

BORDER TRADE ADVISORY
COMMITTEE MEETING

April 16, 2024

MEETING PROCEEDINGS was taken in the above-styled on the 16th day of April, 2024, from 8:33 a.m. to 11:58 a.m., before Lauren L. Trueba, Shorthand Federal Reporter in and for the State of Texas, reporter by computerized stenotype pursuant to the Federal Rules of Civil Procedure and the provisions stated on the record or attached hereto

A P P E A R A N C E S

PRESENT:

- 1 Texas Secretary of State Hon. Jane Nelson, Chair
- 2 Alejandro "Alex" Meade III, Commissioner, Texas
- 3 Transportation Commission
- 4 Mr. Alvin New, Commissioner, Texas Transportation
- 5 Commission
- 6 Mrs. Caroline A. Mays, AICP Director, Planning and
- 7 Modal Programs, TxDot
- 8 Hon. John Cowen Jr. Mayor, City of Brownsville
- 9 Hon. Morgan LaMantia Senator, Texas Senate
- 10 Hon. Judith Arrieta, Mexican General Consulate in
- 11 Brownsville, Texas
- 12 Hon. Brianna Powers, United State General Consulate
- 13 in Matamoros, Mexico
- 14 Hon. Susan Harper, Consulate General of Canada in
- 15 Dallas
- 16 Hon. Sandra Shaddick, Consulate General of Canada
- 17 in Monterrey
- 18 Lic. Devorah Karen Ibarra, representing Secretary
- 19 of Regional and Agricultural Development of Nuevo Leon
- 20 Lic. Fernando Alba, Undersecretary of Innovation
- 21 and Economic Development of Chihuahua
- 22
- 23
- 24
- 25

A P P E A R A N C E S (continued)

- 1 Hon. Mayor Rolando Salinas, City of Eagle Pass
- 2 Juan Olaguibel, McAllen-Hidalgo-Anzalduas
- 3 International Bridge
- 4 Carlos Yerena, Donna Port of Entry
- 5 Luis Alfredo Bazan, Pharr International Bridge
- 6 Hon. Mayor Alvaro "Al" Arreola, City of Del Rio
- 7 Juan Antonio Flores, Port San Antonio
- 8 Dante Galeazzi, Texas International Produce
- 9 Association
- 10 Cynthia Garza-Reyes, Pharr Economic Development
- 11 Corporation
- 12 Maria-Elena Giner, International Boundary and Water
- 13 Commission
- 14 Iliana Holguin, Guadalupe-Tomillo Bridge
- 15 Stan Meador, Texas Pacifico Transportation
- 16 Daniel Mendoza, BNSF Railway
- 17 Pete Sepulveda Jr., Cameron County Bridge System
- 18 Roberto Tinajero, El Paso International Bridge
- 19 System
- 20 Hon. Mayor Victor Trevino, City of Laredo
- 21 Cameron Walker, Permian Basin MPO
- 22 Marvinna Cephas, International Trade and Border
- 23 Planning Coordinator, TxDot
- 24 Sergio Vasquez, Border Program Manager
- 25

A P P E A R A N C E S (continued)

ALSO PRESENT:

- 1 Marty Boyd, Director of Advanced Transportation
- 2 Planning at TxDot El Paso
- 3 Raquel Espinosa, Union Pacific Railroad
- 4 Jake Giesbrecht, Presidio International Port
- 5 Authority
- 6 Eduardo Calvo, El Paso MPO
- 7 Jon Barela, Borderplex Alliance
- 8 Kathryn Lueders, Starbase General Manager Space X
- 9 Gerry Schwebel, International Bank of Commerce
- 10 Claudia Lagos Galindo, Int. Trade and Border
- 11 Planning Branch Manager
- 12 Helen Ramirez, AICP City Manager
- 13 Kyle Morgan, CPKC Railway
- 14 Sam Vale, Starr-Camargo Bridge Company
- 15 Mildred Litchfield, Deputy Division Director TxDot
- 16 Jason Modglin, Texas Alliance of Energy Producers
- 17 Rafael Aldrete, Texas Transportation Institute
- 18 Lisa Loftus Otway, Center of Transportation
- 19 Research, University of Texas at Austin
- 20 Daniel Silva, Rio Grande Valley Partnership
- 21 Marga Lopez, Progreso International Bridge
- 22 John Esparza, Texas Trucking Association
- 23
- 24
- 25

A P P E A R A N C E S (continued)

- 1 International Trade and Border Planning, TxDot
- 2 Pedro Alvarez, District Engineer Pharr District,
- 3 TxDot
- 4 Jolanda Prozzi, Consultant
- 5 Paula Dowell, Consultant
- 6 Bobby Janeka
- 7 Epi Gonzales
- 8 Javier Romero,
- 9 Frank Martinez
- 10 Alice Torres
- 11 Christopher Saldon
- 12 Victoria Brewster
- 13 Steven Mcquagge
- 14 Jorge Ramon
- 15 Andrew Canon
- 16 Janie Lopez
- 17 Oscar Longoria
- 18 Humberto Gonzalez
- 19 Luis Diaz
- 20 Ana Garcia
- 21 Dan Serna
- 22 Luis Bazan
- 23 Javier Salinas
- 24
- 25

A P P E A R A N C E S (continued)

Rogelio Olivares
Carlos Rodriguez
Andres Guerra
Joe Esparza
Carlos Ealy

INDEX

Welcome and Introductions.....5
Adoption of the Feb. 20, 2024, Minutes.....30
Recap of the Feb. 20, 2024, BTAC Meeting.....31
BTMP Advancing Recommendation Update.....35
Border Connectivity Studies Update.....44
House Bill 4422.....84
Regional Update Presentations.....100
Space X.....125
Open Discussion - Future Meetings.....135
Adjourn.....140
Court Reporter's Certificate.....141

P-R-O-C-E-E-D-I-N-G-S

Whereupon,
8:33 a.m.

MS. NELSON: It is 8:33 a.m. this is the second Border Trade Advisory Committee Meeting of 2024 and it will come to order. Because safety always comes first, I would like to invite Francisco Almanza with the International Treasury Board Planning Coordinator at the Texas Department of Transportation to deliver a brief safety presentation before we get started.

MR. ALMANZA: Hi, everyone. Good morning. I'm Francisco Almanza with TxDot. Just a reminder before we begin the meeting, before speaking, please, state your name for the court reporter. The microphones are push and hold to talk.

So now on to the safety meeting. This is National Work Zone Awareness Week. It falls from April 15th through April 19th. National Work Zone Awareness Week serves as an important way to show TxDot's commitment to safety.

Between 2019 and 2023, there were approximately 725 work zone related crashes due to unattended driving. So let's all remember to protect the highway crews, drive slow, and pay extra attention when driving.

We encourage everyone -- I'd like to encourage everyone to wear orange on April 17th, which is Go Orange Day to raise awareness of work zone safety, in honor of the families of the victims of work zone accidents. Thank you, Secretary.

MS. NELSON: Thank you. I've got to remember to keep my finger on this button while I'm talking.

Well, thank you for joining us today in Brownsville. I am Texas Secretary of State, Jane Nelson. In my role I have been appointed by the Governor to serve as the Border Commerce Coordinator, and I am delighted to see all of you here in Brownsville, Texas. A location that has long been recognized, and as a critical trade in cross-cultural exchange.

As we continue our discussions, I am confident we will uncover new insights and perspectives to help us better understand the conflicts dynamics at play in this ever evolving region.

We have a lot of on our plates today, so please ensure that we use our time efficiently and remain focused on our objectives. I'm not going to delay us on extended remarks. I will, however, remind everyone of the mission of the attack, to define and

1 develop strategies to address Texas' Border Trade
2 challenges, and to make recommendations to the
3 transportation commission and to the Governor.

4 Before we dive in, I want to take a moment
5 to recognize some notable guests from, right here, both
6 sides of the border, who are in attendance. I will ask
7 you to hold your applause till the end.

8 First, Mayor John Cowen, thank you for
9 your gracious hospitality and welcoming us to the
10 wonderful, beautiful, City of Brownsville. We are
11 thrilled to have our meeting here today.

12 Texas Transportation Commissioner,
13 Alejandro "Alex" Meade. We appreciate -- I don't think
14 you've missed a meeting as well. Thank you. He does a
15 wonderful, beautiful job. Also, our Texas
16 Transportation Commissioner, Alvin New, joins us as
17 well. Thank you for being here with us, Commissioner.
18 We are so grateful to have you here from the
19 Transportation Commission.

20 In attendance today are elected officials
21 of Texas. As well as distinguished representatives of
22 the United States, officials who were regrettably unable
23 to attend. First of all -- and it is so much fun to see
24 her again, my good friend, Texas Senator,
25 Morgan LaMantia. Thank you so much for being joining

1 I want to welcome, Shirley Temple,
2 International Trade Specialist from the Texas Economic
3 Development Office. Thank you for joining us here
4 today.

5 We also have some international diplomats
6 joining us here today as well. Mexico's Consulate
7 General in Brownsville, Judith Arrieta. Thank you.
8 There she is. Good morning.

9 I want to welcome, Brianna Powers, United
10 States General Consulate in Matamoros, Mexico. Thank
11 you for making your trip. There we go. Canada's
12 Consulate General in Dallas, Susan Harper, is here with
13 us today. Susan, thank you for joining us, and also
14 Sandra Shaddick, the Canadian Consulate General in
15 Monterrey. Thank you for coming as well.

16 I also want to make a special recognition
17 of the state officials of Mexico joining us here today,
18 including, Fernando Alba, Undersecretary of Innovation
19 and Economic Development for the State of Chihuahua.
20 And Devorah Karren, Director International Relations,
21 representing the State of Nuevo Leon. There she is.

22 I am so eager to hear your presentation
23 later today, and I want to extend my heartfelt
24 appreciation to all of our partners for their
25 collaboration for the State of Texas. Your partnership

1 us, Senator. You are so blessed to represent this area
2 in Texas. Thank you for being here with us.

3 I think -- okay. So representing the
4 United States, Senator John Kline, Ana Garcia, Regional
5 Director. Thank you for being here. Where's Ana?

6 MS. GARCIA: I'm right here.

7 MS. NELSON: Joshua Rojas, South Texas
8 Regional Director is with us on behalf of the United
9 States. Senator Ted Cruz, we have on behalf of
10 Congressman, Vicente Gonzalez. We have Laura
11 (Unintelligible.), Regional Director -- Regional
12 District Director.

13 Thank you for coming, Mr. Bobby Janeka, of
14 Texas Commission of Environmental Quality, also joins
15 us. Welcome, Commissioner -- is that you I saw dancing
16 that wonderful -- that was last night. That was last
17 night. Let's see. Joe Esparza, Texas Workforce
18 Counsel. I know him well.

19 Okay. And I want to take just a moment to
20 thank the law enforcement here. I saw individuals from
21 our custom border protection and certainly DPS and local
22 law enforcement. I always want to take the opportunity
23 to say thank you for protecting us and protecting our
24 children and grandchildren. We are so grateful for all
25 that you do.

1 has been a value to us, and we look forward to
2 strengthening our relations.

3 Before proceeding in attendance, I would
4 also like to thank the Texas Department of
5 Transportation for organizing this meeting in
6 Brownsville. And, additionally, I want to invite some
7 of the elected officials here today to make a brief
8 statement to this committee, and I would recognize first
9 the Mayor of Brownsville, Mayor John Cowen. It's really
10 been our pleasure to be here with you, Mayor.

11 MR. COWEN: Thank you, Secretary Nelson.
12 Good morning, everyone. I am John Cowen, the Mayor of
13 the City of Brownsville. I'd like to welcome everyone
14 to our beautiful city. It's so great to have everyone.
15 I'm honored to have you all here today.

16 We are at the forefront of an exciting
17 chapter in regional collaboration, and strategic
18 infrastructure development. Brownsville serves as a
19 crucial part of South Texas, not just geographically,
20 but as a deacon of growth and innovation. Our city will
21 have discussions that will shape the future of our
22 regions infrastructure.

23 I was mentioning to Secretary Nelson last
24 night that I believe Brownsville is the only city,
25 likely, in the country that has six modes of

1 transportation, passenger, truck, rail, pipeline, deep
2 water port, and now Space X, and I think that's a real
3 important thing.

