forward to a long relationship and sharing in their continued success."

Gulfstream opened maintenance facilities in 2019 in Appleton, Wisconsin; Savannah; and Van Nuys, California; and will open two more this year in Palm Beach, Florida; and Farnborough, England. The company's in-service fleet is more than 2,900 aircraft worldwide. More than 50 Gulfstream aircraft are based in the Dallas-Fort Worth area.

Alliance, the site of major Amazon and FedEx shipping operations, was considered the country's first industrial airport when it opened in 1989. More than 300 flights a day come in and out of the airport, including business jets, military, cargo and general aviation traffic. Alliance Airport is part of AllianceTexas, a 26,000-acre development in northeast Fort Worth and home to more than 500 companies. ★



by ADAM BRUNS

With Amazon Air Hub, Mobility Zone and Urban Mixed-Use, AllianceTexas is Ready for an All-Inclusive Future

When Amazon in December 2018 announced it planned to open a regional air hub at Fort Worth Alliance Airport, it marked a watershed moment for an Amazon Air operation that was only two years old at the time, with 40 aircraft, 20 gateway airport partners and plans to open other hubs. Alliance was the first — and not for the first time in its 31-year history.

Mike Berry has been there for all of those years. The president of Hillwood, a Perot Company, first joined the staff in 1988, the year ground was first broken for Alliance Airport, a concept he helped pioneer. Today the industrial airport is the 26,000-acre master-planned community and global logistics hub known as AllianceTexas.

With an economic impact of approximately \$84 billion on North Texas, it's no surprise that Alliance and its assets were considered

Photo courtesy of Amazon

essential businesses and critical infrastructure as the COVID-19 pandemic struck the U.S., which was why Berry could be found in his team's triple-cleaned and mass-fumigated office in March 2020 as part of a designated "SWAT" team strategically spread across the office as 85% of their colleagues worked from home.

"The Alliance platform is largely built on logistics, e-commerce and supply chain, so we have a huge responsibility to keep everything working on that front," he said in an interview. "All of those businesses we're in fall under the definition of critical and essential."

Indeed, one could argue such operations are worthy of that designation at any time. But never more so than during a global crisis. Asked to assess how his team and tenants were operating, Berry said customers such as Amazon, FedEx, BNSF and UPS, as well as major grocery and consumer goods distributors, were completely functional and in many cases "working overtime, humping it to keep up with inventory replenishment."

Stocking those companies' workforces was therefore paramount too, as several quickly ramped up hiring as the health crisis spread. Hillwood already pioneered workforce certification and training programs years ago for its tenants, and recently hosted the opening of the Tarrant County College Center of Excellence in Aviation, Transportation and Logistics. Now, says Berry, "We're building a software platform using a company called ShiftSmart, and making it available to employers" in order to shift and match available labor with hourly jobs in busy fulfillment and logistics centers all over AllianceTexas.



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One of those busy places, of course, is Amazon. Asked to assess the impact of attracting that air hub, Berry points first to the several million square feet of fulfillment centers and thousands of employees the company already had in place in and around AllianceTexas.

“They made the decision to build their first ground-up hub in their system here,” he said, noting its function as a model for other hubs in northern Kentucky and at Hillwood’s AllianceCalifornia

development. “It adds a huge piece of infrastructure to the logistics platform that already exists here. For their business alone, I’m sure it’s created huge efficiencies because they can interconnect fulfillment centers on the ground here with the air piece. For North Texas more broadly, to have such a major new air freight hub in the middle of our market makes us even more of a logistics center. With the FedEx and UPS hubs here, you have clustered the three biggest air freight operators in the world in one geographic location.”

Integrated Testbed

The innovation at Alliance doesn’t stop there. In keeping with the increasingly mixed-use, urban environment that has risen at Alliance, in summer 2019 Hillwood announced it had engaged Deloitte’s Future of Mobility Global Practice team to develop the strategic direction, business model and operating platform for the AllianceTexas Mobility Innovation Zone. The entire area will be a “sandbox” where Hillwood can collaborate with its anchor corporations (representing some 500 brands), future customers, policymakers, regulators, entrepreneurs

and academic institutions to develop a first-of-its-kind mobility innovation “do-tank” for partners to develop, test, scale, and commercialize advanced mobility technology and business models.

“AllianceTexas offers a unique platform to test and scale integrated mobility solutions — both on the surface and in the air,” said Scott Corwin, managing director and Global Future of Mobility Practice Leader, Deloitte Consulting LLP. “Beyond our role in developing the initiative with Hillwood, Deloitte professionals will have exposure to this effort, since our national leadership center — Deloitte University, where we grow the world’s best leaders and incubate idea generation and breakthrough thinking — is located at AllianceTexas.”

So is the Federal Aviation Administration’s Southwest regional headquarters — “if the regulators are tied in from the beginning, we can move faster,” Berry says. So are corporate anchors including Fidelity Investments and Charles Schwab, and over 162 miles of major arterial, state and federal highway systems. By providing the infrastructure for multi-modal transportation, AllianceTexas is positioned to support the testing of innovative aerial and surface technologies to move both freight and people within a self-contained environment. Among projects already underway, Hillwood is developing the north Texas infrastructure platform for Uber Elevate’s Skyports, with the first Skyport at Hillwood’s Frisco Station, a 242-acre mixed-use development in Frisco, Texas.

Berry says the project began when his team got a call from Uber in 2017 asking if Hillwood would be interested in collaborating to help them study how North Texas could be one of their launch markets for the future of urban air mobility.

“We weren’t sure of what all that meant, but we said, ‘Yes, we’d like to be involved,’” Berry says. The more they learned, the more involved they wanted

With its boundaries only halfway developed, the 26,000-acre master-planned AllianceTexas development has substantial room to expand.

to be, whether it was locating vertiports to freight movement of airborne and ground-based autonomous vehicles. “Once we started looking at all these siloes, we realized there is a lot of work being done,” says Berry. “Movement of people would take longer, but they were all tied together with the same sort of systems.”

One pilot program is the first to have on-demand, self-driving cars on public roads, while Hillwood also is working with AT&T to replicate its 5G Evolution model being used at Frisco Station into the AllianceTexas platform, which will include adding wireless stealth micro cells, ultra-fast internet infrastructure and robust Wi-Fi throughout the development. The collaborative approach will help define smart roadway infrastructure standards, enable autonomous vehicle movements on state and local roadways, and create industry standards for drones (UAVs) and vertical takeoff and landing (VTOLs) aircraft to operate in an urban airspace environment.

Among the zone’s first two use cases: A surface freight mobility program for IoT-enabled shipping containers to move within the AllianceTexas platform via autonomous trucks along a “smart road system” will allow retailers, consumer goods companies and other corporate partners to increase their supply chain efficiency.

“A container could be picked up by an autonomous truck, brought through the yard, out the gate, down the public road and into the gate of another distribution center, into the dock door of that facility, where it could be processed,” Berry explains. The second use case is centered around the establishment of an aerial proving ground that will allow drone and vertical takeoff or landing use case applications to be tested and ultimately integrated into the National Airspace System (NAS).

“That container is broken down inside the warehouse, repackaged for last-mile delivery, and could be flown with a drone to an air freight hub or even a neighborhood, where we could design a kiosk drop-off system where it could be picked up by a consumer,” Berry says. ★

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Get Crackin'!



An army of workers is building the world's largest ethane cracker near Corpus Christi.

by GARY DAUGHTERS

The abundant flows of shale oil from the Permian Basin West Texas are providing an economic windfall across the state. There's no bigger example of that than a project underway along Corpus Christi Bay in San Patricio County. In September, 2019, ExxonMobil and Saudi Arabia's SABIC broke ground on a massive petrochemical plant

that will utilize Permian oil as the "feedstock" for producing two types of ethylene, a valuable component of plastics, solvents, urethanes and some pharmaceuticals.

Known as an ethane cracker, the plant will be the biggest such facility in the world. Through a joint venture branded as Gulf Coast Growth Ventures (GCGV), ExxonMobil and Sabic expect to invest

some \$7 billion in the project, which makes it one of the biggest single investments in ExxonMobil's \$20 billion "Growing the Gulf Initiative."

After ExxonMobil's announcement of the project in March, 2017, Gulf Coast Growth Ventures named its choice of a site four months later. The 1,300-acre parcel across the bay from Corpus Christi was selected over another potential site in Texas and two in Louisiana. At an announcement ceremony, GCGV executive Robert W. Tully said the San Patricio County location enjoys deep-water access and ready-made pipeline and railway infrastructure.

"It has all the elements we wanted to see in a location to build our project," Tully said.

In addition, the Corpus Christi area provides a robust construction workforce of some 10,000 workers, a necessity for a project that is in the process of creating some 6,000 jobs for a buildout expected to be complete in 2022. The construction phase alone is expected to generate more than \$22 billion in economic output, with output for the facility's first five years of operation pegged at more than \$50 billion. The plant is expected to create more than 600 permanent jobs paying an average of \$90,000 a year, as well as 3,500 permanent spinoff jobs.

When up and running, the facility will house an ethane "steam cracker" capable of producing 1.8 million tons of ethylene per year. The process of cracking involves heating ethane until it breaks down to form a mixture of ethylene and other gases.

Ethylene from the steam cracker is to feed three units, two of which will produce and polyethylene for use in film, packaging, bottles and containers. Monoethylene glycol, used in paints and coolants and also used as a building block for polyester, will be produced by the third.

The Corpus Christi project represents one of 11 investments in ExxonMobil's Growing the Gulf Initiative that's to continue at least through 2022. Other projects include:

- A new production unit at the Beaumont polyethylene plant intended to boost capacity by 65 percent
 - A manufacturing facility at Baytown to produce synthetic lubricant base stocks
 - An aviation lubricants facility at the ExxonMobil Baton Rouge, Louisiana, chemical complex
 - \$10 billion worth of new facilities for natural gas pre-treatment, liquefaction and export at ExxonMobil's existing LNG import terminal in Sabine Pass, Texas
- ExxonMobil CEO Darren Woods says the supply of Permian crude makes these massive investments possible.

