



# Proposal to Provide FTZ Services

April 13, 2022



# Understanding Your Needs

In discussions with Jon Branson and Garrett McLeod, we understand that the TCEDC wishes to leverage its Foreign Trade Zone (FTZ) as a strategic asset for economic development, encouragement of international trade and offering its companies a competitive advantage in the market. As grantee of FTZ 199, TCEDC also wishes to better promote FTZ usage in its service area, better understand its compliance obligations under the public utility and uniform treatment provisions and establish up-to-date policies and procedures to manage the FTZ. Several ideas were discussed between TCEDC and FTI Consulting, but TCEDC wishes to focus first on the following initial objectives:

## Policies and Procedures Manual

We will review all existing and historic policies, procedures and other documents related to the FTZ to better understand what policies and procedures are, or have been, in place. We will also engage with any TCEDC stakeholders for their input and then draft a new policies and procedures manual incorporating roles and responsibilities for the grantee and its operators/users for TCEDC review. As part of this scope, we will also review and provide suggested edits to the public zone schedule (June 18, 2014).

- **Deliverables:** Draft Policies and Procedures Manual & Proposed Revisions to the Public Zone Schedule
- **Timeframe:** 3-4 weeks
- **Fixed fee:** \$7,000

## Grantee Benchmarking

We will conduct a benchmarking analysis for other grantees comparable in size, location and infrastructure to Texas City. In coordination with TCEDC, FTI will identify 10-15 grantees against which to benchmark. The research and analysis will include but is not necessarily limited to: current fee structure, size of zone, ASF vs. TSF, number and diversity of zone operators, key industries/sectors, size of service area, grantee entity structure, growth patterns, and current public marketing efforts.

- **Deliverable:** Grantee Benchmarking Report
- **Timeframe:** 3-4 weeks
- **Fixed fee:** \$3,500

# Our Team

Our FTZ expertise lies within FTI's broader Export Controls, Sanctions and Trade (ECST) practice. Nick Baker and James Grogan co-lead the U.S. trade and customs service offerings for our clients, which includes strategic duty optimization strategies such as FTZs. Our FTZ expertise is complemented by the broader experience and technical knowledge within our ECST team. Since FTZs intersect with many other areas of trade, such as valuation, origin determination, classification, supply chain planning and export controls, we can address complex issues more comprehensively and strategically than our FTZ competitors.

Members of our team have held key leadership positions within the National Association of Foreign Trade Zones (NAFTZ), including James Grogan, who currently serves as an Officer on the Executive Committee within the Board of Directors. Matt Williams and Courtney Stiers currently co-chair the NAFTZ Membership Committee. Many other committees, working groups and task forces have also benefited from the participation and input from individuals on our team.

Our people also have years of experience directly managing zones, both within industry and on behalf of our clients, including grantee clients. This breadth of industry and operational experience helps us maintain a position on the forefront of trade issues that routinely impact the FTZ program.



# Select Team Biographies



# James Grogan

Senior Director

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## Education

B.A., Economics, Spanish,  
International Studies,  
Saint Louis University

## Certifications

Accredited Zones Specialist,  
National Association of  
Foreign Trade Zones

Licensed Customs Broker,  
U.S. Customs and Border  
Protection

James Grogan is a global trade practitioner with substantial experience in the areas of Foreign Trade Zones (FTZ), duty and tariff mitigation strategies, general U.S. customs compliance and global trade function assessments. He provides regulatory and strategic guidance to small companies, complex multinational corporations, and local government entities.

Mr. Grogan assists his clients in all aspects of the FTZ program, including preparing strategic feasibility analyses, managing all federal and local implementation steps, conducting customized training, developing inventory control and operational procedures, responding to government agency inquiries, and building compliance programs. For grantees and economic development groups, he has built and executed tailored marketing plans designed to drive increased FTZ utilization in those regions.

Mr. Grogan has built a strong reputation in the FTZ community through his involvement with the National Association of Foreign Trade Zones (NAFTZ). Since 2015, he has served on the Board of Directors, and currently serves as an Officer within the Executive Committee. He has also chaired several committees, working groups and task forces for the association. His network of professional relationships includes many operators/users, grantees, service provider colleagues and officials within the FTZ Board and US Customs and Border Protection (CBP).