4 With the philosophy meeting we strive to
5 collaborate with key regional partners to leverage our
6 collected experience to enhance the creativity and
7 efficiency of our transportation networks. This meeting
8 is not jus an opportunity to share and work together as
9 one, but as a platform to transport our share division
10 into actual strategies that will benefit our communities
11 for generations to come.

12 Together, let's ensure that Brownsville
13 and the entire South Texas corridor remain at the
14 cutting edge of trade and economic prosperity. Thank
15 you once more for you presence and commitment here
16 today. I look forward to the fruitful discussions and
17 innovative ideas that will emerge in this assembly.
18 Thank you once more and welcome to Brownsville.

19 MS. NELSON: Thank you, Mr. Mayor, again.
20 Now, I want to recognize my good friend, Senator
21 Morgan LaMantia.

22 MS. LAMANTIA: Thank you so much and good
23 morning. It's wonderful and a privilege to be here
24 among such outstanding leaders in our communities along
25 our border. And thank you, Secretary Nelson, for your

1 geography education.

2 First, I saw Jorge Ramon from Del Rio,
3 Texas. When I met him I was married in San Angelo
4 15 years ago, and he was working as the economic
5 development, and we spent a lot of time in Acuna. (ph.)
6 And then also I spent time in Acordeon (ph.), but anyway
7 it's good to see you again. (Background noise from
8 audience.)

9 And I (Background noise.) that's one of
10 the wonderful things about public service, and one of
11 the wonderful things about public service, is all the
12 relationships you make and people you know over time, so
13 it's good to see him.

14 And then the geography lesson. I was
15 talking with Eduardo Calvo from El Paso last evening,
16 and he said, I'm not floating down here, it's 1200
17 miles. So he decided that probably flying would be a
18 better way to get here. In fact, you gave a pretty good
19 education on New Mexico's use of water and Mexico's use
20 of water and the challenges. But anyway, it's good to
21 see you and your folks from El Paso, 1200 miles away.

22 Then the group from Presidio, did it know
23 that it takes, like, 12 hours to drive here from
24 Presidio and spend two hotel nights or, I think, one
25 hotel night, but anyway they started -- and you

1 leadership and bringing these meetings back to our
2 border communities. It really helps highlight all the
3 amazing names each of our communities is doing in our
4 border. It helps change that narrative.

5 Thank you so much for that leadership, and
6 I appreciate your leadership as we all work a secure and
7 a more prosperous future for our border communities, and
8 it's great the state has gotten so involved.

9 Recently, my team worked with task force
10 on border health. So not only does the state have an
11 investment in our economic globe all along the border,
12 but also in the quality of life in our communities.

13 I can't think of a better group to
14 facilitate our collaboration, and looking forward to
15 hearing from many of you and our voted community
16 leaders. Thank you for all the efforts and the growth
17 of our border communities.

18 MS. NELSON: Thank you, Senator. Thank
19 you for your hard work. Next I'd like to represent
20 Texas Transportation Commissioner, Alvin New.

21 MR. NEW: Good morning. And thank you for
22 your service on this committee. I'm mostly here to
23 listen and take notes, and try to be a productive
24 commissioner for all of Texas, but I do want to spend a
25 little time on relationships and some important

1 cannot -- you can just barely get her here from
2 Presidio, but it's good for them to be here and there.
3 Up ahead, another border crossing in the form of rail,
4 so that's exciting. There are 28 highway border
5 crossings between us and our neighbors, and then there's
6 22 of them from here to the Del Rio.

7 So this is a very busy part of the world
8 in Mexico, and I'm glad to be here and learn from all of
9 it and be part of this, so thank you for having us.

10 MS. NELSON: Thank you, Commissioner.
11 Thank you again for all that you do. I want to
12 recognize Texas Transportation and Commissioner,
13 Alejandro "Alex" Meade.

14 MR. MEADE: Secretary, thank you. Good
15 morning, everybody. You know, Secretary, I was born and
16 raised in Brownsville. It's a great pleasure to be here
17 with you guys today. In fact, I think, I'm the first
18 TxDot Commissioner from Brownsville, so that makes it
19 even more exciting.

20 This is also my 12th month as a TxDot
21 Commissioner. In fact, the -- I got appointed in March
22 that I sat on the text that I can tell you learned in on
23 the State of Texas is so diverse. There is so many
24 unique, you know, needs in every part of the state, but
25 I will tell you the one thing that stood out to me the

1 most as I traveled, and a lot of it has to do with the
2 way border communities present themselves in Austin.

3 And this is, I think -- it hit me that
4 when we request or when we ask for things in Austin, we
5 usually start off with, I don't mean to bother you, you
6 know, I don't mean to sound ungrateful -- and I start
7 thinking about when my mom calls me.

8 You know, my mom calls me -- my mom is
9 from Mexico. So she calls me and she says in Spanish,
10 (Spanish speaking.) That's a cultural thing, right, and
11 so I started to apply that. I noticed that culturally
12 the border starts off that way. We don't mean to bother
13 you, we don't want to, you know, be a nuisance to you,
14 and when you start off that way it makes it easier to
15 tell you, no, right.

16 Where as other parts of the state say,
17 look, you need to give this to me. You need to help me,
18 right. And I think that's the one thing that stood out
19 to me the most, that we need to represent ourselves
20 equally as the other cities. The bigger cities will
21 tell us, we need this information, and they actually
22 make us feel bad when we leave the office, even though
23 (Unintelligible.) (Soto voce.)

24 And so let's change the way we present
25 ourselves in our meanings. So long as the border is

1 strong shows the state of Texas, and, I think, we need
2 to -- people -- we need to understand that, right. That
3 the border is equally as important as the DFW, as
4 Houston, Austin, San Antonio.

5 So when we go to Austin, when we go to DC,
6 we start off by saying -- well, none of this, I don't
7 want to bother you. No, I'm here to bother you, because
8 we do need border resources. So I task you guys with
9 that. Thank you all for coming here. I really
10 appreciate you all being here. Thank you.

11 MS. NELSON: Thank you, Commissioner.
12 Words of wisdom from a native of Brownsville. I
13 appreciate it.

14 Now, I'll recognize Mexico's Consulate
15 General in Brownsville, Judith Arrieta.

16 MS. ARRIETA: Thank you very much,
17 Secretary Nelson. (Microphone issues.) In this border
18 with Mexico, where the consulate has been established
19 since 1849. So we were here starting with trade, and I
20 am here to give you some little bit of that trade, and
21 how we are such good partners.

22 Not only something that you already know
23 that Mexico is the first partner of Texas, but how it
24 has evolved recently and how we can make it strive even
25 more.

1 First of all, you know, very well, Mexico
2 became the first partner of the U.S. with 800 billion
3 dollars, but from that Texas and Mexico trade is 407
4 (ph.) so that is more than half. So Texas is spinning
5 the hold of the U.S. trade -- Mexico U.S. trade.

6 Secondly, from this trade, Mexico is our
7 main buyer. You know very well, cans, oil, chemicals.
8 We are buying 80 percent of poultry (Speaker issues.)
9 from Texas to Mexico. We are feeding us as well.

10 And mainly in these frontiers, this is
11 exactly what Commissioner mentioned, there is an
12 enormous convention going on. You make a product and
13 you will certainly hear -- heard, but those projects
14 have a challenge, which is work force.

15 We are happy to let you know that almost a
16 million of tourists cross the ports of entry a day, and
17 have given an enormous amount of jobs, and also they are
18 caring to invest. We have an FDI in the heart of Texas
19 that has given so many jobs. I want to be very brief,
20 but also the solution workforce, we found migration.
21 Mexico can be a part of the solution. We are a
22 longstanding partner. We are here. We are neighbors
23 and we will be with you.

24 MS. NELSON: Thank you so much, and I want
25 to welcome Briana Powers, United States General

1 Consulate in Matamoros.

2 MS. POWERS: Good morning. Briana Powers.
3 Thank you, Judith. You gave all the great stats. So
4 our Consulate in Matamoros is a little bit older. We
5 were opened in 1825 before the City of Matamoros. We
6 will celebrate our 200th year anniversary next year.
7 It's going to be a big deal, because we've spent the
8 last year celebrating 200 years of diplomatic relations,
9 including the United States and Mexico.

10 It just shows you how important this
11 relationship is and how far we go back as friends,
12 partners, and neighbors. I'm so happy. This is my
13 Canadian (Unintelligible.), because as we know, this is
14 not a bilateral thing. This is a hemisphere thing, and
15 that's where we're going, because this relationship is
16 growing. We're working together and all we want to do
17 is break records for economic prosperity. So that means
18 trades that work, that means our borders have to work,
19 and all those crossings. So that's why I'm here and
20 it's wonderful to be apart of this today. Thank you
21 very much.

22 MS. NELSON: Thank you. And that was a
23 wonderful introduction. Our next individual I'm going
24 to recognize today is Consul General in Dallas,
25 Susan Harper, to say a few words.

1 MS. HARPER: Thank you. Good morning.
 2 I'm going to be editing some of the comments earlier
 3 made, but I would like to first recognize, Secretary,
 4 your leadership. I think your background having an
 5 international component and public and private
 6 experience reflects the kind of tone we need for this
 7 committee, where we are working together to see what we
 8 can contribute.

9 And I think the fact that we have so many
 10 representatives, and that we've added an evening
 11 reception where we could have that opportunity to
 12 informally connect with people. I know when we were
 13 working last night on some projects to bring forward to
 14 this committee.

15 Some tips that you have provided, for
 16 example, what we saw in Baltimore shows how important
 17 supply chains are, and how the butterfly effect -- one
 18 thing happening in Baltimore is going to effect the
 19 supply chains all over North America, and, we, as a
 20 group, I think, are trying to take those issues into
 21 account. So thank you for your leadership on that.

22 Secondly, as I mentioned to Mayor, this is
 23 my third trip in 15 months in my job -- my third trip to
 24 the Brownsville, McAllen area. The first trip was -- I
 25 came down with Canadian customs, Canadian law

1 enforcement, Canadian immigration.
 2 There is very impressive CBP technology in
 3 this area, but just to underline that this kind of
 4 connection is going on, on many levels, because of the
 5 point that my American colleague just made. This is
 6 about North America, and in that context I'd like to
 7 point out that my colleague, Sandra Shaddick and I
 8 recently did a presentation (Inaudible.) Including
 9 people from Washington on the importance of the U.S.
 10 Mexico border to Canadian interests.

11 And unfortunately, for all of us, in my
 12 personal opinion, the five minute news gives people lots
 13 of information about the people issues, the migration
 14 issues. This group tries to focus on supply chain
 15 issues, and I don't think that they give enough
 16 consideration, and for us, that was the focus of our
 17 presentation. Most of it was on supply chains and
 18 people appreciated very much the kind of information we
 19 were able to bring back on a committee like that.

20 So thank you so much for including us.

21 MS. NELSON: Thank you. And also from
 22 Canada we have Sandra Shaddick, Consul General in
 23 Monterrey.

24 MS. SHADDICK: Thank you, Secretary. Good
 25 morning. Ditto, to what Susan just said. It was

1 remarkable to me the presentation that we gave to our
 2 interdepartmental committee. How unique it was to have
 3 two people from two different countries talk about the
 4 same border, and having not completely different
 5 perspectives, but different issues, different
 6 priorities, and only by talking about it together, were
 7 we able to give that fuller perspective.

8 So I think -- and all that to say, we have
 9 learned so much from this committee, and thank you so
 10 much, Secretary of the State for inviting us, but
 11 particularly inviting me. I think I said this the last
 12 meeting, but the vision, again, to include that -- it's
 13 the one set beyond what we would normally occur to
 14 someone, you know, the norm. I'm really grateful for
 15 that, and this opportunity to visit.

16 For me, I'm based in Monterrey, I only
 17 know the Mexico side. I know the Mexico side of the
 18 border very well, but this opportunity to come to this
 19 wonderful City of Brownsville -- thank you, Mayor for
 20 showing me. The city is wonderful, and El Paso, and all
 21 the other borders that we visited. Thank you and I look
 22 forward to this discussion today.