"We are using new, abundant domestic energy supplies to provide products to the world at a competitive advantage resulting from lower costs and abundant raw materials. In this way, an upstream technology breakthrough has led to a downstream manufacturing renaissance." ★



\$90,000
average annual salary

6,000 jobs
during construction phase

\$22 billion
in economic gains for the state during construction

\$50+ billion
in economic gains for the state during first 6 years

3,500
indirect and induced jobs in the state

600+
new, permanent jobs with good salaries and benefits



Labor Leads to East Texas Location



Wisconsin-based equipment manufacturer chooses East Texas for new facility.

by SAVANNAH KING

In March 2019, Twin Disc Inc. broke ground on its new operations facility in Lufkin, Texas. The Wisconsin-based maker of marine and heavy-duty, off-highway power transmission equipment is set to open in January 2020.

The new 50,000-sq.-ft. manufacturing facility will focus on producing power take-offs and clutches for heavy duty industrial equipment. The main purpose of the facility is to

assemble the company's complete industrial product line and to be a distribution center for all new products coming from European operations to the United States.

"We've seen tremendous growth in our business across all markets, and to keep up with the increasing demand, we need to expand our production capacity," said John Batten (pictured above), president and CEO of Twin Disc. "This facility will allow us to streamline our supply chain with a global

Twin Disc Inc. broke ground on its new operations facility in Lufkin, Texas, in 2019.

distribution center.”

The company will look to hire 20 to 30 people in the first year with the intention to grow as business increases. Assembly workers, material control employees, and logistics specialists are some of the positions Twin Disc will seek to fill.

We spoke with Batten about how the company’s new facility in Lufkin came to be.

Twin Disc has a lot of history in Wisconsin where it’s been located since 1918. How did the new Lufkin, Texas, plant come about?

BATTEN: Twin Disc’s manufacturing facilities in Racine, Wisconsin, were bursting at the seams and we needed to find an effective way to keep up with increasing demand and expand our production capacity. Because the location in Racine is nestled against Lake Michigan, the radius to find employees kept getting longer; we knew we needed to find an outlet for production away from the lake.

Specifically, why was this site selected?

BATTEN: Lufkin, Texas, was recommended to Twin Disc. Our team toured the community and visited potential sites, and far and away, Lufkin rose to No. 1 on the list. The incredible employee base, proximity to Port of Houston, and the support received from the community sealed the deal.

What other cities or regions were considered for the new facility?

BATTEN: Twin Disc started looking at areas around Houston, the Gulf Coast, Florida and as far north as Charleston, South Carolina.

Did city, state or other organizations support the new facility through incentives or other such funding?

BATTEN: No other community Twin Disc considered was more aligned behind supporting a company project than Lufkin. Lufkin Economic Development Corporation was instrumental in putting the package together which included land, building and incentives for employment levels.

How would you describe the local workforce?

BATTEN: Simply put — highly capable. Access to a growing talented North American labor force is critical to our growth objective. One of the reasons we chose Lufkin was specifically because of its labor pool.

How many employees will you hire at this facility and what is the average salary or wage?

BATTEN: We have begun a limited hiring program in Texas and have identified key personnel from Racine who will move to help get the plant operational. We plan to hire a variety of employees, including assembly workers, material control employees, and logistics specialists. It’s a bit early to say with certainty how many employees Twin Disc will hire at the Lufkin facility, but the team is eager to add opportunities to the local job market as production ramps up.

What’s next for Twin Disc?

BATTEN: Developing and adding new products to our portfolio is a top priority for us in fiscal 2020 and beyond. Our objective is to lead the way on new, innovative hybrid/electric applications. ★

TERRELL, TEXAS



Home-Grown Texas Talent

by SAVANNAH KING

How one Texas community is building its own talent pipeline with local industry and education.

Drive east of Dallas about half an hour along I-20 and you'll come upon a few green exit signs bearing the name "Terrell."

This small Texas community sprang up around a train depot in the 1870s. In WWII, the first U.S.-based training school for Royal Air Force pilots was established in Terrell. Today, the city of 18,000 is

just far enough outside Dallas' urban sprawl to offer affordability and a quiet, peaceful way of life — yet close enough to benefit from everything the city has to offer. Nearly 60,000 people travel through Terrell every day on their way to and from the city stopping to fill up at the Texas-sized Buc-ee's gas station or to shop the city's outlet malls and retail stores.

In recent years, Terrell's retail

Photos courtesy of Terrell ISD

industry has enjoyed a rebound, as has its lodging and food service sectors. Manufacturing and distribution have also held a prominent role in Terrell's economy over the years, with an increasingly promising outlook.

Ray Dunlap, who recently took on the role of President of the Terrell Economic Development Corporation, says his No. 1 goal is to keep more of the city's workforce at home. "We have three major manufacturers — Madix, Oldcastle and Nucor — and three distribution centers — Walmart, AutoZone and Goodyear," he says. "We have about 12,000 jobs and 18,000 population. So, we're an importer of jobs. We want to keep our talent at home."

As a small-town Texas native himself, he says he understands the value and quality of life being engrained in a community has on a person, but he also understands the allure city life has on young people just starting their careers. He says he wants the young people of Terrell to grow up and build their hometown.

"In Terrell, we're growing, and we have a lot of talented, smart people here," he says. "These are future business owners, employees, managers, city council members, teachers, etc. that will grow up and give back to our city. More than anything, I want to see kids grow up with hope."

Interestingly enough, that's exactly what a new program at the local high school is giving to its students — and nearby employers. Terrell High School Career & Technical Education (CTE) students are enrolling in an innovative, industry-led career pathway program in several sectors including robotics and engineering, computer science, automotive service, welding, computer aided drafting, health care, nursing, precision manufacturing, computer graphics, video technology and industrial safety. Throughout the three-year program, students can earn industry certifications, college credits, internships and hands-on experience

with direct feedback and involvement from local industry partners.

Community Buy-In

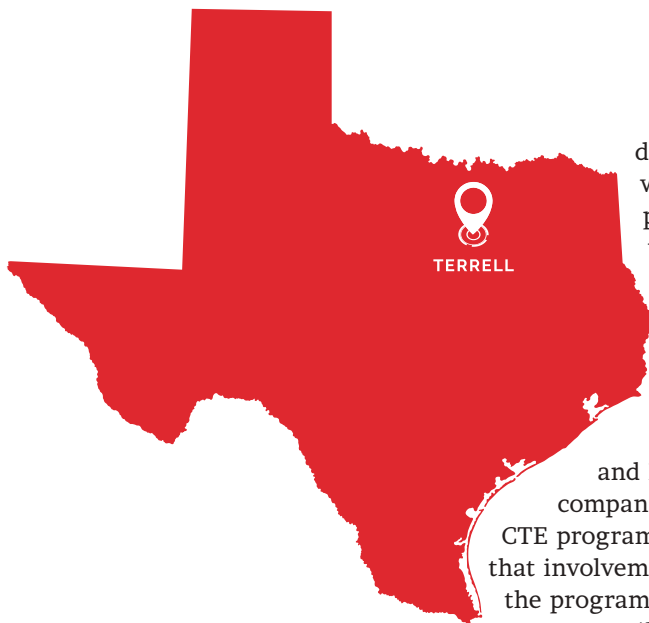
Support for the program is abundant with local industry donating materials and providing essential feedback, as well as overall community support from students, parents and stakeholders. Several six-figure grants have been awarded to the program to help with purchasing equipment and materials. Last year, the Texas Workforce Commission presented Terrell ISD with a Jobs and Education for Texans (JET) grant in the amount of \$287,304 to help purchase and install equipment to provide students with training for careers in

“We want to keep our talent at home.”

– Ray Dunlap, President, Terrell Economic Development Corporation

engineering and manufacturing. The Terrell ISD Excellence Foundation, in partnership with the Terrell Economic Development Corporation, contributed more than \$160,000 to the CTE programs over the last two years.

"Everybody started putting money into it because they wanted to support the program," explains Rhonda Knight, Terrell ISD Director of College and Career Readiness. "The reality is the baby boomers are retiring. So, it's become very important for everyone in the industry to start replacing those people who were their workers for years. They realize that, through education, we were forcing everybody into college. It's not that you can't go to college, certainly, go to college too. But what we realized is that no one was getting the technical skills to do those jobs. Even if they went to college, got a degree and then came back to work in their hometown industries, they didn't have any skills. A lot of that drove the



discussions to see what we were going to do to provide ourselves with a workforce in the future.”

Manufacturing Talent

The three biggest manufacturing companies in Terrell are Oldcastle, Nucor and Madix. Each of these companies have supported the CTE program since its inception and that involvement is the lynchpin in the program’s success.

Nucor Building Systems has operated its facility in Terrell for nearly 20 years where it employs a little over 300 people. Several of those employees came directly to the company from the high school CTE program. In addition to providing materials and resources to the program, Nucor also offers students its industry certifications at no charge. If students are hired on by the company they can earn average salaries of \$82,000 for welders, \$67,000 for painters and detailers can make as much as \$30 an hour.

“They know the basics coming out of the program,” said Brandon Eshom, Structural Supervisor at Nucor and a Terrell High School grad himself. “A lot of our processes are pretty rare in our industry. The CTE and vocational centers out there are all set up with our machines, our wires, gloves, consumables. We’ll talk about safety a lot when we go out there in the shop. The whole idea behind it is to develop that pipeline and increase the knowledge and understanding of who we are, right here in Terrell. If you get one good person out of all that then I think it pays off immediately.”

Madix Inc.’s director of human resources and native of Terrell, Casey Wiley, says the program is showing tremendous promise after only a few years. Madix employs approximately 900 people and is the second largest store fixture manufacturer in the U.S. For Wiley, the educators’ willingness

to learn from industry is what sets the program apart.

“I think what’s been impressive is they’ve been interested in what we want,” Wiley explains. “They’re not sitting there, coming up with a curriculum and it maybe isn’t applicable to what we’re needing here. It’s only been a few years, but I think once this foundation gets firmly established we’re going to see it grow.”

Across the street from Madix, Oldcastle BuildingEnvelope employs about 550 people at its facility. The company has been a mainstay in Terrell since 1962 and was an early supporter of the CTE program.

“It’s all to encourage two things,” says Carol Ohmann, group human resources manager at Oldcastle. “You can go get a college education after you finish high school. Or, if that’s not in the stars for you, there are other opportunities right here in your backyard.”

Excitement in the Air

In the world of Vex robotics competitions, North Texas is one of the most competitive regions in the country. Though, Terrell ISD’s is only 4 years old it’s already a major contender on the scene.

In February, Terrell ISD hosted nearly 80 robotics teams and 400 robotics students from across the state for the Vex Robotics Texas Region 2 State Championship tournament for the first time.