In addition to his FTZ expertise, Mr. Grogan works with companies to evaluate and periodically review their participation in other CBP partnership programs, including the Customs-Trade Partnership Against Terrorism (CTPAT) program, the Importer Self-Assessment (ISA) program (*i.e.*, CTPAT Trade Compliance), and other AEO-modeled voluntary programs. He has designed testing processes for these programs and assisted companies navigate periodic reviews from the customs authorities.

Mr. Grogan also has unique experience assisting companies examine the structure and effectiveness of their global trade function. Whether through an internal audit lens or through the trade group directly, he has helped companies conduct reviews into the structure, location and success of a company's trade-related personnel, procedures, and technology. These customized reviews typically generate escalation procedures, identify inherent risks and savings opportunities, and benchmark against global leading practices.



# Nick Baker

Senior Director

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## Education

B.S.Ch.E., Tufts University

J.D., Law, University of  
Houston Law Center

## Associations

State Bar of Texas

U.S. Court of  
International Trade

Nick Baker is a seasoned international trade compliance professional focusing on import compliance, duty and tariff mitigation, export controls, and economic sanctions. Mr. Baker assists his clients with the development of international trade compliance programs, responding to government agency inquiries, audits, and disclosures. He has provided guidance on import and export regulatory matters to multinational corporations in industries such as technology, telecommunications, energy, healthcare, consumer products, and agriculture.

Mr. Baker leads the customs and trade service offerings in the U.S by adding value for his clients through tariff impact studies, duty reduction strategies, responding to U.S. Customs inquiries (audits, prior disclosures, administrative protests, penalty allegations), and compliance procedure enhancements. He is experienced in identifying and implementing cost saving improvements such as first sale for export, tariff engineering, valuation planning, free trade agreement eligibility, and special program applications such as foreign trade zones.

Equally knowledgeable in export control and sanctions matters, Mr. Baker offers comprehensive assistance on compliance with the EAR (dual use export controls, proliferation controls, denied persons and entities, anti-boycott), OFAC regulations (embargoes and sanctions, specially designated nationals, and blocked persons), and ITAR. He routinely performs training on the deployment of import and export compliance policies for clients around the globe.

Mr. Baker works with companies to navigate the challenging landscape of civil and criminal international trade investigations including defense against alleged fraudulent imports, antidumping duty circumvention, smuggling and transshipment, and violation of U.S. export control rules. He also supports the assessment and monitoring of ongoing corrective actions as required by agreements with various U.S. government agencies and judicial branches.

Mr. Baker draws upon his experience as a petrochemical engineer to better provide technical guidance on product classification, licensing, and the testing of trade compliance controls. Prior to FTI Consulting, Mr. Baker started his international trade career with a boutique law firm specializing in import and export regulatory matters and was most recently a member of a Big 4 consultancy's global trade practice.



# Matt Williams

Director

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## Education

B.B.A., Supply Chain Management,  
University of Houston

## Certifications

Licensed Customs Broker,  
U.S. Customs and Border Protection

Matt Williams is a global trade professional with experience in the areas of Foreign Trade Zones (FTZ), general U.S. Customs compliance, GTM software implementation, and operations optimization. He has provided guidance on import regulatory matters and process optimization to local government entities, as well as small companies and multinational corporations in the technology, energy, automotive, and logistics industries.

Mr. Williams adds value for his clients by providing a holistic approach to implementing an FTZ strategy. He is experienced in performing feasibility analyses and obtaining FTZ Board approval, U.S. Customs activation, and production authority. Additionally, Mr. Williams works with companies to assess software providers, develop robust inventory control and operational procedures, and conduct customized trainings to ensure that the ongoing success of their operations remain compliant, are scalable, and are flexible enough to adapt to the ever-changing trade environment.