23 MS. NELSON: Thank you. And thank you all
 24 for being valuable partners to Texas. I would now like
 25 to recognize, Caroline Mays, Director of Planning and

1 Modal Programs for Texas Department of Transportation,
 2 who is going to conduct our role call this morning.

3 MS. MAYS: Good morning. And thank you
 4 very much, Secretary. Before I turn on the role call, I
 5 just wanted to say a few words. I want to, again, thank
 6 you for your position from this committee. We always
 7 tend to get a big crowd, and, really, just to be excited
 8 about your commitment to border issues, working with
 9 TxDot and partnering with us to address border issues.
 10 It continues to be complex, but it will make a lot of
 11 progress.

12 I'm really excited about two of our
 13 commissioners here, and, really, we -- our staff
 14 appreciates their support. In what we do to
 15 highlight -- they highlight what they do to make
 16 policies, and making decisions here before you, makes a
 17 big difference in what they do. What they just
 18 mentioned to continue to highlight border issues.

19 So I really want to thank them for taking
 20 the time to be here, but I want to thank a lot of
 21 people, law enforcement, CBP. I appreciate you all
 22 being here. DPS -- and ambulance who were working with
 23 them on other efforts as well. So I just wanted to
 24 recognize that when we look at the border as a
 25 partnership, all of us have a role. You know, you all

1 have a role to play, different border groups form the
2 railroads. You name it. Everyone is here.
3 So, Secretary, I just wanted to thank
4 everybody for being here. And I want to thank our TxDot
5 group districts. Okay. We have a Pharr District here.
6 We have Laredo. We have El Paso. You know, again, with
7 TxDot, those three districts, they're the ones really
8 working with the border to identify transportation,
9 infrastructure issues, and, you know, identify those
10 priorities.

11 And then ensuring that, like,
12 Commissioner Meade mentioned, Dallas, Fort Worth,
13 Houston, all of those areas have logistics as well. So
14 they're helping highlight infrastructure. That's really
15 important for the border region, so I just want to thank
16 them for that, and then I want to thank my staff. We
17 have Tito Gonzalez here (ph.) Mildred, and Andrew and
18 Claudia, and many of my staff, and the rest of the
19 folks, Francisco, Sergio. Did I miss anybody?

20 And it takes a village to do what we do.
21 I tell everybody, (Unintelligible.) but what goes behind
22 it as a mini conference. When you all come here there's
23 a lot of (Unintelligible.) synchronizing everybody's
24 schedules, so it really takes a lot, and I really
25 appreciate your time.

1 MR. CALVO: Present.
2 MS. LAGOS: Someone representing the Port
3 of Brownsville?
4 (No response.)
5 MS. LAGOS: Luis Diaz, representing Rio
6 Grande Valley MPO.
7 MR. DIAZ: Present.
8 MS. LAGOS: John Esparza.
9 MR. ESPARZA: Good morning. I'm here.
10 MS. LAGOS: Raquel Espinosa.
11 MS. NELSON: She's here.
12 MS. LAGOS: Juan Antonio Flores.
13 (No response.)
14 MS. LAGOS: Dante Galeazzi.
15 (No response.)
16 MS. LAGOS: Cynthia Garza-Reyes.
17 AUDIENCE MEMBER: (Unintelligible) --
18 representing Cynthia Garza.
19 MS. LAGOS: Thank you. Jake Giesbrecht.
20 MR. GIESBRECHT: Yes, good morning.
21 Present.
22 MS. LAGOS: Maria-Elena Giner.
23 AUDIENCE MEMBER: (Inaudible.)
24 MS. LAGOS: Thank you. Iliana Holguin.
25 (No response.)

1 And finally, I can't not thank the city.
2 Mayor, I appreciate the hospitality. Thank you for all
3 that you did yesterday and today. Helen, great
4 hospitality, amazing. You know, yesterday and today --
5 you know, so I really, really, appreciate that. And,
6 again, that's what the partnership we were talking
7 about. Secretary welcoming us, all of the border
8 communities are always very welcoming. So Helen,
9 really, from the bottom of my heart, thank you for just
10 jumping at it, and helping us work with my team to
11 really put this together. So thank you. I look forward
12 to a really great meeting, Secretary.

13 So now, I'll turn the role call to
14 Claudia.

15 MS. LAGOS: Okay. Madam Secretary, I will
16 now start. Rafael Adrete.

17 MR. ADRETE: Present.

18 MS. LAGOS: Al Arreola.

19 MR. ARREOLA: (Unintelligible.)

20 MS. LAGOS: Jon Barela.

21 AUDIENCE MEMBER: I'm representing
22 Jon Barela. (Inaudible.)

23 MS. LAGOS: Luis Bazan.

24 MR. BAZAN: Present.

25 MS. LAGOS: Eduardo Calvo.

1 MS. LAGOS: Lisa Loftus.
2 MS. LOFTUS: Present. Hello, everybody.
3 MS. LAGOS: Maga Lopez.
4 MS. LOPEZ: Here.
5 MS. LAGOS: Stan Meador.
6 (No response.)
7 MS. LAGOS: Daniel Mendoza.
8 (No response.)
9 MS. LAGOS: Jason Modglin.
10 MR. MODGLIN: Present.
11 MS. LAGOS: Kyle Morgan.
12 MR. MORGAN: Present.
13 MS. LAGOS: Juan Olaguibel.
14 MR. OLAGUIBEL: Present.
15 MS. LAGOS: Rolando Salinas.
16 MS. SANCHEZ: Paula Sanchez (ph.)
17 representing Mayor Salinas.
18 MS. LAGOS: Gerry Schwebel.
19 MR. SCHWEBEL: Good morning. Present.
20 MS. LAGOS: Pete Sepulveda.
21 AUDIENCE MEMBER: Dan (Unintelligible.)
22 I'm representing Pete Sepulveda.
23 MS. LAGOS: Thank you. Daniel Silva.
24 MR. SILVA: Good morning. Present.
25 MS. LAGOS: Roberto Tinajero.

1 (No response.)
 2 MS. LAGOS: Victor Trevino.
 3 MR. TREVINO: Present. Thank you.
 4 MS. LAGOS: Sam Vale.
 5 (No response.)
 6 MS. LAGOS: Cameron Walker.
 7 (No response.)
 8 MS. LAGOS: Carlos Yerena.
 9 MR. YERENA: Present.
 10 MS. LAGOS: Madam Secretary, we have
 11 forum. (ph.)
 12 MS. NELSON: Thank you. I will now move
 13 to the adoption of the minutes. On February 20, 2024
 14 meeting of the Border Trade Advisory Committee held in
 15 El Paso. I'm quite certain everyone has reviewed those
 16 minutes, and we'll call for a motion to adopt the
 17 minutes.
 18 Please note that only BTAC members or
 19 their designated representatives may make a motion or
 20 second it. After you make a motion or give a second,
 21 please identify yourself, so it may be recorded in the
 22 minutes. Is there a motion to adopt the minutes?
 23 MR. CALVO: Second. This is
 24 Eduardo Calvo.
 25 MS. NELSON: We have motion. Is there a

1 second?
 2 MR. CALVO: Second.
 3 MS. NELSON: Thank you very much. All in
 4 favor say, I.
 5 COMMITTEE MEMBERS: I.
 6 MS. NELSON: Okay. Is there anyone that
 7 opposes no? Here are the minutes from the communities
 8 February 20th meeting are adopted.
 9 Moving on, I want to recognize,
 10 Marvina Cephas, International Trade and Border Planning
 11 Coordinator from the Texas Department of Transportation
 12 to provide a recap of the February 20th meeting.
 13 MS. CEPHAS: Good morning. My name is
 14 Marvina Cephas. I'm the International Trade and Border
 15 Planning Coordinator. I will give you a brief recap of
 16 our last meeting held on February 20, 2024, in El Paso,
 17 Texas. The last BTAC meeting had five main tags.
 18 First, we provided an update on the
 19 Texas-Mexico border transportation master plan, and the
 20 events and it's status recommendations. Second, we had
 21 presentations and open discussions on connecting Texas
 22 2050, the binational private sector of regional
 23 presentations of manufacturing companies and
 24 transportation.
 25 And lastly, Mexico's border states

1 presentations. BTMP project update, Mildred Litchfield,
 2 provided status updates on the transportation program.
 3 A development of transportation projects across the
 4 state and a distribution of funds to address TxDot's
 5 strategy force.
 6 Ms. Litchfield hired (Inaudible.) for the
 7 El Paso, Laredo, and Pharr districts. Sergio Vasquez
 8 (Inaudible.) Texas-Mexico border transportation master
 9 plan. Mr. Vasquez summarizes TxDot projects by all the
 10 regions, and categorize projects based on public
 11 allocation and region status. Very strongly, clarities
 12 (ph.) along the border may change as politics change.
 13 Eduardo Calvo (Inaudible.) Districts are
 14 prioritizing projects based on their local priorities as
 15 well. Two, BTMP advance recommendations. One,
 16 (Inaudible.) of two BTMP recommendations, but first is
 17 the establishment of Texas-Mexico binational task force
 18 for trade and transportation. To improve cross-border
 19 communication, coordination, and collaboration on trade
 20 and transportation issues.
 21 The task force will have a high level
 22 count binational committee and tactical working groups
 23 seeking the possibilities of standard infrastructure,
 24 strengthen supply chain, competitiveness, and
 25 (Unintelligible.)

1 Several recommendation is to develop the
 2 commercial vehicle driver training program, which aims
 3 at vehicle safety and compliance, improve cross-border
 4 efficiency in Texas, and the port of entry and minimize
 5 supply chain disruption. (Sotto voce.) to promotional
 6 drivers will be different based on whether they are
 7 long-range drivers or short-range, or based on the
 8 border region.
 9 One, explained that the training
 10 curriculum will be the same for all drivers, but
 11 regional emphasis could be included when delivering a
 12 training.
 13 Secretary Nelson suggested that the
 14 location and reporting of this would need to be defined,
 15 and their recommendations to be provided to BTAC. And
 16 then BTAC will subsequently provide input to the
 17 legislator.
 18 Three, (Unintelligible.) Texas 2050.
 19 (Unintelligible.) presented updates on the Texas 2050
 20 transportation plan. (Unintelligible.) highlighted
 21 several key areas related to the plan, including the
 22 project schedule, regional statement, performance and
 23 strategies. Mr. (Unintelligible.) gave an overview of
 24 the draft and previews on future actions, including that
 25 the final draft would be presented to the transportation

1 commission in July of 2024, and recommended for adoption
2 for binational private sector and regional
3 presentations.

4 Several speakers deliver presentations on
5 the manufacturing and transportation in the El Paso
6 region. (Unintelligible.) on the stands of the
7 manufacturing industry and emphasize the need for
8 efficient border-crossings. Stan Meador described Texas
9 Pacifico's history and their operations and future plans
10 on the rail and roadway infrastructure.

11 Eduardo Calvo presented the El Paso
12 metropolitan planning organization progress, and
13 stressing the importance of development in collaboration
14 with Texas -- in collaboration of Mexico. Excuse me.
15 So outline several infrastructure projects in the
16 El Paso region.

17 Five, Mexico's border states
18 presentations. Secretary Marco Gonzalez, provided an
19 update on the infrastructure improvements on the
20 colonial breach, including a security check points,
21 additional parking spaces, housing complex, and
22 (Unintelligible.) extension. (Unintelligible.)
23 expressed Chihuahuas commitment to enhance in border
24 crossings and infrastructure projects.
25 (Unintelligible.)

1 meeting, TxDot introduced to the members a
2 recommendation of BTMP, which is to create and implement
3 a commercial vehicle driving training program. I want
4 to provide a brief update of what TxDot has done since
5 the previous meeting.

6 So a little recap of what vehicle training
7 is. The goals for TxDot to Develop and implement a
8 cross-border driver training program to increase
9 commercial vehicle safety and compliance, reducing the
10 number of violations and out-of-service-rates.

11 In addition, this training expects to
12 improve cross-border efficiency at Texas Land Ports of
13 Entry, reducing disruptions and delays of deliveries.

14 Some of the benefits that have been
15 identified are that they will make Texas' roads safer.
16 They will boost Texas's economy. They will help
17 commerce move across the Texas-Mexico border, and help
18 streamline the commercial vehicle cross-border process.

19 During the last meeting, the border trade
20 advisory committee members directed TxDot to continue
21 with the implementation of this driver's training, and
22 TxDot was to provide an update of what we've done since.