Terrell High School Robotics teacher Marcus Edwards explained that bringing the tournament to Terrell is a big deal for the District and his students. Not only is the state tournament the competition in which students will advance to the World Championship, but Terrell ISD’s robotics program is still very young in comparison to other districts.

“It’s a paradigm shift for them,” Edwards said. “There was nothing like this before and now we’re having entirely different conversations with these kids about what they want to do

in their professional careers. Basically, our program thrives because we build confidence in our students. They're realizing their world can look different so they're asking themselves "What can I do? What solutions can I come up with?" he says.

Edwards gestures to a group of students in the corner of his classroom. The students are preparing for their next competition and working out the kinks on a troublesome robotic arm. He notes how none of the students are looking around the room for an adult to guide them; they're disassembling the arm and designing a part to whip the arm into shape — together.

"When I go to college, I'm confident that I'll be able to learn whatever I need to learn efficiently because of what I've had to do here. Last year we didn't have a programmer, so it was up to me alone to figure it out. As I've been managing this team, it's proven to be a really great learning opportunity and a challenge," said Cash Muehl, a senior at Terrell High School and this year's robotics team captain. Muehl says the program has made him interested in pursuing a career in computer science, crypto-technology or artificial intelligence.

Take a look inside of the CTE program's classrooms — whether it's a visit to the school's welding, additive printing, automotive or computer science — the same energy and excitement is present in each class. Part of the reason students are so excited about their curriculum lies in the hands-on experience students receive and its real-world application.

"It's all hands on. There aren't a lot of books around here. For me, this is more of a real-world environment versus the school environment," says Chad Nixon, manufacturing and engineering instructor at Terrell High School. "What you see at this facility should match what you'd see in a real manufacturing facility

that runs production seven days a week, year-round. We have a lot of precision measuring and parts making, they're learning quality control and processes involved in everything from shoes to bearings. A lot of students don't have a clue, they think these things just come from China with a snap of the finger. Of course, everything is moving toward automation so that's where robotics comes in. But that's our goal in setting up all this machinery here. When one of our students goes on an interview and they take him on a tour of a plant, they'll have a basic understanding of everything he or she is seeing there and can impress the interviewer."

Health Care Academy

Every afternoon, some High School students put on their assigned uniform — red scrubs — and board the bus across town to the Health Science Academy, located at the site of the former Renaissance Hospital. Opened in 2019, the academy is a partnership among Terrell Economic Development Corporation, the City of Terrell, Trinity Valley Community College (TVCC) and Terrell Independent School District (TISD). It is used by TISD and TVCC students enrolled in health science programs who are pursuing one of three career pathways leading to a Bachelor's of Nursing, a Licensed Vocational Nursing or an Occupational Skills Certificate.

Students receive an added bonus as all tuition, books, fees and transportation are covered by the district and TVCC.

Across industries and interests, Terrell is a community focused on the future and its people. ★



This article was prepared under the auspices of the Terrell Economic Development Corporation. For more information please contact Ray Dunlap, Ray@terrelltexas.com; 469-534-2719.



Dallas by RON STARNER Fort Worth

With 7.5 million people, Dallas-Fort Worth-Arlington stands not only as the largest MSA in Texas, but the fourth largest in the U.S., behind only New York, Los Angeles and Chicago.

As impressive as that ranking is, it's what behind the number that makes all the difference in the world: a thriving economy whose output dwarfs that of the rest of the country. In 2019, Texas GDP grew at an astounding 4.4%, by far the highest in the nation.

The economic performance of the DFW Metroplex is fueled by businesses in virtually every sector, but notably in the following industries: defense, financial services, corporate headquarters, information technology, semiconductor manufacturing, telecommunications and transportation.



Leading Industries

(source: realestate.usnews.com)

Health Care & Social Assistance
Accommodation & Food Services
Administrative, Support, Waste
Management & Remediation
Services



Top Employers

(source: destinationdfw.com)

AMR Corporation (American Airlines)
Bank of America Corp.
Texas Health Resources Inc.
Dallas ISD
Baylor Health Care System
AT&T
Lockheed Martin Aeronautics Co.
JP Morgan Chase & Co.
UT-Southwestern Medical Center
City of Dallas



Major Highways

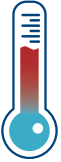
(source: aaroads.com)

State Highways 183 & 121
US Highway 175
IH 30
State Highway 190
US Highway 67
IH 820
State Highways 114 & 183
IH 45
IH 635
US Highway 67

At a Glance



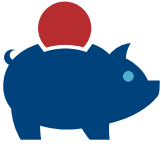
Total workforce
(source: bls.gov)
3,870,400



Average annual temperature
(source: US Climate Data)
High 76.8°F
Low 51°F



Average commute time
(source: educateddriver.org | bizjournals.com)
55.8 minutes



Cost-of-living index number
(source: numbeo)
65.51



Average annual wage
(source: datausa.io)
\$52,210



Per capita income
(source: deptofnumbers.com)
\$33,404



Median household income
(source: datausa.io)
\$52,210



Unemployment rate
(source: ycharts.com)
3.00% for Dec 2019

Contact

Dallas Regional Chamber

Mike Rosa, Senior Vice President, Economic Development
mrosa@dallaschamber.org | 214.746.6735

THE CITY OF BALCH SPRINGS

ECONOMIC DEVELOPMENT



**GROWING
COMMUNITY**

POPULATION ESTIMATE: 27,374

MESQUITE & DALLAS ISD

**ACCESS MAJOR HIGHWAYS:
I-635, I-20 & US 175**

BUSINESS FRIENDLY ATMOSPHERE

**30 MINUTES TO
DFW INTERNATIONAL &
DALLAS LOVE FIELD AIRPORTS**



CHRIS DYSER

Community Development Director
972-286-4477 (ext: 212)
www.CityofBalchSprings.com

EFFIE DONALDSON

ED Administrative Services Manager
972-913-3004
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ALLEN, TEXAS



Allen: The New Boomtown of Texas

by RON STARNER

Jobs engine emerges in a North Dallas suburb known for high school football.

The city that gave us Friday Night Lights is shining brighter than ever, thanks to some entrepreneurs who had the foresight to predict where the next big growth wave in North Texas would occur.

Welcome to Allen, a North Dallas suburb of over 100,000 people in the heart of a corporate expansion and workforce boom like none other in the country. Smack dab in the middle of the hottest corporate headquarters relocation market in the U.S., Allen is now making its own play for high-paying jobs and the industries that create them.

Robert Vanman, founder and CEO of WatchGuard, has witnessed the

rapid rise of Allen firsthand. A police body camera system manufacturer, WatchGuard was recently acquired by Motorola for \$271 million, but not before establishing its permanent home base in a new headquarters facility in Allen.

“We moved into our new headquarters in May 2018,” says Vanman. “It’s a 140,000-sq.-ft. facility designed to showcase WatchGuard and serve our employees well.”

The new building in Allen has also helped Vanman recruit the best talent. “From the time we moved, applications nearly tripled from the old building to the new one for each job opening,” Vanman says. “Lots of people would drive by the building and say, ‘Wow,

WatchGuard opted to build its new HQ in Allen due to the many talent-attracting amenities offered by the city. Photo courtesy of Allen EDC and WatchGuard/Motorola

I want to work there. We want our building to be a calling card for professionals.”

WatchGuard employed 300 workers at the time of the move and 330 by the time Motorola acquired the firm last July. Vanman says the Allen address made a huge difference.

“Allen was by far our first choice for where to locate the company,” he notes. “The Allen Economic Development Corp. was highly competitive in their proposal to have us build in the city. When the property came up for sale, I knew immediately it was going to be our new home. It was right on the edge of retail shopping zone at Waters Creek. Access on and off the highway was easy. It pretty much had everything.”

Building Partners in Progress

Derrick Evers, CEO of Kaizen Development Partners, says Allen lures corporate investors like Vanman because it “provides the opportunity for employers to have a growing and tremendous housing market. We have a wonderful school system in Allen. The city provides an all-encompassing community for real estate developers. There is a true partnership with the city and the Allen EDC.”

That partnership has enabled Evers’ firm to develop several significant properties in Allen — from a five-story, 125,000-sq.-ft. office building that is now over 80% leased to the company’s newest project: an eight-story, 200,000-sq.-ft. building called One Bethany West. In between came a build-to-suit facility for Netscout out of Boston.

“We did a heat map analysis of the area,” says Evers. “We wanted to look at where folks are choosing to live and work. We looked at the growth patterns. We saw that this area was continuing to grow north. A lot of the growth in North Dallas was situated along the tollway corridor. Why is everyone moving north? Because that’s where the workforce is.”

Dan Bowman, CEO of the Allen EDC, says the city was still closing deals in the midst of the COVID-19 pandemic. “We’re closing some deals this week and

next week,” he said in late March. “Our sales pitch for Allen is simple: if you’re coming to Collin County, you’re already landing in one of the hottest markets in the country. You’ll have an incredible labor force with a higher percentage of educated workers, and you’ll have access to a mixed-use environment, incredible quality of life, and the top-rated parks department in the nation.”

Assets like these propelled Allen to land major investments from Netscout, Credit Union of Texas, Highlands Residential Mortgage and others in the past 18 months.



“Allen was by far our first choice for where to locate the company.”

– Robert Vanman, CEO, WatchGuard

4 New Premium Addresses

“Our schools continue to get the top rankings,” says Bowman. “Millennial families as they have kids are choosing to buy homes and live in Allen, and they’re demanding homes in walkable communities like Watters Creek. We have a number of large master-planned projects along our Highway 121 Corridor. Allen has the best office and industrial sites available anywhere in the North Dallas market. A company could come in and buy a substantial amount of land and still be part of a mixed-use development.”

No less than four new mixed-use projects are sprouting up in Allen: Monarch City, Allen Gateway at Twin Creeks, The Avenue, and a former Hines project once known as The Strand.

When these developments are built out, notes Bowman, no North Texas suburb will be able to compete with Allen’s overall package. In other words, the city of Friday Night Lights is on the verge of being known for what it offers every day of the week. ★

This investment profile was prepared under the auspices of the Allen EDC. For more information, go to www.AllenEDC.com or call 972-727-0250.