Mr. Williams has built a strong reputation in the FTZ community through his involvement with the National Association of Foreign Trade Zones (NAFTZ). He currently serves as a committee chair where he works to provide members (operators/users, grantees, service provider colleagues) with the opportunities to expand their network within the trade industry, advocate on behalf of the unique interests of the FTZ community to Congress and government agencies (including the FTZ Board and U.S. Customs) and gain knowledge from some of the industries most experienced professionals.

Mr. Williams draws from the multiple perspectives gained throughout his professional career to assist companies in identifying gaps in their current global trade function, designing tailored solutions, and facilitating a smooth transition to future state. Utilizing a people, process, and technology framework, Mr. Williams works with companies to bolster the knowledge of personnel, improve cycle/lead time through the elimination of waste, and increase the automation and visibility of data, to facilitate a more transparent and efficient environment for stakeholders.

Prior to FTI Consulting, Mr. Williams acted as a Customs Broker for multinational corporations at a boutique brokerage firm, the Customs Compliance Manager for a midsized national distributor in the automotive industry and was most recently a member of a Big 4 consultancy's global trade practice.



# Courtney Stiers

Senior Consultant

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## Education

B.A., Biology, Business,  
Hanover College

M.B.A.,  
Mount Vernon University

## Certifications

Accredited Zones Specialist,  
National Association of  
Foreign Trade Zones

Certified Customs Specialist,  
NCBFAA

Licensed Customs Broker,  
U.S. Customs and Border  
Protection

Courtney Stiers is an international trade professional with experience in areas of Foreign Trade Zones (FTZ), general U.S. Customs compliance, and operational management. She has worked with a multitude of industries to expand and strengthen their overall global compliance programs.

Ms. Stiers understands the importance of well-integrated compliance program. She has experience integrating the implementation of a FTZ into a client's current operations while strengthen their overall global compliance program. She also has vast experience with obtaining the required approvals from governing authorities as it relates to FTZ Board approvals, U.S. Customs activation, complex production authority requests, and general FTZ consulting.

Ms. Stiers is an advocate for members of the FTZ community through the National Association of Foreign Trade Zones (NAFTZ). She currently holds an active role within the association as a committee chair to support members and provide resources to expand their networks and overall FTZ expertise. She has been part of the association since 2016 participating in different committees and FTZ advocacy groups. Furthermore, Ms. Stiers is an Accredited Zone Specialist with NAFTZ.

In addition to FTZ expertise, Ms. Stiers has experience in assisting in the establishment of different auditing programs as it relates to global compliance solutions. Drawing on different areas of her career, she has created holistic and customized compliance audit programs for her clients based on their needs. These audit programs have a focus on Customs-Trade Partnership Against Terrorism (CTPAT) program, the Importer Self-Assessment (ISA) program, and the FTZ program.

Prior to FTI Consulting, Ms. Stiers managed a Zone as a Grantee where she brought awareness to the impact of FTZs on the local economy and curated specialized marketing tools for the program, implemented and administrated a FTZ for global consumer electronics distribution company, and most recently as part of the trade advisory group, with a focus in FTZ, for a Global 500 company.



# About FTI Consulting

## Experts with Impact™

With offices in every major financial center and every corner of the globe, we successfully serve our clients wherever challenges and opportunities arise.

Our clients include Fortune 500 corporations, FTSE 100 companies, global banks, major and local law firms and state and national governments and agencies in the U.S. and other countries. In addition, major U.S. and international law firms refer us or engage us on behalf of their clients.

**30**

Countries

**1982**

Year Founded

**6,700+**

Employees

**NYSE:FCN**

Publicly traded

**9/10**

Advisor to 9 of the world's Top 10 bank holding companies

**98/100**

Advisor to 98 of the world's top 100 law firms

**\$4.9B**

Equity Market Capitalization\*

**59**

59 of Fortune Global 100 corporations are clients

Number of total shares outstanding as of February 17, 2022, times the closing share price as of February 24, 2022.

## EXPERTS WITH IMPACT™

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. FTI Consulting, Inc., including its subsidiaries and affiliates, is a consulting firm and is not a certified public accounting firm or a law firm.

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