23 Since the last border trade advisory
24 committee meeting, TxDot had initially to present this
25 commercial vehicle driver training with the Texas

1 Lastly, the committee had an open
2 discussion to guide a future meeting in
3 (Unintelligible.) Secretary Nelson announced that she
4 has sent a letter on behalf of BTAC to Secretary
5 (Unintelligible.) -- in support of port international
6 breach projects. (Unintelligible.) and express the
7 importance of such efforts for future border projects.
8 (Unintelligible.) updated on El Paso's (Unintelligible.)
9 and asked for BTACs continuous support. Secretary
10 Nelson thanks BTAC members for the participation in the
11 meeting. This concludes the recap of February 20, 2024,
12 BTAC meeting. Thank you.

13 MS. NELSON: Thank you so much. Moving
14 on. I want to recognize Marvinna Cephas. Oh, that's
15 you. Okay.

16 Now, I'm going to move on some more to our
17 first presentation. I would like to recognize
18 Sergio Vasquez, Border Program Manager from the Texas
19 Department of Transportation, to deliver a progress
20 update on the commercial vehicle driver training
21 program, which is a part of the border transportation
22 master plan advancing recommendation.

23 MR. VASQUEZ: Thank you, Secretary Nelson
24 good morning, BTAC members. As mentioned in Marvinna's
25 recap, during the last border trade advisory committee

1 Department of Transportation, and for the commercial
2 vehicle enforcement. There TxDot discussed the
3 commercial vehicle driver training program, the
4 concepts, and we gave DPS support in order for us to
5 continue moving forward with the implementation of this
6 commercial vehicle driving, and also for them to assist
7 us, and them finding trainers throughout the program's
8 life. That's an ongoing step.

9 In addition, TxDot secured the 2023
10 version of the commercial vehicle safety alliance and
11 the auto search criteria for English and Spanish, and
12 we'll be using that as we continue to develop the
13 programs criteria and projective.

14 Some of the next steps in the next couple
15 of months, in order for us to be able to implement this,
16 TxDot will develop and finalize course curriculum with
17 DPS. In fact, we expect to have that complete by
18 June 2024. We will conduct a (Unintelligible.) in June
19 2024, and we will modify curriculum and material based
20 on the feedback from the product program that will take
21 place in June.

22 In addition to that, we expect to conduct
23 the first training courses in July 2024 in Laredo or
24 it's sister's city, Nuevo Laredo, and we will begin
25 these training courses along the Texas-Mexico border on

1 July of 2024.
 2 And here on the slide I want to provide a
 3 brief outline -- timeline process. As I mentioned,
 4 we're in the process of developing course criteria with
 5 the Texas Department of Public Safety. We expect to
 6 have that completed by early June, and we will begin to
 7 have a pilot course on June 2024, getting initial
 8 feedback from the trainers and from DPS. We will modify
 9 the course as needed, and we will begin the first
 10 trainer training meeting on July 2024 and the first
 11 initial training course in August 2024, which will
 12 either take place in Laredo or Nuevo Laredo.
 13 So this is going to ongoing. This is
 14 going to identify the drivers -- identify the trainers
 15 and drivers throughout the border. We expect to start
 16 in Nuevo Laredo and then start having one a month along
 17 the city cities.
 18 With that, this concludes my recap -- my
 19 update on the commercial vehicle driver training and the
 20 progress TxDot has done since the last BTAC meeting.
 21 I'm open to any questions and give my contact
 22 information. Thank you.
 23 MS. NELSON: Thank you for your
 24 presentation. Members, any questions or comments?
 25 AUDIENCE MEMBER: Ms. Secretary.

1 MS. NELSON: I'm sorry. Where are you? I
 2 see you. Go ahead.
 3 AUDIENCE MEMBER: I just wanted to
 4 reiterate the (Sotto voce.) focusing on such an
 5 important topic for all of us. I think that's one of
 6 the things that we continue to hear over the years, is
 7 the lack of drivers out there in this space, and it
 8 could be argued most certainly.
 9 But what's clear is we're seeing the
 10 amount of drivers coming into this space to try to fill
 11 that need, and not being as qualified as they one were,
 12 and we're paying particular attention to that and it's
 13 training such as this that will help us ensure that
 14 we're keeping our highways safe.
 15 And not to mention the fact that we're
 16 some nineteen-hundred -- fifty -- some odds miles of
 17 Mexican border. We can ensure the Untied States that
 18 Texas being so much of that, 1250 plus. So it's a
 19 tremendous responsibility that we take on as an industry
 20 and as a wonderful partnership with all of the
 21 stakeholders in this room, not to mention across the
 22 entire state. So thank you for the focus on this.
 23 MS. LAGOS: Thank you for pointing that
 24 out, too. I think one of the difficulties we face
 25 sometimes is making sure that people are well informed

1 about projects like this. So thank you for pointing
 2 that out. Any other questions or comments?
 3 MR. TREVINO: I do.
 4 MS. NELSON: Mayor, go ahead and identify
 5 yourself for the record. I know who you are, but go
 6 ahead.
 7 MR. TREVINO: Thank you. Dr. Victor
 8 Trevino, mayor for the City of Laredo. One of the
 9 things that we thought was of concern is during this
 10 training for truck drivers, we need to implement a
 11 contingency plan for when the computer systems go down,
 12 which we have had that experience in Laredo, and I think
 13 it was nationwide.
 14 So at this point we had a multiple amount
 15 of 18-wheelers within our city that were staggered,
 16 because they wouldn't let them cross into the Mexican
 17 side. So we are developing a contingency plan to deal
 18 with this. We can't have 5,000 trucks in our city just
 19 parked all over the neighborhoods.
 20 So we're developing in conjunction with
 21 the city, Nuevo Laredo, a contingency plan to allocate
 22 some areas for these 18-wheelers can park, because their
 23 bodegas or their patios are filled up. They cannot go
 24 and just park there because they are filled up to the
 25 max. So these are things that I think would be

1 important to incorporate in the truck driving training
 2 program.
 3 MS. NELSON: That's a good point.
 4 MS. MAYS: I just had a question for
 5 Sergio. In the numbers interested in the, you know,
 6 (Unintelligible.) I know you mentioned Laredo and Nuevo
 7 Laredo. How do they get in touch with you all? I know
 8 (Unintelligible.) had mentioned interest, and
 9 (Unintelligible.) from Presidio. How do they get ahold
 10 of you to be in the cue?
 11 MR. VASQUEZ: So as we continue to
 12 progress this curriculum and add some -- a little
 13 addition information, but we'll be reaching out to the
 14 BTAC members as we continue to finalize this curriculum.
 15 Right now we're working with DPS, but once we get that
 16 finalized with the members then I'll probably add a
 17 little more.
 18 AUDIENCE MEMBER: Yes. We are also
 19 creating a list of the stakeholders by each border town
 20 on both sides, and we are getting all of the industry,
 21 all of the trucking companies on both sides, and the
 22 idea is that we are going by them to participate on the
 23 training -- by each border town.
 24 MS. NELSON: That is wonderful. Thank
 25 you. Any other questions or comments?

1 MR. SCHWEBEL: Gerry Schwebel. I want to
 2 coordinate to establish the records of some community
 3 colleges have up and down the border with their
 4 programs. Are we incorporating -- how are we
 5 coordinating that and DPS and those community colleges
 6 that all have ongoing programs. In Laredo we have
 7 Laredo College. We have other community colleges that
 8 already have programs, and they need support, you know,
 9 and, I guess, in working with DPS --(Sotto voce.)

10 MR. VASQUEZ: So that's a good suggestion.
 11 Right now we're working with DPS. That's a suggestion
 12 we can bring up to the consultant team as we continue to
 13 do this curriculum to reach out to the universities, so
 14 that we can make sure we incorporate them and see what
 15 they already have.

16 MR. SCHWEBEL: Again, Gerry Schwebel. I
 17 think (Unintelligible) -- borders. Nuevo Laredo has it
 18 with (Unintelligible.) with the (Spanish speaking.) with
 19 the Mexican side as well, in coordinating
 20 (Unintelligible.) (Sotto voce.)

21 MR. VASQUEZ: Yes, we will. Thank you.

22 MS. NELSON: Excellent. Caroline.

23 MS. MAYS: Just to respond to Gerry, the
 24 main goal and purpose of this program is really training
 25 existing truck drivers from Mexico on DPS requirements,

1 Coordinator, and consultant, Jolanda Prozzi, (Sotto
 2 Voce.) from the Texas Department of Transportation, to
 3 provide status updates on the first and last mile
 4 connectivity. Connectivity between border-crossings and
 5 connectivity between border region programs. So handing
 6 it over to Marvina.

7 MS. CEPHAS: Good morning, again.
 8 Marvina Cephas, International Trade and Border Planning
 9 Coordinator. So this morning I'm going to present on
 10 three updates from the 2021 border transportation master
 11 plan.

12 The first two presentations will cover the
 13 first and last mile connectivity study. The second
 14 presentation will be the port to port connectivity
 15 study, and these studies are done by (Sotto voce.) And
 16 the last presentation will be the region to region
 17 connectivity study, which is being conducted by (Sotto
 18 voce.)

19 So the binational Texas-Mexico border
 20 transportation master plan was published in 2021. It
 21 included 177 recommendations from programs and studies
 22 of proximity, and increasing movements of booths (ph.)
 23 and people across the Texas/New Mexico-Mexico border.

24 The first and last mile connectivity study
 25 focuses on the connectivity challenges from the

1 FMSA, Federal Motor Carrier Safety Administration
 2 requirements, so that they are having less vehicles out
 3 of service when they come into the U.S.

4 So that's really the key goal, so we can
 5 help existing truck drivers coming from Mexico,
 6 primarily on the actual vehicles themselves. What's
 7 required on the U.S. and Texas side. What DPS will look
 8 for, so they are not being pulled over for a taillight
 9 or brakes or tires or those things.

10 So that's really what this is, but, I
 11 think, what you bring up is probably (Unintelligible.)
 12 the team needs to think about that. How do we integrate
 13 this into that driver training? Well, here in Texas,
 14 the U.S., and in Mexico, especially, because a lot of
 15 those trucks coming in are (Unintelligible.) trucks.

16 You know, so that's really the primary
 17 goal. You know, I think that's something that the
 18 consultant team will really take a look at. Okay. How
 19 do we evolve this once we're, kind of, at the first
 20 stage of how to train existing drivers.

21 MS. NELSON: Thank you. Any other
 22 questions or comments? Thank you.

23 MR. VASQUEZ: Thank you.

24 MS. NELSON: Now, I will recognize, again,
 25 Marvina Cephas, International Trade and Border Planning

1 international border crossings. And the port to port
 2 connectivity studies focuses on the connectivity
 3 challenges between the international border crossings
 4 and the maritime ports.

5 So in a section of the presentation, I'm
 6 going to review the progress that we have made so far on
 7 the first and last mile connectivity study analysis. So
 8 as I mentioned earlier, the BTMP recommended a study
 9 that focuses on a multi-modal first and last mile
 10 connectivity challenges of the Texas/New Mexico-Mexico
 11 International border-crossings.

12 So after our initial analysis, we decided
 13 to extend our study to (Inaudible.) on the first and
 14 last mile. So we included the first and last leg of the
 15 transportation movement to and from the international
 16 border crossings. So we look at pedestrians, we look at
 17 bikes, rails, aviations, trucks, commercial vehicles,
 18 and then we look at passenger vehicles also.