Amarillo

by RON STARNER

Corporate executives and site selectors are quite familiar with Dallas-Fort Worth, Austin, Houston and San Antonio. Venture out a little further in Texas, however, and familiarity gets tested. The leaders of Amarillo in the Texas High Ground country of the Texas Panhandle would like to change that.

For starters, they'd like you to know that Amarillo, while smaller than the big four, is bursting with opportunities for business builders. In 2017, Amarillo ranked No. 9 in the country as the Best Place to Start a Business. In 2016, it was ranked the 10th best economic powerhouse in Texas.

The 14th most populous city in the state, Amarillo has over 310,000 people in its metro area and is responsible for processing about one-quarter of America's beef supply. Petroleum extraction, helium and helicopter manufacturing are other major industries in Amarillo.

The city's largest employer is Tyson Foods, and workforce development for multiple industries is amply served by the many centers of learning affiliated with Texas Tech University in town.



Leading Industries

(source: amarilloedc.com)

- Wind Energy
- Aviation & Aerospace
- Agriculture & Livestock
- Food Technologies
- Diversified Manufacturing
- Financing & Incentives



Top Employers

(source: amarillo.com)

- Amarillo Independent School District
- Tyson Foods, Inc.
- CNS Pantex



Major Highways

(source: aaroads.com)

- Interstate 27
- Interstate 40
- US 60/ US87 / US 287

At a Glance



Total workforce
(source: bls.gov)

132,600



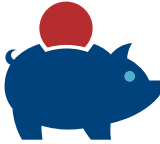
Average annual temperature
(source: US Climate Data)

High 71°F
Low 44°F



Average commute time
(source: datausa.io)

18.7 minutes



Cost-of-living index number
(source: numbeo)

29.25



Average annual wage
(source: bls.gov)

\$44,030



Per capita income
(source: census.gov)

\$27,950



Median household income
(source: census.gov)

\$52,543



Unemployment rate
(source: bls.gov)

2.3%

Contact

Amarillo EDC

Kevin Carter, EDCP President & CEO
amarilloedc.com



AMARILLO, TEXAS



**Want to see what
life really looks like
in the yellow city?**

Search culture,
neighborhoods,
education, and career
opportunities on one site.



VISIT

TAKEROOTINAMARILLO.COM





When Michael Dell got the idea for creating the Dell laptop computer in his dorm room at the University of Texas in Austin back in the 1980s, he did more than revolutionize the world of personal computing. He forever changed the future of Austin.

Known primarily as the capital of Texas and the home of UT back then, Austin took a big step forward into the world of technology with Dell's invention — and the capital region hasn't looked back since.

The fastest-growing large city in the U.S. since 2015, Austin today ranks as one of the world's great technological powerhouses. Home to Apple, 3M, Amazon, Google, IBM, Oracle, Intel, Texas Instruments and many other high-tech firms, greater Austin has basically become the Silicon Valley of Texas.

Suburbs like Pflugerville and Round Rock have themselves become familiar names to corporate executives and site selectors, as these rim cities now compete regularly with the best destinations in North America for rapidly expanding businesses.



Leading Industries

- Advanced Manufacturing
- Life Sciences
- Creative & Digital Media Technology
- Data Management
- Clean Technology
- Space Technology



Top Employers

(source: austinchamber.com)

- Apple
- Ascension Setion
- Austin independence school District
- City of Austin
- Dell



Major Highways

(source: aaroads.com)

- Interstate 35
- US 183
- US 290
- SH 71
- Loop 1

At a Glance



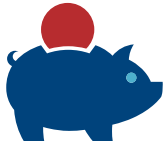
Total workforce
(source: bls.gov)
1,235,900



Average annual temperature
(source: US Climate Data)
High 84.7°F
Low 49.6°F



Average commute time
(source: indexmundi.com)
24.3 minutes



Cost-of-living index number
(source: numbeo)
66.81



Average hourly wage
(source: bls.gov)
\$25.87/hr



Per capita income
(source: census.gov)
\$40,391



Median household income
(source: census.gov)
\$67,462



Unemployment rate
(source: bls.gov)
2.4%

Contact

Austin Chamber

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Economic Development
cbodisch@austinchamber.com | 512.322.5608



THE AUSTIN, TEXAS REGION HAS IT ALL.

Best US City for Starting a Business
(Inc.)

Top Startup Ecosystem in the US
(Business Facilities)

Best Place to Live in the USA
(US News and World Report)

Fastest-Growing Large Metro Area
(Brookings)

Hottest Labor Market in the US
(Wall Street Journal)



**AUSTIN
CHAMBER**
OPPORTUNITY AUSTIN

Learn more at opportunityaustin.com



Houston

by RON STARNER

What do people in a metropolitan area of 6.5 million residents do for fun? If you're living in Houston, it's only natural that you eat.

The three biggest industries in greater Houston are oil and other petrochemical operations, the medical sector, and a restaurant and brewery industry that rivals that of any in the country.

Case in point is the Karbach Brewing Co., a microbrewery based in Houston and owned by Anheuser-Busch-InBev since 2016. Founded in 2011 by Chuck Robertson and Ken Goodman, the company quickly grew to become the second fastest-growing craft brewery in the nation. In 2015, the brewery invested \$15 million to expand its Houston operation.

Chris Shepherd's Texas-style gastro pub the Hay Merchant is another example of Houston's prowess in the foodie scene. He won the James Beard Foundation Award for Best Chef Southwest in 2014, becoming the first chef from Houston to claim the honor in two decades.

When folks aren't hobnobbing at Karbach or the Hay Merchant, they can be found enjoying the splendor of Houston's outstanding year-round weather, vacationing at nearby beaches of the Texas Gulf Coast or taking in one of the many sporting pleasures offered around Houston.



Leading Industries

(source: houstontx.gov)

Oil & Gas Exploration
 Basic Petroleum Refining
 Petrochemical Production
 Medical Research & Health Care Delivery
 High-technology (Computer, Aerospace, Environmental, etc.)
 Government (City, State & Federal)
 International Import & Export
 Commercial Fishing
 Agriculture
 Education
 Film & Media
 Banking & Finance
 Manufacturing & Distribution
 Related Service Industries



Top Employers

(source: houston.org)

USAA
 Walmart
 H-E-B
 Houston Methodist
 Memorial Hermann Health System
 UT MD Anderson Cancer center



Major Highways

(source: houstonnewcomerguides.com)

I-10 East: Baytown-East Freeway
 I-10 West: Katy Freeway
 I-45 South: Gulf Freeway
 I-45 North: North Freeway
 I-69/US 59 Northeast: Eastex Freeway
 I-69/US 59 Southwest: Southwest Freeway

At a Glance



Total workforce
(source: bls.gov)

3,487,842



Average hourly wage
(source: bls.gov)

\$26.10/hr



Average annual temperature
(source: US Climate Data)

High 78°F
Low 60°F



Per capita income
(source: deptofnumbers.com)

\$32,441



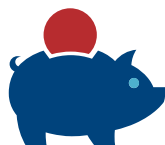
Average commute time
(source: autoaccessoriesgarage.com)

26.2 minutes



Median household income
(source: datausa.io)

\$51,203



Cost-of-living index number
(source: numbeo)

65.79



Unemployment rate
(source: bls.gov)

3.6%

Contact

Greater Houston Partnership

Susan Davenport, Senior Vice President & Chief Economic Development Officer
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San Antonio

by RON STARNER

Folks who haven't visited San Antonio in a long time can be forgiven if their perception of Texas' second largest city is that it's basically the home of the Alamo.

As important as the Alamo is to the history and independence of Texas, it's far from the only reason to visit this city of over 1.5 million people. From the River Walk to Missions National Historical Park and Six Flags Fiesta Texas, San Antonio offers something for everyone.

The seventh most-populous city in the U.S., San Antonio is the state's oldest municipality, celebrating its 300th anniversary in 2018.

In recent years, the city and surrounding region have become an economic juggernaut. From automotive manufacturing to cybersecurity, San Antonio is not just a preferred business destination in the Lone Star State now; it's a global hub of commerce.

Over the last 20 years, San Antonio has been one of the 10 fastest-growing cities in America. Today, it's a legitimate economic powerhouse. It's a U.S. Armed Forces bastion, energy hub, medical technology and health care leader, financial services giant and tourism mecca. Since 2000, San Antonio has become a major manufacturing center and back-office and call center hub as well.



Leading Industries

(source: sanantonio.gov)

Health Care & Bioscience
Aerospace
Information Technology &
Cybersecurity
New Energy Economy



Top Employers

(source: mysanantonio.com)

USAA
H-E-B
Northside Independent School District
North East Independent School District
City of San Antonio
Methodist Healthcare System Health
Care Services
San Antonio Independent School
District School District



Major Highways

(source: aaroads.com)

Robert McDermott
Freeway / Jose Lopez
Freeway – Interstate 10
Pan Am Freeway –
Interstate 35
Lucian Adams Freeway –
Interstate 37
John Connally Loop –
Interstate 410

At a Glance



Total workforce
(source: bls.gov)

1,225,800



Average annual wage
(source: payscale.com)

\$61,000



Average annual temperature
(source: US Climate Data)

High 80°F
Low 57°F



Per capita income
(source: deptofnumbers.com)

\$27,280



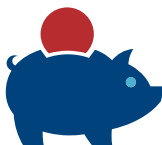
Average commute time
(source: texasmonthly.com)

24.7 minutes



Median household income
(source: datausa.io)

\$49,024



Cost-of-living index number
(source: Numbeo)

64.79



Unemployment rate
(source: areavibes.com)

5%

Contact

San Antonio Economic Development Foundation

Jenna Saucedo-Herrera, President & CEO
sanantonioedf.com | 210.226.1394



El Paso

by SAVANNAH KING

The largest metro area along the Texas-Mexico border, El Paso is a unique community offering a high quality of life and thriving business environment. Across the border from Ciudad Juarez, Mexico, El Paso is home to the largest bilingual and bi-cultural workforce in the Western Hemisphere and is the sixth-largest city in Texas.

El Paso is home to the Medical Center of the Americas, the only medical research and health-care provider complex in West Texas and Southern New Mexico. El Paso is also home to the University of Texas at El Paso — often called UTEP — the city's primary university. Once a year, the city is showcased on national television as it hosts the annual Sun Bowl college football post-season game — the second-oldest college bowl game in America.

El Paso also boasts an extremely strong military presence. William Beaumont Army Medical Center, Biggs Army Airfield and Fort Bliss are all stationed in the region. Fort Bliss ranks as one of the largest military complexes in the U.S. Army, and it is the largest training facility in the country.