19 So for this study we are identifying key
 20 links, we are identifying the gas and challenges, such
 21 as the (Unintelligible.) on those first and last
 22 transportation legs, serving the international
 23 border-crossings. As well as multi-modal connectivity
 24 challenges, transit terminals, airport proximities, and
 25 road proximities to and from the international

1 border-crossings.
 2 So we engaged (Unintelligible.) context
 3 inputs for key questions identify (Unintelligible.) in
 4 connectivity. So on the next slide we show some of the
 5 questions that they explored from the stakeholders. And
 6 then, for highway they ask if there are any other
 7 bottlenecks that they have. Do they have any concerns
 8 over the analysis that we ran, and what other
 9 suggestions for improvement do they have to add.
 10 For freight rail, we asked if there were
 11 any connectivity challenges to rail facilities, and then
 12 we also asked if there's a need for a short line
 13 railroads to serve industrial areas. For airports we
 14 asked, are there connectivity gaps. We asked what are
 15 the investment needs. For transit we asked what are the
 16 existing and planned transit serving cross-border
 17 pedestrians. We also asked if there was a need for park
 18 and ride facilities.
 19 So for active transportation, we asked how
 20 many bus stations available within 30 minutes walking
 21 distance from the border crossings. It also asks if
 22 they are bike-ped friendly infrastructures from border
 23 crossing to bus stations.
 24 Now, over the past few months we have also
 25 identified key transportation links, serving 30

1 international crossings on Texas/New Mexico-Mexico
 2 borders. And then we quantify all of the north highways
 3 performance indicators to inform the identification of
 4 border (Unintelligible.) and challenges on the
 5 transportation serving international border-crossings.
 6 And then we identify proposed investments on this key
 7 transportation leg, as included in TxDot's project
 8 tracker.
 9 So the analysis and the information that
 10 we've gathered summarize into (Unintelligible.) That
 11 serves as input and was used to obtain stakeholder's
 12 input on schedule meetings that we had back in February
 13 with (Unintelligible.) The only remaining thing that we
 14 have to do in this study is to review and to follow
 15 verification of the information that we've collected,
 16 and we have scheduled meetings for the next month.
 17 Okay. So as you see on this slide, the
 18 metric (Unintelligible.) of these last legs of the
 19 transportation system connected to the international
 20 crossings by trucks and people.
 21 It also aims to inform the needs on
 22 additional capacity on these transportation legs. So we
 23 identified bottlenecks. We quantify the uses of the
 24 infrastructure, and we also explore speed.
 25 For safety, safety remains as one of the

1 most important things for TxDot in Texas. So the
 2 consultants quantify among the safety records, to
 3 understand the safety challenges on these last
 4 transportation legs serving all of the border-crossings.
 5 So in terms of understanding the
 6 multimodal connectivity challenges on our highways, the
 7 consultant works with TxDot to identify the key modes in
 8 each of the border regions to include in this analysis.
 9 And then we review all of the different planning and
 10 legislative studies to identify connectivity challenges
 11 and gaps, as well as (Unintelligible.)
 12 Also the content and context to understand
 13 multimodal connectivity challenges when obtained to the
 14 stakeholders, as I mentioned initially. So on this
 15 slide, it shows some of the stakeholder's agencies that
 16 we interviewed in (Unintelligible.) connectivity
 17 efforts.
 18 We have BNSF Railway. We interviewed the
 19 City of El Paso, Sun Metro, El Metro Transit, El Paso
 20 Metro Planning Organization, Kansas City Southern
 21 Railway Company, Laredo and Webb County Area
 22 Metropolitan Planning Organization. We interviewed,
 23 Union Pacific Railroad, Valley Metro, Lower Rio Grande
 24 Valley MPO.
 25 Then we did TxDot Laredo, El Paso, and

1 Pharr Districts. And then we did TxDot rail division,
 2 City of McAllen. We interviewed New Mexico DOT, City of
 3 Laredo, and we also did the City of El Paso. So the
 4 consultants developed a (Unintelligible.) for each of
 5 the current international border-crossings, and it was
 6 done from (Unintelligible.) to Brownsville.
 7 So visualize the key highlights of the
 8 analysis and the stakeholder's inputs of team. So the
 9 tabloids will be accompanied by technical memorandum,
 10 and additional context once the study is completed.
 11 In the next couple of slides I'm going to
 12 focus on Brownsville regions, since we (Unintelligible.)
 13 in Brownsville. So on this tabloid, it shows the peak
 14 traffic location identified on the first and last
 15 transportation leg in the Brownsville region. The data
 16 analysis shows the stop and go traffic from the
 17 (Unintelligible.) state highway serving to downtown
 18 bridges and connecting of Veterans International Bridge
 19 at Los Tomates within the port of Brownsville.
 20 On the second slide of the bottleneck, the
 21 slide will show the average annual daily traffic on the
 22 first and last transportation leg, serving the
 23 international crossings. It shows the high-traffic
 24 volume, and also the importance of using I-69 East in
 25 certain international border-crossings and also the

1 ports of Brownsville.
 2 On this slide, the data analysis the daily
 3 truck traffic falling on the first and last
 4 transportation leg, similar to the previous slides. It
 5 also shows high-traffic volumes, and therefore, the
 6 importance of using I-69 East in certain international
 7 border-crossings and also on the ports of Brownsville.
 8 This data hotspot shows the analysis
 9 result of the data for Texas, and the accident data for
 10 the Mexican Government. The analysis shows that several
 11 crash hotspots along the I-69 was by far the biggest
 12 (Unintelligible.) crash hotspot along the
 13 State Highway 48 near the ports of Brownsville. And we
 14 are still conducting studies to find out why we have all
 15 these crashes.
 16 On the next slide, it shows the list of
 17 (Unintelligible.) that's included in TxDot's project,
 18 and the planning legislative studies reviewed on the
 19 transportation leg analyzed. So one of the projects
 20 that was listed, was there was also mapped in the
 21 East Loop international trade (Unintelligible.) that
 22 will remain (Unintelligible.) in the international
 23 bridge, to Los Tomates, and to the ports of Brownsville,
 24 The East Loop International Trade Regions, congestions
 25 on I69 East, and State Highway 48 (Unintelligible.) from

1 these two corridors.
 2 Next on the type of lists of challenges
 3 and proposed investments that we have identified to a
 4 review of many documents, in the interviews with all
 5 three (Unintelligible.) railroads that move cargo
 6 between Texas, the U.S., and Mexico. Our infrastructure
 7 investment has been emphasized to address connectivity.
 8 (Unintelligible.) pointed out that we should also have
 9 addressed these challenges through technology
 10 investments, policies, and process improvements, as well
 11 as operational improvements.
 12 The Brownsville Matamoros Express Bridge
 13 is a very positive region for Brownsville for cross
 14 (Unintelligible.) traffic, because of the bridges
 15 proximity to Downtown Brownsville. One of the most
 16 (Unintelligible.) first routes operates along the same
 17 (Unintelligible.) stops two blocks away from the bridge.
 18 The bridge has a good transport productivity, but the
 19 sidewalks are (Unintelligible.) There is a general lack
 20 of (Unintelligible.)
 21 So it was proposed on the multimodal
 22 corridor project at an estimated cost of \$8.9 million,
 23 which would address and identify the sidewalks and
 24 concerns and will also provide safety (Unintelligible.)
 25 So similar to the Brownsville Matamoros

1 Express Bridge, we have the Gateway International
 2 Bridge, which is an important bridge also for
 3 cross-border pedestrians and vehicle traffic, because of
 4 the bridge, downtown locations and the access to
 5 (Unintelligible.) commercial activities. So the
 6 (Unintelligible.) bridge currently exceeds the capacity
 7 of the bridge.
 8 \$130 million project (Unintelligible.) of
 9 the total replacement of the entire bridge structure,
 10 and increase the capacity of the bridge for both
 11 vehicles and pedestrian traffic.
 12 Next, we compared two downtown bridges.
 13 The Veterans International Bridge at Los Tomates has
 14 more cross for the pedestrian traffic. (ph.) The bridge
 15 does not have transit connectivity with the merits of
 16 (Unintelligible.) 30 minute walk from the bridge, and
 17 inadequate walk -- sidewalk infrastructure. So this
 18 bridge mostly serves personal vehicles and truck.
 19 So this concludes the first part of my
 20 presentation for the first and last mile connectivity
 21 study. Now, moving on to the second study, which is the
 22 port to port connectivity. It focuses on the
 23 border-crossings to the maritime port connectivity.
 24 MR. TREVINO: Ma'am, I do have a question.
 25 MS. NELSON: Thank you. Go ahead and

1 state your name again, please.
 2 MR. TREVINO: Dr. Victor Trevino, Mayor
 3 for the City of Laredo. On your presentation on your
 4 first and last leg analysis, advanced recommendation for
 5 the multimodal improvement regarding safety hotspots.
 6 MS. CEPHAS: Okay.
 7 MR. TREVINO: Is there any coordination or
 8 agreement of mechanical safety inspections from trucks
 9 coming from Mexico into the U.S. to standardize the
 10 inspection sticker status, so that we won't have any
 11 stops for, like, somebody mentioned a broken taillight,
 12 because that would delay the merchandise, and time is
 13 money for all these companies. So is there any plan to
 14 standardize any mechanical inspection or safety
 15 inspections for vehicles coming across into the United
 16 States?
 17 MS. MAYS: I can answer that. That is not
 18 necessarily our role as TxDot. That would be DPS and
 19 Federal Motor and Carrier Administration, so we don't
 20 get into the vehicle inspection. What we're trying to
 21 facilitate, Mayor, with the training is to create
 22 awareness and educate on the Mexican side, but I think
 23 that's a question for DPS, and I'm not sure -- we don't
 24 have (Unintelligible.) here.
 25 AUDIENCE MEMBER: (Unintelligible.)

1 MS. MAYS: Yeah, FMCSA is DOT. They're
2 the ones that -- when the federal compound -- they do
3 the actual vehicle inspection. It typically has a
4 different roll, so that is more for the FMCSA.

5 MR. TREVINO: All right. I will redirect
6 the question to the DOT. Thank you.

7 MR. SCHWEBEL: I also have a question.
8 This is Gerry Schwebel. My question is on slide ten.
9 When you talk about the multimodal connectivity
10 stakeholder agency, that lists the expanded -- is there
11 a reason why they don't have the RMA or the (Sotto
12 voce.) included on this list, or can it be more specific
13 to include all of the (Unintelligible.) importance up
14 and down the border as well in this stakeholder
15 engagement.

16 MS. CEPHAS: So we will continue to engage
17 with the different stakeholders, but, initially, those
18 are the first stakeholders that (Unintelligible.) and
19 were able to sit and have conversations with them. We
20 still have more stakeholder engagements that we need to
21 do before the study is complete. So we will look into
22 including it also, and the consultants are here, so.

23 MR. SCHWEBEL: (Unintelligible.) already
24 done my RMAs so it goes hand-and-hand when working on
25 the Texas side, so I don't want to leave anybody out in

1 and supply chains that impacted connectivity challenges
2 between the border-crossings and these four ports.
3 Origin and destination and the modes that I use will
4 also identify the connectivity challenges. And then we
5 will look into the investments needs and strategies to
6 address connectivity challenges.

7 So this concludes my presentation for the
8 second study. We have just started and are open to any
9 questions or suggestions.

10 MS. NELSON: Yes, go ahead.

11 AUDIENCE MEMBER: Thank you. My question
12 is on the rails. Are you also looking at the rail
13 connectivity -- the road rail?

14 MS. CEPHAS: The answer is, yes.

15 MS. NELSON: Wait. Say the answer again.

16 MS. CEPHAS: Yes.

17 MS. NELSON: Are you going to expand on
18 that?

19 MS. CEPHAS: Excuse me. We --

20 AUDIENCE MEMBER: Let me rephrase the
21 question. For example, we have the rail on the road and
22 we're trying to connect them, and trying to build
23 something (Sotto voce.)

24 MS. NELSON: Go ahead.

25 MS. PROZZI: Good morning or good

1 this discussion.

2 Thank you. Great suggestions. Thank you.
3 Any other comments, folks? Let's move on.

4 MS. CEPHAS: Okay. So as I said, I'm
5 going to move on to the port to port connectivity, which
6 focuses on the border-crossings into the maritime ports.
7 So the consultants gathered information as far as the
8 analysis on the (Unintelligible.) They first analyzed
9 the streetlight data to identify the volume or number of
10 trucks that have crossed at the border-crossings to the
11 Texas maritime ports.

12 The analysis revealed that there is a
13 small percentage of trucks that cross at the main
14 border, actually, (Unintelligible.) maritime ports. We
15 are still analyzing and having meetings and coming up
16 with new suggestions. So the (Unintelligible.) analysis
17 ended up meeting with TxDot Maritime Division, so these
18 are the consultants who will focus the study on four of
19 the maritime ports. There will be the Port of
20 Harlingen, the Port of Brownsville, Port Isabel, and
21 Port Mansfield.

22 So our next step moving forward in
23 conducting this study will characterize a trade that
24 moves between the main border-crossings, the land
25 border-crossings. And then we will analyze commodities

1 afternoon. My name is Jolanda Prozzi. I'm helping and
2 supporting Marvinna Cephas on this -- on these two
3 connectivity studies. So in short, the answer is, yes.
4 We are (Unintelligible.) multimodal connectivity, and we
5 have one (Unintelligible.) meetings that we are trying
6 to conduct in May, and we're coming to Presidio. (ph.)

7 So we will definitely go into some of the
8 issues that we've identified in (Unintelligible.)
9 (Sotto Voce.)

10 MS. NELSON: Yes, go ahead.

11 AUDIENCE MEMBER: Thank you, Secretary.

12 One question is for the manual breach. (ph.) Is it the
13 same (Unintelligible.) or it another one? And second,
14 on the rail connection, there is a Port of Matamoros
15 also for this multimodal trade, trucks, transportation.
16 I just wanted to know if you had those in mind?

17 MS. CEPHAS: Yes, we do.

18 MS. NELSON: Any other questionings? I
19 have a question. Looking here at your slide 22 in the
20 ports listed, Brownsville, Harlingen, Mansfield, Port
21 Isabel. Are there other ports included in the
22 discussion for Huston? Are there other ports that you
23 also had discussions with?

24 MS. CEPHAS: Yes, we listed a lot of ports
25 and we had a discussion with TxDot Maritime, and then we

1 identified at least four ports that had traffic from the
2 border-crossings or directly to (Sotto Voce.) For
3 Huston, sometimes the trucks come in all loaded, and
4 then (Unintelligible.) and transferred to Port of
5 Houston. (ph.) So that's why we didn't include them.
6 We're looking at trucks coming from the border and going
7 straight into these ports.

8 MS. NELSON: I see. Okay. Thank you.

9 MS. MAYS: Yeah, can I just add,
10 Secretary, we are definitely going to look at that list
11 and expand it, because I know Port of Corpus Christi,
12 our relationship with Laredo, (Unintelligible.) So,
13 yeah, we are going to add to the list, definitely, and we
14 are going to see based on the data some of the ports
15 that may have direct relationships with the
16 border-crossings.

17 MS. PROZZI: Yes, I just want to clarify
18 that these ports we see in the data, and both the
19 conversation (Unintelligible.) division that there's a
20 direct movement between the land, border-crossing, and the
21 port. And you can expect that because of the vicinity
22 of these ports (ph.) in relation to the border, but that
23 doesn't mean that they're the supply chains that moves
24 trade between Mexico and the U.S. that involves the
25 maritime ports.

1 So, hopefully, our next main thing we can
2 report on our findings regarding the maritime ports in
3 the supply chains that moves -- that facilitates between
4 Mexico and Texas.

5 MS. NELSON: Wonderful. I think it's very
6 important that we have that conversation. In fact, my
7 recommendation later today will be to have our next
8 meeting on the Port of Houston. The incident that
9 happened recently in Boston -- Baltimore just certainly
10 makes us all aware of how we need to be paying attention
11 to how that kind of thing could have a huge impact on
12 the supply chain. Thank you for pointing that out.

13 Any other questions? Okay. I don't see
14 any others. Go ahead and continue.

15 MS. CEPHAS: So you just heard the first
16 two presentations. Now, I'm going to move forward to
17 the Region to Region Connectivity Study, and
18 Ms. (Unintelligible.) will help us on east-west of the
19 connectivity between eastern, central, and southern
20 border regions. For this presentation I'm going to look
21 at the background and study approach, the regional
22 border connectivity network assessment, and then
23 scheduling our next step.

24 So I'm beginning with background and study
25 approach. So the 2021 BTMP included a policy

1 recommendation to provide multiple connectivity between
2 border-crossings and border regions. The key issues of
3 concerns are enhanced network redundancy, congestions in
4 between border-crossings, support of future economic
5 growth between Texas and Mexico.

6 The region to region connectivity study is
7 advancing the recommendation, by identifying a regional
8 border connectivity network, evaluating the statistics,
9 and the needs along these routes, and developing
10 recommendations. So this study will be informed by the
11 National Stakeholder Engagement also. (ph.)

12 So the study is to identify strategies and
13 recommendations (Unintelligible.) connectivity between
14 border regions. To accomplish the study purpose, the
15 study will focus on the following key issues. East-west
16 connectivity between border regions, efficiency and
17 directness of existing routes, multimodal supply chain
18 connectivity, multimodal people connectivity, resiliency
19 of statewide border network, safety and security, and
20 innovative technologies and operational strategies.

21 So I'm going to move on now and have the
22 consultant presented by Ms. Vice.

23 MS. DOWELL: Good morning. I'm
24 Paula Dowell with HNTB, and so with the study goals for
25 this region to region connectivity, we're focusing on,

1 really, a lot of the goals that we're identifying as part
2 of the border transportation master plan. Mobility, and
3 reliability, about providing that option for efficient
4 and safe, reliable transportation between those border
5 regions.

6 For economic competitiveness, we want to
7 boost the regional competitiveness and support that
8 economic growth. You have a lot of rural regions in
9 between those urban centers of activity. If you had
10 better border connectivity, would you be able to grow
11 those economies more.

12 And then we want safety and security, so
13 we want to improve the travel safety between those
14 border regions and the security, but at the same time
15 making sure that we are enhancing the efficiency of that
16 travel as well.

17 With connectivity, that's to increase the
18 connectivity with both the movement of people and goods
19 between the border regions. For cross-border
20 resiliency, increase inter-connectivity between those
21 border regions, and then that will also help to create a
22 better and resilient border system across the whole
23 border. Asset preservation, to maintain, preserve, and
24 modernize assets on that border network.

25 And, finally, equity, to have the

1 equitable distribution of both those positive impacts
2 from all the cross-border activity, as well to mitigate
3 any negative impacts to the local border communities.

4 So in terms of our study progress, we have
5 been busy the last few months, really, focusing on
6 collecting the data, reviewing of a lot of the
7 materials, including previous and ongoing study efforts,
8 and identifying the network criteria. What part of that
9 network do we really need to focus on for this?

10 We identified the study goals and
11 objectives and then we've been developing and embedding
12 that border connectivity network. Where we're at right
13 now is really within this green area. We're using a lot
14 of stakeholder input, and we'll talk more about how
15 we're gathering that. Combining that with the technical
16 analysis, to really look at the border connectivity, the
17 network, the needs, and then those trends and the
18 strategies going forward.

19 We will then use all of this in terms of
20 our documentation. We'll have a final report where
21 we're also going to produce these facts sheets, a lot of
22 the tabloids that we followed earlier, and an executive
23 summary. In terms of our stakeholder outreach, we've
24 been providing the BTAC updates. We introduced a study
25 back toward the end of 2023 and we're updating here.

1 at the end, we want to really embed our recommendations
2 and our strategies. We'll be going out to some public
3 meetings.

4 What I want to do now is talk about some
5 of the technical analysis that we really have had
6 underway. So one of our first tasks was to identify
7 what part of the region is really most critical for
8 connecting these communities along the border. So we've
9 identified what we'll call the regional border
10 connectivity network, and we use a very data-driven
11 approach to this, and where we're at now is really vague
12 that's with the stakeholder. (ph.)

13 In terms of the data-driven, we wanted to
14 look at, really, what is physically moving from the
15 people and the goods. So we looked at both existing,
16 but also the forecast of future passenger demand. We
17 looked at existing and future forecast of freight and
18 goods mobility demand. As well as some of the
19 socioeconomic data, so in terms of population and
20 employment. Where is that happening? Where are we
21 forecasting that to happen?

22 And then looking for that connectivity.
23 This is focused on the highway, but our study overall is
24 going to be multimodal. So we're going to be doing the
25 same sort of analysis looking at the rail connectivity.

1 We are also going to start our binational
2 industry and agency stakeholder meetings. These are
3 going to start in May, when we are setting up our
4 binational regional steering committee meetings. We are
5 also in conjunction with those and the meeting with the
6 MPOs and the local officials in the communities along
7 the border.

8 We are going to meet with Mexican Federal,
9 State, and Local Officials. And then we also want to
10 bring the business community into this. You'll hear
11 from the shippers, the carriers, as well as the business
12 associations. To not only understand how to divide
13 national trade at the border-crossing themselves, but
14 how you start to look at this whole region as a
15 connective region, and as a connective network and a
16 connected economy.

17 And then we mentioned the binational
18 regional steering committee. We are getting those
19 scheduled in May. So we are developing our invitation
20 list, so you'll be getting more information over the
21 next couple of weeks with regards to this meetings.
22 We're having a district coordination meeting. We've
23 already kicked this off with our TxDot districts. We
24 will also be coming back to those districts prior to
25 those binational regional steering committees. And then

1 So not only that north-south rail, but what do we have
2 connecting the rail between the regions as we go east to
3 west, and then west down to into the south region.

4 We also wanted to look at market access,
5 because it's one thing to look at, you know, how people
6 or goods are moving now, but what are the markets? What
7 are they trying to access? So we looked at the -- we're
8 going to be evaluating again the airport, the bus, and
9 the rail access. The access to employment centers, to
10 education centers, to those big regional medical
11 centers, as well as some of the retail and the tourism
12 aspects as well.

13 So we looked at all of that and based upon
14 that, the network that you see outlined here, which is
15 in the red color, that is our draft border regional
16 connectivity network. So we wanted to get this group to
17 really take a look at that, and provide us, kind of,
18 your first initial opinions on that network, in terms of
19 using that data-driven approach. These are the
20 facilities that really scored the highest in terms of
21 being important. Not only to move you today, but also
22 when we remodel the future demand of the network.

23 So we'll pause here to see if there are
24 any initial reactions or comments regarding this draft
25 network.

1 MS. NELSON: Any comments?
 2 MR. SCHWEBEL: Gerry Schwebel. Paula, one
 3 of the things that I've been following closely and have
 4 been aware of, is the designation of border counties as
 5 commercial zones for the movement of trucks that are
 6 going (Sotto voce.) Not just up and down the border,
 7 but even up toward -- and I mentioned this to
 8 (Unintelligible.) that we took it. I-69 or I-47 with
 9 its corridors go up more. Every county should get
 10 commercial zoning, because any gaps with any county is
 11 not a designated commercial zoning.

12 We should do it now and begin the process,
 13 because I know El Paso through some of it's designations
 14 when they were working on some projects in some of those
 15 areas not designated in those commercial zones. So
 16 there is an experience there. We just want to make sure
 17 that we don't leave any stone unturned, in making sure
 18 that all designated commercial zone, so we don't avoid
 19 doing all of this work and then finding out, hey, trucks
 20 can't go in there (Sotto voce.)

21 MS. DOWELL: Yeah, no, Gerry, thanks for
 22 bringing that up. I know you noted that as well at last
 23 weeks TxDot's meeting as well. So I jotted that down at
 24 something that we're going to be looking at here, and I
 25 know (Unintelligible.) looks at those along this network

1 limited corridor.

2 And we want to be careful when we think
 3 about moving passengers on freight rail lines, that we
 4 don't displace freight from the rails to the roads.
 5 Again, railroads are heavily funded, and they maintain
 6 our own driveway, our own infrastructure. So I just
 7 wanted to share that. Thank you.

8 MS. NELSON: Thank you for sharing that.
 9 Any other questions?

10 MS. MAYS: Raquel, in relation to
 11 this --Paula, quick question -- I can't see this far --
 12 that far, but does that include rail or does that
 13 include highways here?

14 MS. DOWELL: No, Caroline. This network
 15 right here is what is just the highway portion of it,
 16 but we are doing the same thing. We are doing
 17 reassessment from a multimodal prospective as well.
 18 It's just that we know that the rail network is not as
 19 dense as the highway. So basically, all of the rail
 20 corridors are going to be included.

21 MS. MAYS: Okay. I just want to make sure
 22 that they look at that -- the rail corridors as well. I
 23 know most of the rail corridors go south, and
 24 (Unintelligible.) east-west, but they're looking at
 25 going on (Audience background noise.) And lastly,

1 as well.

2 So in addition to that, and somewhat
 3 related, and this was brought up by (Unintelligible.)
 4 The U.S. DOT, they did announce in the federal register,
 5 they are seeking request information in the designation
 6 of the multimodal freight network. So I think it's a
 7 great opportunity for the members of the TxDot and the
 8 BTAC committees to really make sure that you're, you
 9 know, paying attention to the designation of that
 10 national system as well.