Leading Industries

(source: US Census Bureau)

Health Care
Education
Retail
Hospitality
Government



Top Employers

(source: zippia.com)

Western Refining, Inc
Fred Loya Insurance
The University of Texas at El Paso
Las Palmas Medical Center
The El Paso Independent School District



Major Highways

Interstate 10
Interstate 110
US 54- Patriot Freeway
US 62
US 80

At a Glance



Total workforce
(source: Bureau of Labor Statistics)

366,900



Average annual wage
(source: zip recruiter)

\$55,123



Average annual temperature
(source: US Climate Data)

High 77°F
Low 52°F



Per capita income

\$21,198



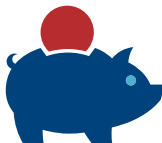
Average commute time

22.7 minutes



Median household income

\$44,416



Cost-of-living index number
(Source: Numbeo)

52.82



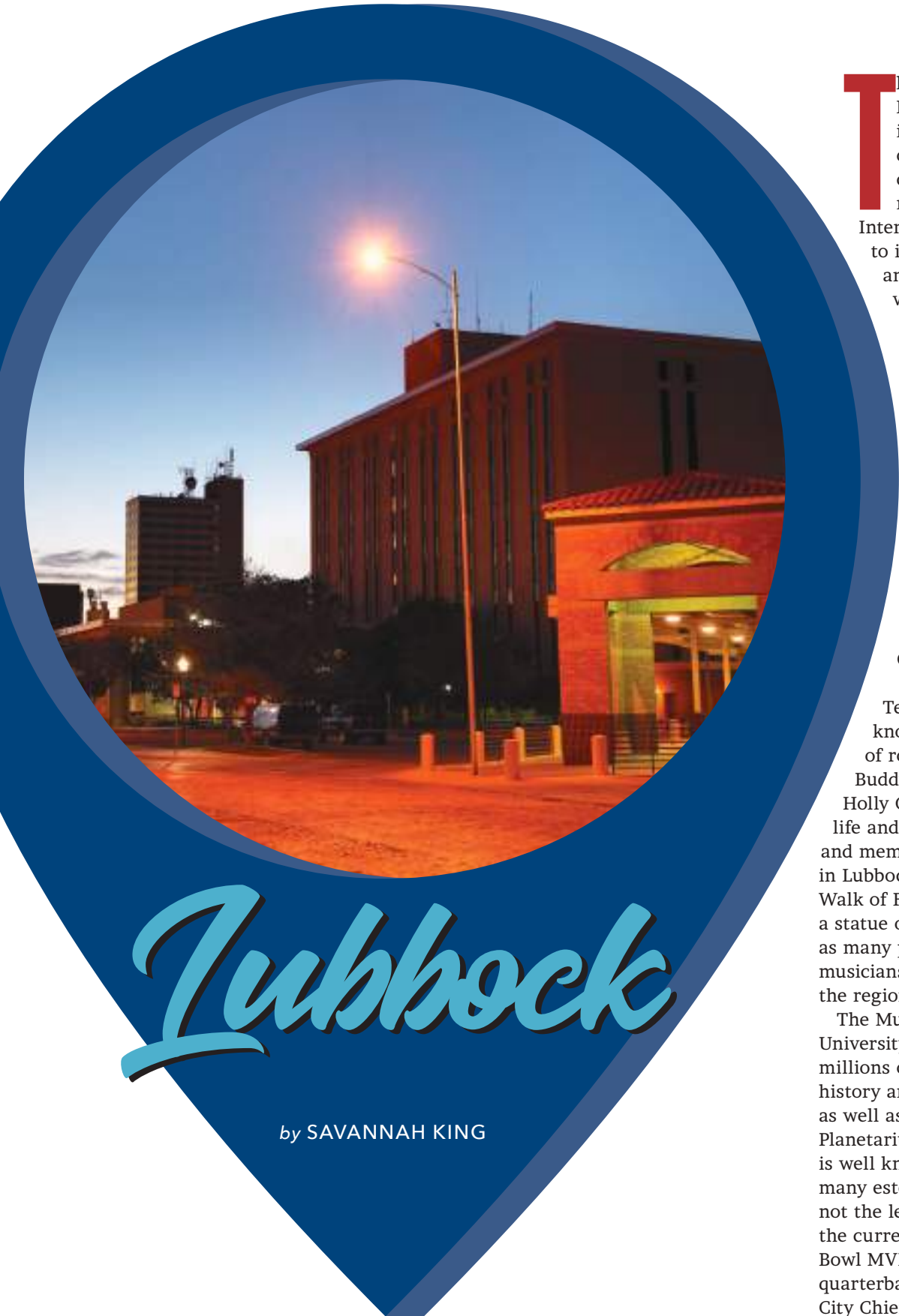
Unemployment rate
(Source: City of El Paso)

4.3%

Contact

El Paso Economic Development

Jessica Herrera, EDO Director of Regional Partnership
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The “Hub City” of Lubbock is located in the South Plains of West Texas at the crossroads of four major highways and Interstate 27. In addition to its affordability and high-quality workforce, Lubbock has earned several accolades and high rankings, including: WalletHub 2020 Best Cities for Jobs; SmartAsset Top 25 cities with the best work-life balance; and USA Today Best Cities for Jobs, Social Life and Affordable Living After College Graduation 2019.

This northwestern Texas city is also known as the birthplace of rock ‘n’ roll legend Buddy Holly. The Buddy Holly Center celebrates his life and music with artifacts and mementos. Also located in Lubbock is the West Texas Walk of Fame. It features a statue of Holly, as well as many plaques honoring musicians who originated in the region.

The Museum of Texas Tech University in Lubbock houses millions of objects of art, history and paleontology, as well as the Moody Planetarium. Texas Tech itself is well known for producing many esteemed alumni, not the least of which is the current reigning Super Bowl MVP Patrick Mahomes, quarterback of the Kansas City Chiefs.



Leading Industries

(source: Lubbock Economic Development Alliance)

Agriculture
Education
Health Care
Retail



Top Employers

(Source: Zippia.com)

United Supermarkets, LLC
Texas Tech University
Texas Tech University
Health Sciences Center
UMC Health System
Imperium Risk



Major Highways

Interstate 27
US 62
US 82
US 84

At a Glance



Total workforce
(source: Bureau of Labor Statistics)

164,600



Average annual wage

\$24,168



Average annual temperature

High 74°F
Low 47°F



Per capita income

\$25,977



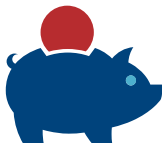
Average commute time

16 minutes



Median household income

\$47,326



Cost-of-living index number

79.9



Unemployment rate

4%

Contact

Lubbock Economic Development Alliance

John Osborne, President and CEO

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Located in West Texas, the Midland-Odessa MSA is a crucial mid-point between El Paso and Dallas-Fort Worth. This region offers advantages including an ideal infrastructure, pro-business environment and world-class companies from around the world. Midland and Odessa were originally founded as railroad towns before they later developed into cattle shipping centers and regional financial centers. All that began to change with the advent of the Permian Basin oil boom of the 1920s. Since then, energy has been the dominant employer in this region. The shale boom of the past decade resulted in unprecedented increases to personal wealth, household income and overall economic growth in the area. Manufacturing and transportation sectors grew as well to support the energy boom, raising per capita personal income in Midland to the highest in Texas.



Leading Industries

Odessa

Distribution
Energy
Medical
Technology
Manufacturing

Midland

Energy
Manufacturing
Transportation
Distribution

Top Employers

(source: Odessa Development Corporation, Texas Economic Development Corporation)

Odessa

Halliburton
Saulsbury Corporation
Keane Group
Walmart
Odessa Regional Medical Center

Midland

Anthem Oil & Gas
Apache Corp.
Baker Hughes Companies
Chevron
Concho Resources
Diamondback Energy
Hilliard
Halliburton Energy Services
Leo Labs

Major Highways

(source: aaroads.com)

I20
Loop 338
SH 191

At a Glance



Total workforce
(source: Bureau of Labor Statistics)

87,400 Odessa
107,700 Midland



Average hourly wage

\$22.53 Odessa
\$26.84 Midland



Average annual temperature

High 78°F
Low 52°F **Odessa**
High 80°F
Low 51°F **Midland**



Per capita income

\$30,606 Odessa
\$39,179 Midland



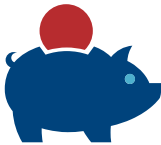
Average commute time

21.5 minutes Odessa
18.4 minutes Midland



Median household income

\$61,541 Odessa
\$75,646 Midland



Cost-of-living index number

32.37 Odessa
97.7 Midland



Unemployment rate

2.9% Odessa
2.1% Midland

Contact

Midland Development Corporation

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Odessa Development Corporation

Wesley Burnett, Director of Economic Development
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McAllen

by SAVANNAH KING

Located in the Rio Grande Valley on the border of Texas and Reynosa, Mexico, this bilingual, international metro is an economic powerhouse. The “Third Coast” city offers easy access to North American markets and the world at large.

Part of McAllen’s growth has been the explosive growth of Reynosa. The two communities have collaborated to create one of the most recognized industrial sectors in North America — one that is home to several Fortune 500 companies.

The value proposition of this region is bolstered by multiple assets. These include its strategic location at the crossroads of South Texas and Mexico — an important point given the recent passage of USMCA; competitive infrastructure; well-trained workforce; low cost of doing business; competitive incentive programs; high quality of life; abundance of available sites and buildings; and a very business-friendly government.



Leading Industries

(source: McAllen EDC)

Automotive manufacturing
Aero Space
Advanced Manufacturing
Medical Research
Data Centers



Top Employers

Edinburg Consolidated I S D
McAllen Independent School District
Edinburg Regional Medical Center
University of Texas Pan American
McAllen Medical Center



Major Highways

(source: mcallenedc.org)

Interstate 2 / U.S. Highway 83
Interstate 69C / U.S. 281
Interstate 69E / U.S. 77

At a Glance



Total workforce
(source: Bureau of Labor Statistics)

362,500



Average hourly wage

\$17.65



Average annual temperature

High 85°F
Low 65°F



Per capita income

\$22,444



Average commute time

19.1 minutes



Median household income

\$47,279



Cost-of-living index number

79



Unemployment rate

7%

Contact

McAllen Economic Development Corporation

Keith Patridge, President and CEO

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Corpus Christi

by SAVANNAH KING

This Gulf Coast community is known for its beautiful sandy beaches and bright business environment. A center for petrochemical manufacturing, large-scale fabrication, marine research, maritime shipping and tourism, this region is attracting business from around the globe.