11 MS. NELSON: All right. Any other
 12 comments or questions? I see one. Okay.

13 MS. ESPINOSA: Madam Secretary, hi.
 14 Raquel Espinosa with Union Pacific. I appreciate being
 15 sent in about rail. I think it's important to note that
 16 when we look at connectivity, railroads do an excellent
 17 in terms of moving freight and heavy goods. It takes at
 18 least 300 trucks to move the same amount of freight as
 19 one train.

20 So we look at our corridors -- a lot of
 21 people get excited about passenger rail, and I'm not
 22 suggesting that's what was mentioned here, but I think
 23 it's just important to note that those of us that focus
 24 on freight, have to ensure that we have that capacity to
 25 support the state's needs moving forward, because it's a

1 (Unintelligible.) as we define the border master plan --
 2 60 miles?

3 MS. DOWELL: Yes, yes.

4 MS. MAYS: Yeah. Okay.

5 MS. NELSON: Anyone else?

6 AUDIENCE MEMBER: Yes.

7 MS. NELSON: Thank you. Go ahead.

8 AUDIENCE MEMBER: Just a quick question.
 9 This exercises and study that we are we doing on the
 10 U.S., are we going to send a model on the Mexican side?
 11 Are we allowed to do that? Is this committee allowed to
 12 expand it's scope?

13 MS. NELSON: Jolanda -- Caroline.

14 MS. MAYS: Yeah, I can answer that. Yes,
 15 we can. We did that with the border master plan. We
 16 did study parts of the U.S. and the Mexican side. So,
 17 yes, we can do that. Paula, you may want to consider
 18 that to look and reciprocate on the Mexican side and
 19 that network as well.

20 MS. DOWELL: Yes. And, actually, just to
 21 answer that, we are including the Mexican network, and
 22 we are going to be talking with the Mexican
 23 stakeholders. One of the things that we know from all
 24 the work that we've been doing on the border, and
 25 talking with those who actually make the decisions on

1 which crossing they're going to use, it does have a lot
2 to do with the connectivity and the proximity of those.
3 So if we're looking to have a more
4 resilient system -- so if one crossing goes down for one
5 reason or the other, we can switch to the other
6 crossing. That ability to do that really depends upon
7 this region to region connectivity on both sides of the
8 boarder. So we will be looking at that as part of this
9 effort.

10 AUDIENCE MEMBER: Yeah. Just real fast --
11 the data that we're trying to capture on your side of
12 the river will also be similar-type data. They will
13 (Unintelligible.) a little bit. Does that make sense?

14 MS. NELSON: Absolutely.

15 MR. SCHWEBEL: Gerry Schwebel. I think
16 it's important also, Paula, I think there's a very valid
17 point. In Mexico they're friends with Tamaulipas, but
18 they're creating logistic clusters to do their
19 coordination of their infrastructure highway
20 connectivity among their clusters of Mexico. They are
21 all keeping up with us and Texas, so I think it's
22 important, you know, that we identify those clusters and
23 what they're planning on the Mexican side, because
24 eventually it's all going to come through us.

25 MS. DOWELL: That's a great point.

1 lines there, you can see between El Paso and Laredo
2 about over 1,200 trips -- daily trips that are demanded
3 in this area. If you start to look at Laredo to
4 Eagle Pass, you get over 10,000, and then Eagle Pass to
5 Del Rio, 5,800.

6 So the further these urban areas get from
7 each other, the fewer the number the trips. But are
8 there some economic development opportunities if we had
9 more direct routes, if we had more safer routes and
10 everything. Could we actually be growing the amount of
11 traffic and demand, and thus the economic development
12 opportunities.

13 So one of the things that we wanted to
14 look at, was how do we evaluate the directness and the
15 efficiency of the connectivity. So this is an example
16 looking at region to region. Once again, you're seeing
17 the route here, and the route that is in brown here is
18 using truck GPS data from (Unintelligible.) we were able
19 to map this trip, and this is the route that it actually
20 took. So it went up to San Antonio and then in over and
21 along I-10 and then up to El Paso.

22 So the observed length of that trip was
23 681 miles, and it took over 11 hours of travel time for
24 that. If you look at the shortest route, which is in
25 the purple line at the bottom, which hugs the border

1 MS. NELSON: All right. Thank you for
2 that information. Thank you. Any other comments? All
3 right. Go ahead.

4 MS. DOWELL: Okay. Great. So one of the
5 things if we're looking at this region to region
6 connectivity, we wanted to get a sense of how much
7 demand is there for it now. And to what extent is the
8 lack of efficient routing contributing our -- to maybe a
9 lack of demand.

10 So here is just a diagram where we're
11 showing regional goods mobility, and so this -- if you
12 look at this network, just on the U.S. side of the
13 border, the regional roadway network facilitates the
14 movement of nearly 50 million tons of goods valued at
15 over \$180 billion. This dries the economic growth of
16 not only the border region, or Texas, but really the
17 U.S. It's important to all of it.

18 So what we've done here is if you looking
19 within the circles here, for example, if you take the
20 RGV here, you have an almost 960,000 trips -- goods
21 mobility trips, truck trips, that are circulating just
22 within the RGV region.

23 And the same if you look at El Paso, if
24 you look at Laredo. So the majority of these trips are
25 within the urban areas, but if you start to look at the

1 more closely, that's 580 miles, and will take just over
2 nine hours. If you look at the fastest, it's 583 miles
3 and it would take just over nine hours.

4 So our next point is really understanding
5 and evaluating that shortest and fastest route, to look
6 at the needs. How does that look in terms of design?
7 Is it actually designed to carry freight traffic? How
8 is it in terms of safety? Are there safety issues? We
9 know that safety is number one in the trucking industry
10 and the private sector. So if they don't feel like it's
11 a safe and secure route, then they won't take it even if
12 it would save them time and money.

13 And so that's really what we're going to
14 be doing is looking at these trips and assessing whether
15 or not they're taking the shortest or the fastest route,
16 and, if not, then why not. And are there some
17 improvements that we can make that would allow them to
18 take a more efficient route, saving both time and money
19 and making the whole area more economically competitive.

20 So we're also going to be taking a look
21 at --I'm sorry.

22 MS. NELSON: Excuse me. One second. Go
23 ahead, Gerry.

24 MR. SCHWEBEL: Thank you, Gerry Schwebel.
25 This is where (Unintelligible.) all the way to the mayor

1 of El Paso (ph.), every border community. This is very,
2 very -- I believe eyeopening for every mayor -- Mayor
3 Trevino, everyone talking amongst each other and saying,
4 look at what the numbers are showing us, you know. And
5 we've got the right TxDot commission right now to really
6 looking at this.

7 MS. NELSON: You've got two listeners
8 sitting right here. Anyone else? Any questions or
9 comments or observations on this? Caroline.

10 MS. MAYS: Yeah, I think, you know, to
11 Gerry's point -- the biggest challenge we've had in the
12 past, everybody thought that movement was all in all
13 south, but with this data it's really showing that
14 there's also movement east to west and it's growing. So
15 the east-west connectivity is really, really critical,
16 you know, to ensure a vibrant, not just border region,
17 but also vibrant movement of people and goods as well.
18 (Sotto voce.)

19 MS. NELSON: Continue.

20 MR. GIESBRECHT: This is Jake from
21 Presidio. What I'm looking at is just Presidio. I'm
22 not connected with Laredo, but one question that I have
23 is how much do we look at (Unintelligible.)
24 (Sotto voce.) Do we look at it or not, because one
25 example, Presidio has in percentage, I think, is a high

1 before, it says El Paso and Laredo 1,236, is that
2 bidirectional or -- because it says the estimated truck
3 trips for six months. What I'm trying to understand is
4 could it have started in El Paso, it might have started
5 in El Paso and it's headed to Laredo or vice versa,
6 right. That number is bidirectional?

7 MS. DOWELL: Yeah. So Commissioner,
8 that's gonna be the total, but we are going to be
9 breaking it down by direction. The other thing that
10 we're going to do, too, is we're in the process of not
11 only looking at those trips, but we're looking at any
12 stops that they make -- any kind of truck stop. We're
13 going to be overlaying (Unintelligible.) so we can start
14 to really figure out what is happening with those trips.
15 You know, where are they picking up and delivering, and
16 that's going to really start to give us a lot more
17 information about what's going on.

18 MS. NELSON: I'm seeing hands waiving
19 right in front of me. Go ahead. Identify yourself,
20 please.

21 MR. JANEKA: Bobby Janeka. Thank you so
22 much. This is (Unintelligible.) She had a great
23 question that I agreed with, and then that question got
24 more enticing as the mentions of the (Unintelligible.)
25 and the stocks as well. I'm struck by this analysis

1 of 73 (Static from speaker.) of all the ports on the
2 Mexican side, and that's because, (Unintelligible.)
3 (Sotto voce.)

4 MS. MAYS: I can answer that. Definitely,
5 Jake. Paula is just showing this as an example. It's
6 not exhausted. There's a (Unintelligible.) but
7 certainly the team will take that into consideration and
8 look at it again and provide feedback, provide -- you
9 know, ask for that information and so we can provide
10 that feedback.

11 MS. DOWELL: This is just one example of
12 origin destination. We're going to be identifying all
13 of the origins destinations that we're seeing for both
14 people and goods. And then just start to really analyze
15 those routes that are taken, but also the routes that
16 are not being taken, and that's what we want to focus
17 on. You know, are there some improvements along all of
18 these routes that would benefit, you know, the region as
19 a whole and then really develop in depth with a more
20 robust, a more resilient, and a more economically
21 competitive border region across the whole.

22 AUDIENCE MEMBER: Okay. So you --
23 (Issues with speakers.)

24 MR. NEW: What I'm asking is when I see
25 the regional goods mobility that you showed in the slide

1 comparing shortest to fastest routes versus observed
2 routes.

3 Our agency, hopefully, could help peak
4 into the emissions data on what the implicit impacts
5 there are. And it strikes me that the shorter routes,
6 the more efficient routes gives Texas a strong argument,
7 were the federal governments most responsive these days,
8 and that's to reduce impacts on emissions. I think we
9 would be glad to (Sotto voce.) of those data's, but
10 that's not me, that's our staff. (ph.)

11 MS. NELSON: Absolutely. And this is
12 really, really informative, and I think continuing down
13 this road take this information. I know that is a very
14 good point. I think there was another question right
15 there. Go ahead.

16 MR. CALVO: This is Eduardo Calvo the
17 El Paso MPO. Paula, following up to Commissioner New's
18 comment. Also trying to wrap my head around -- are
19 these fully loaded? Are these empty? I think we need
20 to get a little understanding, because the origin
21 destination patterns are going to vary whether the load
22 can get to El Paso and it's a loaded truck and once they
23 deliver the goods to wherever they go, and then they
24 will probably find a load and go somewhere else, right.
25 So that's why you get a better understanding of, you

1 know, is this loaded or unloaded, and what drives those
 2 travel decisions on where to go.
 3 MS. DOWELL: Absolutely, Eduardo. You
 4 know, in addition to this effort, we know that TxDot is
 5 also undertaking the implementation of the way and
 6 motion strategic plan, and whenever you start to combine
 7 that GPS data with information that you get from your
 8 way and motion, it starts to give you that kid of
 9 information.
 10 So while we don't have it all put together
 11 for this specific effort, we will be pulling, like,
 12 oversize in the way in permitting data. We're going to
 13 be pulling way in motion data, and once we combine all
 14 of that we're going to be able to make some inferences,
 15 but there's some system where you can put together where
 16 you can trace the truck and combine that GPS data with
 17 the way in motion data, with oversize or overweight.
 18 And then you can create a whole freight
 19 operation exchange. That's something we will be looking
 20 at as part of another effort, but you're on the right
 21 track there. There's a lot of technology out there that
 22 could be used or really give us a lot more visibility
 23 into this. It's a matter of connecting it all together.
 24 MS. NELSON: Thank you. Go ahead, sir.
 25 MR. BAZAN: Good morning. Luis Bazan with

1 the Phar International Bridge. So along those lines
 2 when it comes to the stops are we also considering the
 3 hours the truck drivers have to rest? I know it's come
 4 up in conversations at our port, at our bridge with
 5 certain destinations with customers, and I don't think
 6 we've accounted for that. I haven't seen that in
 7 studies. So just to ensure we are accounting for those
 8 ten hours for every certain amount of hours driven.
 9 MS. DOWELL: That's a great point, and
 10 that's another reason why if we can find these shortest
 11 and these fastest routes, that can take under that
 12 ten hour drive time. So that is another piece that
 13 makes it more competitive, right? If you can complete
 14 the trip within, you know, one day of drive time. Then
 15 you don't have to stay overnight to finish that last,
 16 you know, few miles of that leg of the trip. So once
 17 again, that greatly impacts the competitiveness of those
 18 moves and everything. So that's a very important part
 19 that we'll be integrating in.
 20 AUDIENCE MEMBER: The only question I have
 21 in the previous slide is estimated truck trips. Is that
 22 the size of the sample for this analysis?
 23 MS. DOWELL: I'm sorry is that the --
 24 AUDIENCE MEMBER: Is that the size of the
 25 sample that you had got for this analysis?