A notable case in point is the \$10 billion ExxonMobil-SABIC ethane cracker and plastics plant in Gregory near Corpus Christi. The official groundbreaking on one of the largest industrial construction projects in U.S. history took place last September 12. Construction on what will become the world's largest steam cracker plant began immediately after the Texas Commission on Environmental Quality granted permits. Building the plant will require the employment of roughly 6,000 construction workers.

Upon completion of the plant in 2022, about 600 permanent full-time workers will be employed on site at the project known as Gulf Coast Growth Ventures.



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Leading Industries

(source: Corpus Christi Regional Economic Corporation)

Specialty Steel Production
Shale Oil/ Natural Gas/
Pipeline Industry
Aerospace



Top Employers

Source: Zippia.com

Unique HR
Bay Ltd./ Berry Contracting, L.P.
Del Mar College
Stripes Convenience Stores
Corpus Christi Medical Center



Major Highways

Hwy 358
Hwy 286
Hwy 286

At a Glance



Total workforce
(source: Bureau of Labor Statistics)

209,800



Average annual wage

\$31,791



Average annual temperature

High 82°F
Low 63°F



Per capita income

\$27,128



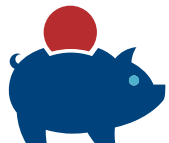
Average commute time

18.7 minutes



Median household income

\$52,193



Cost-of-living index number

91



Unemployment rate

4%

Contact

Corpus Christi Regional Economic Development Corporation

Iain Vasey, President and CEO

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A Chance to Succeed

by ADAM BRUNS



The Texas Workforce Commission, like every other state's workforce and labor divisions, got a lot put on its plate when the COVID-19 pandemic struck in the spring. Looking beyond the crisis, the Commission's range of programs continues to foster talent in numerous ways, including foster youth.

A network of 18 Foster Youth Transition Centers is designed to serve the diverse needs of older foster youth, youth experiencing homelessness or other at-risk youth from age 15-and-a-half to age 25 — prime early workforce years.

Among the centers' services: Preparing for Adult Living (PAL) program, job readiness and job search assistance, career exploration, higher education enrollment assistance, food and housing assistance, and mentoring. Transition centers also provide colocation opportunities for local partners such as local Workforce Solutions staff, TWC-funded workforce advocates, and colleges and universities to help jointly serve the diverse needs of the youth in one location.

Texas First Lady Cecilia Abbott met with employers, community advocates and the Texas Workforce Commission at a foster youth transition center in Austin in early March. TWC Commissioner Representing Employers Aaron Demerson is touring each facility and has invited major employers to assist foster youth that are aging out of the system with employment career opportunities.

"For every child in our foster care system to live a life worthy of their promise, they need what I call a Network of Nurture — a community of families and friends, churches and congregations, business leaders and nonprofit organizations, and anyone willing to share of themselves," said Mrs. Abbott. "For our youth in foster care nearing adulthood, they especially need our help in finding the right path to self-sufficiency and career success."

Texanthropy, Mrs. Abbott's signature initiative, promotes volunteerism and service to others across Texas. She has also partnered with the DFPS on a similar initiative — Network of Nurture — to raise awareness about the ways Texans can

Photos courtesy
of LifeWorks

“For our youth in foster care nearing adulthood, they especially need our help in finding the right path to self-sufficiency and career success.”

Texas First Lady Cecilia Abbott (center) at an event held at the LifeWorks foster youth transition center in Austin in March 2020.



IN FY **2018**,
17,500
 YOUTHS RESIDED
 IN FOSTER CARE
 IN TEXAS.
 ON AVERAGE,
900 CHILDREN
 AGE OUT OF THE
 TEXAS SYSTEM
 EACH YEAR.

support the children and families in the state’s child welfare system.

According to Texas Department of Family and Protective Services, in Fiscal Year 2018, 17,500 youths resided in foster care in Texas. Of that number, on average 900 children in Texas age out of the system each year. The Texas Workforce Commission has funded multiple transition centers since 2008 in an effort to provide a central clearinghouse of one-stop services to serve the diverse needs of older foster youth aging out of the system, youth experiencing homelessness or other at-risk youth.

The 18 transition centers— located in cities as small as Harlingen and as big as Dallas — are independently funded, operated and supported by partnerships among the Texas Department of Family and Protective Services (DFPS), the department’s providers, community partners and the Commission. Ten of the 18 centers are operated by Buckner Children and Family Services, part of Buckner International, a Dallas-based Christian ministry that serves the needs of vulnerable children, seniors and families.

The Houston Alumni and Youth (HAY) Center is one of the 18 centers. A testimonial from Xavier, one of the center’s clients, says it all: “My PAL worker told me about a new place, the HAY Center. It was going to be a place for youth and alumni [former

foster youth], to hang out, eat, and get a chance to succeed,” he says. While at the HAY Center, Xavier participated in the AIM Group (Alumni Impacting Many), a youth/alumni advocacy group, cooking classes, various events and workshops. He even enrolled in college through one of the Center’s college days. Now age 22, he has earned his associate degree in applied sciences, and is planning to transfer to either Texas State University or the University of Houston.

“The HAY Center was and is a big part of my life,” he said. “I don’t know what I would have done if they weren’t there. It’s kinda like a home away from home.”

Meanwhile, the goal of all foster programs is apparently being met. In December 2019, for the first time ever, DFPS reported more children are leaving foster care for safe, permanent homes than are entering the child welfare system. The number of children leaving foster care outnumbered the number entering care by more than 1,700 children, a trend the state hopes will continue.

“Additional resources combined with a tenacious work ethic have led to unprecedented success for the DFPS this year,” said Governor Greg Abbott. “Texas is better because a record number of children have been adopted in 2019 and are experiencing the joy of a loving home this Christmas season.” ★

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— Todd Wanick, President and CEO of Ashley Furniture Industries, Inc.



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Help When You Need it Most



Texas answers employers' most critical questions about labor law.

by RON STARNER

A complete rundown of the program is available at:
<https://twc.texas.gov/texas-conference-employers>

If you thought it was hard enough navigating the ins and outs of labor law during normal times, imagine how tough it was for most employers to negotiate the travails of employment rules and regulations during the COVID-19 crisis.

That's where the Texas Workforce Comes in. The TWC annually puts on a series of employer seminars around the state. The purpose of these gatherings is to inform employers about state and federal employment legislation and the unemployment claim and appeal crisis. During the peak of the coronavirus outbreak, millions of Americans were joining the ranks of the unemployed on a weekly basis — and Texas was not immune.



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city in Texas and #11 in
the U.S.



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American Trade
Routes



Largest city in the region
with 45% of the
population under 22



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Industry launching rockets
from our own back yard

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Seminar Topics Include:

- Texas Employment Law and Hiring Legally
- Federal and Texas Wage and Hour Law
- Unemployment Claims and Appeals
- Independent Contractors
- Employee Policy Handbooks
- Drug Testing
- Workplace Privacy Issues
- Background Checks and Social Media

But thanks to the TWC, employers across the Lone Star State got much-needed help. The TWC encourages every employer to attend at least one of these meetings per year. Topics covered range from new laws and regulations to recent court cases. Every conference is geared toward meeting the needs of small business owners, human resource managers, payroll managers, and anyone responsible for hiring and managing workers.

The website includes sample agendas and other helpful resources. Each conference typically includes a welcome and opening session; a session on how to deal with injured employees and recent issues under the NLRA; a discussion of wage and hour law and other payroll issues; workers' compensation information; a session on independent contractors; an introduction to creating an effective policy handbook; and skills training opportunities for business video and workforce series.

At the two-day conferences, sessions also cover drug testing; workplace privacy issues; ADA, FMLA and other leave-related laws; background checks; social media and other timely developments. There's also time allotted at each conference for questions and answers.

Benefits of Attendance

Participants receive informative handouts and the latest edition of the popular publication *Especially for Texas Employers*, which address

basic legal issues regarding hiring, post-employment and work-separation policies. Most of the written materials in the conference notebook are designed by the speakers to be used in conjunction with their oral presentations.

Professional Development Credits are available to attendees. Certified public accountants who attend can earn continuing education credit, and other conference participants may qualify for general professional credit.

The TWC's Commissioner Representing Employers and the Society for Human Resource Management Texas State Council (Texas SHRM) also announced the formation of a partnership to co-sponsor the Texas Conference for Employers. As a co-sponsor with TWC's Commissioner Representing Employers, Texas SHRM will begin offering SHRM and Human Resources Certification Institute (HRCI) recertification credits, targeting human resource professionals attending the conferences.

Attorneys may receive up to 5.5 hours of Mandatory Continuing Legal Education (MCLE) credit if they attend the entire conference. Information needed for the credit hours is made available to attorneys who sign an MCLE attendance roster at the registration table.

For more information on how to apply for these professional development credits upon attending a Texas Conference for Employers, visit the Texas SHRM website. ★



Photo courtesy of the Texas Workforce Commission



Putting Students On the Path to

Prosperity

Remember the old adage about every employer wanting to hire someone with experience? Well, until you get a job, you can't acquire any experience.

That's where the Texas Workforce Commission is ready to help. The Texas Internship Challenge is a recommendation from the TWC, Texas Education Agency and Texas Higher Education Coordinating Board to the Governor's Office, as part of the Tri-Agency Initiative, to challenge industry and employer partners to offer more paid internships for Texas students.

Response to the program has been robust. Among the many employers participating in the Texas Internship Challenge are the following firms and organizations: Accenture, Lockheed Martin, Toyota, Austin Chamber, Texas Association of Manufacturers, Texas Education Agency, Austin Business Journal, Workforce Solutions, and the Texas Higher Education Coordinating Board. ★

**Employers band together
to make paid internships a
reality across Texas.**

by RON STARNER

For more information on the Texas Internship Challenge, go to:

[https://twc.texas.gov/news/
employers-meeting-texas-internship-challenge](https://twc.texas.gov/news/employers-meeting-texas-internship-challenge)



SKILLS TO



SALARY

by SAVANNAH KING

The Texas Workforce Commission (TWC) is the state agency overseeing and providing various workforce development services. The workforce commission is part of Texas Workforce Solutions, a statewide network consisting of the commission, 28 workforce development boards and various service providers and community partners.

The Lone Star State boasts a highly skilled workforce of over 14 million and the second largest civilian workforce in the country. The TWC has created several platforms to assist workforce development across the state.

Operation Welcome Home

The transition from military to civilian life isn't always an easy one. Returning or entering the civilian workforce can often be a challenging hill to climb.

The Operation Welcome Home and the

Military Family Support programs were developed to assist recently separated service members and their spouses who are experiencing challenges in finding employment, completing 2- to 4-year college programs or obtaining an appropriate certification to compete in the Texas job market.

These programs were enacted in 2016 and are intended to enhance education and employment opportunities for veterans.

“Our veterans are highly-trained and have sacrificed much for our country, which is why I have asked our state agencies to identify ways to enhance education and employment opportunities for veterans, in addition to accelerating the transition of our military heroes into the Texas workforce,” said Governor Greg Abbott. “Operation Welcome Home and the Military Family Support programs help meet the needs of our transitioning military members in Texas

by providing improved employment services to ensure that veterans may prosper in the next chapter of their lives.”

Operation Welcome Home provides \$4 million in grant funding to be used to train approximately 2,000 transitioning service members over the next two years. Skills to Transition training funding will complement the efforts of the other transition programs and provide training opportunities to service members preparing for employment in high-growth, high-demand occupations.

The Military Family Support program provides \$1 million in grants to fund employment assistance for military spouses including enhanced job search assistance, assessment of skills, labor market information, and résumé writing and interview skills assistance.

Jobs Y’All

In 2018, the TWC developed The Jobs Y’all career exploration campaign to raise awareness about the opportunities available for workers in Texas’ most promising industries. Jobs Ya’ll was developed in response to employer and industry feedback indicating young Texans were unaware of career and job opportunities in their home state. The website allows students, parents, and teachers to explore different industries and positions as well as develop career goals and identify pathways.

The website introduces eight top Texas industries, a career explorer app, and online resources. The industries featured are aerospace and defense; advanced technology and manufacturing; biotechnology, life sciences and health care; construction; energy; information and computer technology; petroleum refining and chemical products; and transportation & logistics.

“We listened to employers who requested support in reaching our future workforce with an inspirational campaign to inform and inspire them about in-demand occupations and how to prepare for these exciting careers,” said TWC Chair Ruth R. Hughs when the campaign was announced. “The goal of the Jobs Y’all career exploration campaign is to raise awareness about the strength of Texas industries and inspire and attract students in order to bolster future job creation and remain economically competitive in the 21st century.” ★

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CONTACT:

AUDREY SCHROYER, EXECUTIVE DIRECTOR
940-665-5241 | ASCHROYER@COGTX.ORG
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Bigger IS Better in

TEXAS

Pro sports teams don't do anything small in the Lone Star State.

by RON STARNER

Whoever said that everything's bigger in Texas must have been a sports fan, because everywhere you turn in Texas, the sporting venues just keep getting bigger and better.

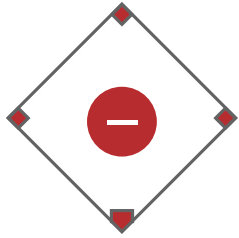
Consider the latest iconic structure to be built: Globe Life Field in Arlington. The future home of the Texas Rangers, this \$1.2 billion behemoth will seat 40,000 baseball fans and measure 1.8 million sq. ft., or about 400,000 sq. ft. more than its predecessor, Globe Life Park.

Though it's not open yet, the new ballpark is taking shape rapidly in the heart of the Dallas-Fort Worth-

Arlington metroplex. The first Major League Baseball game was set to be played in the gleaming new arena on March 23, when the Rangers were slated to host the St. Louis Cardinals, but the entire MLB season got postponed when COVID-19 struck.

Had the games gone on as scheduled, here's what early visitors to the majestic Globe Life Field would have seen: an HKS design that is massive in size and scope, covering 13 acres; a high-tech retractable roof that's 278 feet tall and 240,000 sq. ft. wide — the largest operable single-panel roof on the planet; and a mind-boggling 18,350 sq. ft. of digital space throughout the ballpark, including 1,450 television screens, 2,000

Toyota Center is the home of the Houston Rockets of the NBA.
Courtesy of the Houston Rockets



Globe Life Field at a Glance



Tenant: Texas Rangers of MLB



Cost to Build: \$1.2 billion



Seating: 40,000



Total Size: 1.8 million sq. ft.



Projected Opening: Summer of 2020

speakers, 10 miles of audio cable, 200 amplifiers and 8.8 million LED lights.

Baseball fans will be treated to unprecedented amenities as well, from 19-inch-wide seats to club spaces that offer nearly 2,100 premium seats. Other attractions include 47 concession kiosks, 11 full kitchens, two vegan stands, 128 dispensers of soda, and 37 nightly suites.

And that's not even the biggest sporting venue in Arlington. That title belongs to AT&T Stadium, the home of the Dallas Cowboys of the National Football League. In 2009, the building affectionately dubbed "Jerry World," named after Cowboys owner Jerry Jones, hosted an all-time NFL record crowd of 105,121.

It was built at a cost of \$1.3 billion, and it took four years from groundbreaking to opening day of football. For basketball, it can seat even more fans. A record 108,713 spectators walked through its doors to watch the NBA All-Star Game on

February 14, 2010.

Many other spectacular venues can be found throughout the Lone Star State, but one thing they all have in common is winning teams. From the five-time Super Bowl Champion Dallas Cowboys to the five-team NBA Champion San Antonio Spurs, professional sports franchises in Texas love to do nothing more than beat their opponents, and they collectively do that a lot.

The Houston Astros claimed the World Series crown in 2017. The Spurs claimed their most recent NBA trophy in 2014; and the Houston Rockets are perennial contenders for the Western Conference title in the NBA.

In baseball, Texas fields the Rangers and the Astros. In basketball, the Dallas Mavericks, Houston Rockets and San Antonio Spurs all field competitive teams with massive, international fan followings. The Dallas Stars skate for victories on the ice in the National Hockey League;



Corpus Christi Football Club playing at Texas A&M University
 Courtesy Corpus Christi FC

The Star opening event in Frisco, Texas
 Courtesy of Blue Star Frisco



and the Houston Texans and Dallas Cowboys annually compete for playoff berths in the NFL.

America's fastest-growing sport, soccer, also is emerging in the Lone Star State as a force to be reckoned with. FC Dallas in Frisco contends annually for a spot atop the table of the Western Conference in Major League Soccer, while the Houston Dynamo remain one of the more competitive teams in the West.

The Dallas Wings compete in the WNBA women's pro basketball league, while the Houston Dash vie for championships in the NWSL women's pro soccer league. Minor league teams also draw plenty of fans around the state, from the Sugar Land Skeeters at Constellation Field to the Corpus Christi Hooks at Whataburger Field and a host of others.

Finally, no look at sports in Texas

is complete without mentioning the legendary sports heroes of the Lone Star State. Troy Aikman, Roger Staubach, Tony Dorsett and Emmitt Smith arguably make up the Mount Rushmore of NFL stars from Texas, while James Hardin, David Robinson, Tim Duncan and Dirk Nowitzki form the Mount Rushmore of the NBA for the state.

The golf world too will soon be centered in Texas, as the PGA of America relocates its corporate headquarters from Palm Beach Gardens, Florida, to Frisco, Texas. The half-billion-dollar, mixed-use development will employ thousands of workers upon its completion in 2022 and will one day host the PGA Championship and potentially a Ryder Cup.

By any measure, that's pretty big — even for Texas. ★



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LIVE

by SAVANNAH KING

BIGGER

Austin, TX
Photo: Getty Images

Ten reasons Texans live better.

They say everything is bigger in Texas, and that's certainly true for the Lone Star State's incredibly high quality of life. As the second most populous state in the U.S., Texans seem to know a good thing when they find it.

From mid-2018 to mid-2019, Texas grew by 367,000 people, and had the largest population growth in the nation in the last year, according to estimates

released by the U.S. Census Bureau. According to a study by U-haul Trucks measuring the net gain of one-way rental trucks entering a state versus leaving that state, Texas is consistently one of the top states people move to. From 2016 to 2018, Texas ranked No. 1, in 2019 Texas was ranked the No. 2 Growth State.

"Texas has beautiful state parks, beaches and some of the best culinary scenes from

around the world," said Gabe Mendieta, U-Haul Company of Northwest Houston president. "People are moving to the state in flocks because the cost of living is low and your paycheck goes further. The housing market is thriving, and many small businesses can take advantage of the tax breaks."

With so many reasons to move to the Lone Star State, we've narrowed it down to a list of 10.

1. Affordability: Not only do businesses and residents enjoy lower taxes, but a lower overall cost of living than other states. Sperling's Best Places notes Texas' cost of living index is 93.9 versus the U.S. at 100. From housing to groceries, paychecks just go further in Texas.

2. Amenities and Attractions: Whether it's a stroll along San Antonio's River Walk or a visit to the historical Alamo, Texas is full of unique amenities and attractions. Other top attractions include the Space Center Houston, The Sixth Floor Museum in Dallas, and the Stockyards National Historic District in Fort Worth. Texas welcomed 72.5 million out-of-state visitors in 2019.

3. Culture and Diversity: According to a study from WalletHub, Texas is the No. 2 Most Diverse State in the country. Texas also ranked No. 3 in linguistic diversity and No. 4 in overall ethnic and racial diversity. This diversity translates into ample cultural activities and festivals.

4. Economic Powerhouse: If Texas were a country, its economy would be the 10th largest in the world. To put that in perspective, Texas' \$1.6 trillion economy is approximately the same size as Russia's \$1.7 trillion economy. Stateside, Texas is a world-class business location. For the eighth year in a decade, Texas has won Site Selection's coveted Governor's Cup award. The award highlights top-performing states for job creation and capital investment. It's accolades like this that highlight the state's profound and unrelenting economic growth.

5. Education: From nationally recognized researchers at top-ranked universities, to Blue Ribbon K-12 systems, the Lone Star State has educational resources known around the world. A new study from e-commerce platform Volusion ranked the University of Texas at Austin No. 8 and Texas A&M - College Station No. 4 on its list of large public schools of graduates with the highest median earnings.



The Alamo, San Antonio, TX

Photo: Getty Images



Activities along the river, Austin, TX

Photo by Heather Overman



San Antonio, TX

Photo by Carmyn Suzor



University of Texas Football Stadium

Photo: Getty Images



National Soccer Hall of Fame

Photo courtesy of Frisco EDC



Toyota Stadium concert

Photo courtesy of Frisco EDC

- 6. Food:** Whether you're hankering for some authentic Tex-Mex, barbecue, Gulf-caught seafood or something a little more upscale, the Lone Star State has a world of flavor to explore. Cities like Austin, Dallas, Houston and more are well-known, and well-loved by foodies.
- 7. History:** Few U.S. states have a history as rich and storied as the Lone Star State. You can walk in the footsteps of Texas sharpshooters or visit the Alamo where famous Texans like Davy Crockett and James Bowie fought for freedom from Mexico versus General Santa Ana. Visit the San Antonio Missions National Park, which has preserved four historic missions where missionaries once made their home. The Sixth Floor Museum at Dealey Plaza in Dallas houses exhibits that preserve the events surrounding President JFK's assassination in November 1963.
- 8. National Parks:** Texas boasts two stunning National Parks: Guadalupe Mountains — the world's most extensive Permian fossil reef — and Big Bend in West Texas. The state is also home to several National Recreation Areas, monuments and historical parks. Padre Island National Seashore protects 70 miles of coastland in Corpus Christi.
- 9. Outdoor Recreation:** With more than 90 state parks, 191,000 miles of rivers and streams, 624 miles of coastline and more than 70 working ranches, there are plenty of wild and scenic vistas to explore in the Lone Star State. Along the Gulf Coast, warm sandy beaches offer a tranquil place to rest and frolic. The state's picturesque hillsides and sprawling deserts also provide a variety of outdoor recreational opportunities.
- 10. Sports:** The state is renowned for its sporting events, with top college and professional teams. Pro sports teams based in Texas include the Dallas Cowboys (NFL), Texas Rangers, (MLB), Dallas Mavericks (NBA), Dallas Stars (NHL), FC Dallas (MLS), Houston Astros (MLB), Houston Dynamo (MLS), Houston Rockets (NBA), Houston Texans (NFL) and the San Antonio Spurs (NBA). ★



46% of residents
have bachelor's degree or higher

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Downtown Houston
Photo: Getty Images

Corpus Christi skyline
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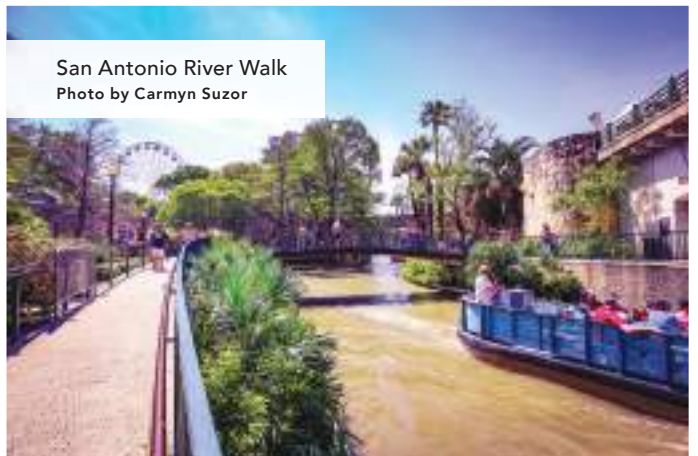
The Harbor Lighthouse
in Rockwell
Photo by Heather Overman



Photo by Carmyn Suzor



San Antonio River Walk
Photo by Carmyn Suzor





Alamo Beer
Photo by Carmyn Suzor



Texas Capitol in Austin
Photo: Getty Images



Longhorns at Twin Creek Ranch in Willis
Photo by Heather Overman



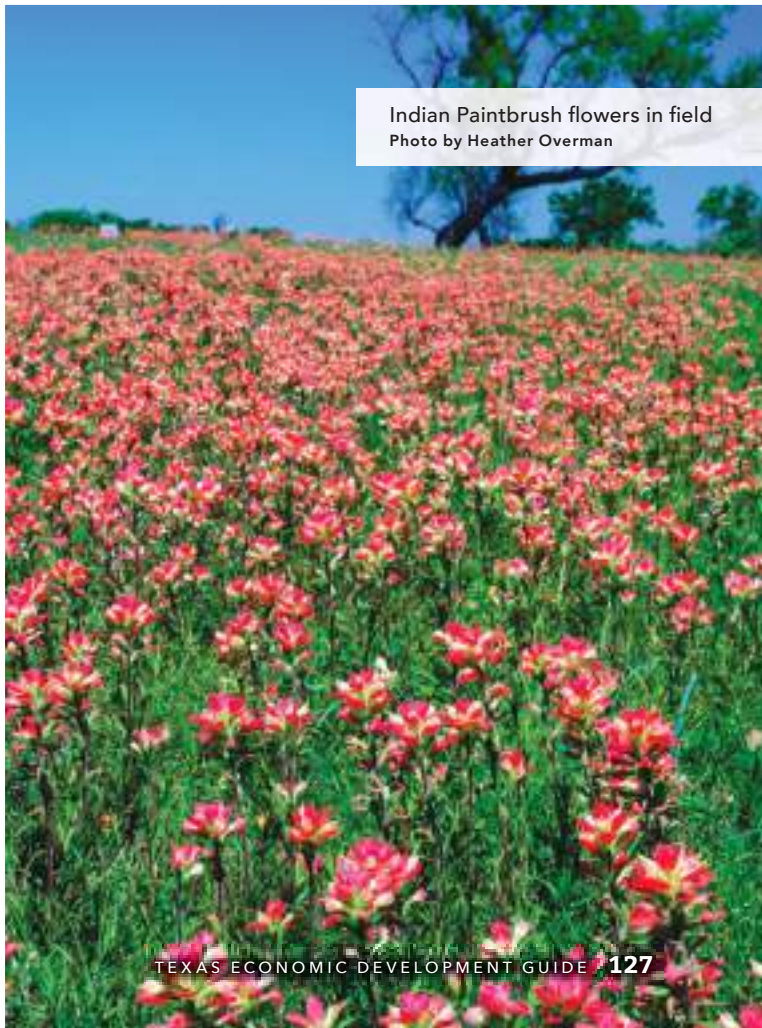
Dolphin Show at Texas State Aquarium
Photo by Heather Overman



Lady Bird Lake in Austin
Photo by Heather Overman



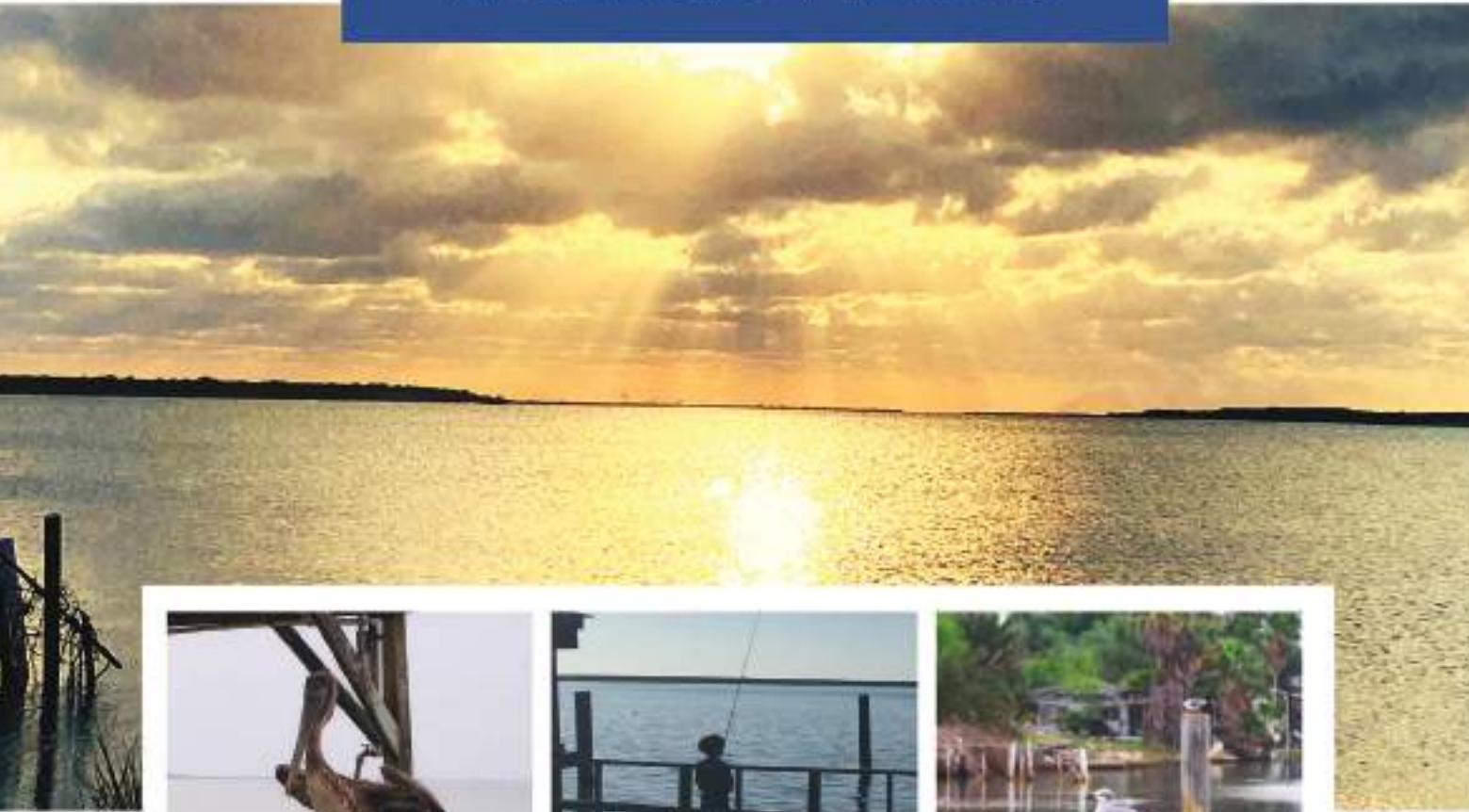
Baylor University in Waco
Photo by Heather Overman



Indian Paintbrush flowers in field
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