1 MS. DOWELL: Yes, so what we've done is
 2 that we know that the data that we're using is just a
 3 sample of the trip. So we have a -- just at a
 4 preliminary level try to expand that based upon we're
 5 used a combination of the (Unintelligible.) data that
 6 gives us the volume. But then we also have the average
 7 annual daily truck traffic, and the classification
 8 counts from TxDot, which gives us a total truck count.
 9 So we've used -- we've developed expansion
 10 factors based upon the difference of sample of trucks
 11 for that day, and then the count data for that day to
 12 try to expand that. So this is an approximation.
 13 MS. NELSON: Thank you for the questions.
 14 MS. DOWELL: I love this discussion.
 15 MS. NELSON: I do too. Yes. Go ahead.
 16 MS. DOWELL: Okay. So we're going to do a
 17 similar type of exercise in the passenger trips, and not
 18 surprisingly, we'll see that we have fewer of those long
 19 regional trips for passenger, because we know with just
 20 our own daily driving you're going to see a lot more
 21 within the regions. However, what we're seeing is that
 22 there's not totally no demands.
 23 Once again, if we had more multimodal
 24 opportunities and options and we had more reliant, more
 25 safe, and more efficient routes. Would we see an

1 increase of that, especially, with regards to some of
 2 our regional attractions. Whether that be educational
 3 opportunities, medical facilities, tourism. If we can
 4 increase the efficiency for travel of that, then it has
 5 the opportunity to, once again, increase the economic
 6 activity associated with it.
 7 So in terms of our schedule and our next
 8 step, we kicked this off in late of 2023. So, again,
 9 we've been doing a lot of our financings, literature
 10 review, some initial stakeholder outreach, data
 11 collection, and analysis. We're getting right in that
 12 core part where we're finalizing some of the existing
 13 conditions. We're doing a profile of the whole region
 14 to understand not only the transportation aspect of it,
 15 but the economic aspect and the supply chain aspect of
 16 it.
 17 So we are wrapping that up in May. We're
 18 coming out. We're going to be doing our second round
 19 TxDot District meetings. As well as our regional
 20 steering committees. This is where we're going to bet
 21 that network and get some additional input on that.
 22 We're going to start talking about some of the needs,
 23 the challenges, but what I really get excited about are
 24 the opportunities. and so we want to hear about that.
 25 And them that will set us up for our next

1 phase of work, which is really going to be looking at
 2 the forecast conditions, what's the future going to
 3 bring. Looking at those key translate (Unintelligible.)
 4 and those key industry trends that impact those major
 5 supply chains. Then we're going to focus on what we're
 6 calling the unmet needs. So we know that there are a
 7 lot of projects that are already planned along the
 8 border, but we know that we're then going to focus on
 9 those key efficient region to region routes.

10 We're going to map what projects are
 11 currently planned, and then we're going to look at are
 12 there additional needs that are not currently being met,
 13 and there's no planned project to meet that. That's
 14 going to be our focus in working hand-in-hand with the
 15 MPOs, the locals, and the districts to figure out what
 16 we need to do to advance any additional investment and
 17 policies our programs ever needed to really leverage the
 18 full opportunities to our border region.

19 And then that will bring us to the end of
 20 2025, where we'll be wrapping up the study and
 21 developing our recommendations and our strategies. We
 22 will, once again, bring out that draft material to the
 23 binational regional steering committee, the districts,
 24 and then have public meetings in the communities along
 25 the border.

1 we know with the travel demand models they, kind of,
 2 have a plank forecast of what employment, what
 3 population, and everything is going to be.

4 And that future demand is based upon that
 5 one point forecast. The one thing that we know about
 6 forecasting is where they are going to be right.
 7 Especially, when we're going out 30 years. So the other
 8 thing we want to do is look medium term and longterm.
 9 So we will be looking at a medium term forecast, like, a
 10 ten year, 2035, and then we will be looking out to 2050.
 11 We're going to be looking at the trends.

12 What are the major trends that are likely
 13 to impact goods with people mobility within this region,
 14 and we're going to develop some alternative scenarios.
 15 So it's not going to be one forecast to future demands,
 16 but it's going to be what's the plausible future
 17 forecast.

18 And then as we start to look at our
 19 recommendations and strategies, we'll be able to say,
 20 you know, is this something that is going to be needed
 21 no matter what the future looks like. If so, then that
 22 rises to a higher priority. It's going to be needed no
 23 matter what it looks like. Then there's going to be
 24 some things that may be dependent upon what forecast or
 25 what trend we call. So this way it will allow us to

1 So our immediate next step over the next
 2 90 days, we're going to be completing our border region
 3 profile. We're going to forecast the future demand. We
 4 will access the needs on this regional border
 5 connectivity network. We're going to identify the
 6 impacts of the lack of connectivity as well. What are
 7 we missing out on? If this region had as much
 8 connectivity as some of the other regions within Texas,
 9 how would they have grown.

10 And then we want to conduct our steering
 11 committee meetings, and then engage our TxDot Districts,
 12 as well as the Mexican stakeholders. So there's the
 13 information from Marvina and myself. Any other
 14 questions or comments?

15 MS. NELSON: Excellent presentation. Very
 16 informative. I see a question. Go ahead.

17 MR. CALVO: Again, this is Eduardo Calvo.
 18 Can you talk a little bit about how you're going to be
 19 forecasting future demands?

20 MS. DOWELL: Always look to Eduardo for
 21 the technical questions. So, obviously, we are going to
 22 be using travel demand modeling. So we will be using
 23 both the statewide analysis modal tool, but we're also
 24 going to be looking at the MPO (Unintelligible.) In
 25 addition to that, we want to look at scenarios, because

1 really develop a robust set of recommendations.

2 MS. NELSON: Thank you very much for your
 3 presentation.

4 MS. DOWELL: Thank you.

5 MS. NELSON: I will now like to recognize
 6 Sergio Vasquez, Border Program Manager from the Texas
 7 Department of Transportation to present a progress
 8 update on Texas House Bill 4422 relating to a study on
 9 enhancing border security, outcomes, and public safety,
 10 technological, and transportation infrastructure near
 11 Texas-Mexico border-crossings.

12 MR. VASQUEZ: Thank you, Secretary Nelson.
 13 Good morning, again. I'm Sergio Vasquez. And today I'm
 14 going to provide a brief update on House Bill 4422. I'm
 15 going to read -- in this presentation I'm going to
 16 provide brief update and recap of what House Bill 4422
 17 is, what the project status of TxDot presentation is and
 18 mandated, the stakeholder and engagement update, and
 19 what are the next steps TxDot is going to continue to do
 20 over the next couple of months.

21 So a recap of what House Bill 4422 is.
 22 House Bill 4422 was passed during the 88 Legislative
 23 Session, and what it does is it directs, us, TxDot to
 24 conduct a study on public safety and transportation
 25 infrastructure on Texas-Mexico border-crossings to

1 ensure safe, efficient, and streamlined commercial motor
2 vehicle connectivity that amplifies Operation Lone Star
3 efforts.

4 In addition, House Bill 4422 directs TxDot
5 to conduct a study in consultation seven working groups
6 specified in the bill. During the initial presentation
7 of House Bill 4422, TxDot was in the process of creating
8 a working bill, and I will go into detail as to who
9 TxDot is working with further into the presentation.

10 In addition, the bill is specific to
11 commercial motor vehicle performance, technologies, and
12 network from the prospective and for the purposes of
13 public safety and border security efficiency. How one
14 can improve the other one more.

15 In addition, the studies department wants
16 TxDot to submit recommendations for enhancement for
17 transportation infrastructure, and road technology to
18 the legislature governor's office and the Lieutenant
19 Governor no later than December 1, 2024.

20 And a little overview of study
21 contributors and roles and responsibilities. The bill
22 directed TxDot to compose a study to oversee and
23 facilitate coordination with partners. TxDot was
24 working in consultation with DPS and The Texas
25 Department of Public Safety, and the Texas Military

1 Department to help guide the study, and help ensure it's
2 met when it comes to border safety and border security.

3 In addition, as I mentioned, the bill is
4 specific as to who TxDot has to work with in
5 coordination with. In order for us to do that, we
6 create a working group. The working group is meeting
7 every other month, and they are helping TxDot guide the
8 study, advise us in current issues across the border,
9 and ensuring recommendations to submit to the
10 legislature.

11 In addition, TxDot is working with two
12 consultant teams, WSP and HNTB. WSP is the leading
13 overall technical and stakeholder engagement management,
14 and leading the transportation and connectivity-focused
15 tasks. HNTB is leading the border security and public
16 safety-focused tasks, and they support WSP on the
17 transportation focus.

18 When we first introduced this to the BTAC,
19 TxDot was in the process of meeting the first working
20 group, and selecting members to participate as the
21 working group. TxDot has (Unintelligible.) with them.
22 The last update that we provided to the BTAC members was
23 in November, and we met with them in December and again
24 in February.

25 We were in the process of completing the

1 study guidelines. We were coordinating with this with
2 the working group members and we finalized those. We
3 also completed study material, and we began stakeholder
4 engagements. I'll go more into detail in the
5 presentation as to who we have spoken to, but I want to
6 thank you for your presence. Most of the BTAC members
7 that have been with us one-on-one. Some of you have
8 helped us create a round table for (Unintelligible.)
9 districts. And we have also begun the transportation
10 group analysis.

11 So what's the project status since we last
12 presented this in November? As I mentioned, this is a
13 study component and work flow. TxDot has defined the
14 study guidelines and parameters, and we're in the
15 process of analyzing transportation routes and border
16 security. We're identifying, classifying, and
17 prioritizing threats along the border.

18 In addition, we're looking at the routes
19 and public safety, assessing commercial motor vehicle
20 and inspection and enforcement. This is what we're
21 working closely with DPS and Texas Military Department.
22 In addition, we are also analyzing the routes and
23 connectivity, which includes analyzing current and
24 future transportation routes.

25 Part of the recommendations that we need

1 to submit are finding alternative routes along the
2 border community for commercial motor vehicles. Once we
3 have completed that we will identify funding strategies
4 for the proposed enhancements. House Bill 4422 requires
5 TxDot to provide funding strategies for proposed
6 enhancements. House Bill 4422 requires TxDot to provide
7 public strategies to the recommendations that are
8 submitted. Once we complete that, we will submit the
9 final report by December 1, 2024, and we'll continue to
10 conduct stakeholder and working group implications
11 throughout the study.

12 So a little timeline of where we're at.
13 When we presented this, it was in the November meeting,
14 and we were in the process of establishing the study
15 guidelines. For the timeline, we are analyzing the
16 current route analysis and the security technology
17 analysis, and we conducted a stakeholder engagement
18 workshop, and we completed our first round of
19 interviews. We have to get the future route analysis
20 and we expect to complete both of them by the end of
21 May.

22 We will also begin conducting the funding
23 strategies by April, and we'll begin the drafting on the
24 report and the final report within mid-May, and we will
25 continue to work on that until December 1, 2024.

1 So a little bit about the House Bill
 2 engagement requirements and approach. As I mentioned
 3 early on, House Bill 4422 is specific as to who TxDot
 4 does work in coordination with. Some of the entities
 5 listed as Texas must work in consultation with the Texas
 6 Department of Public Safety, the Texas Military
 7 Department, the Texas A&M Transportation Institute, law
 8 enforcement agencies near the Texas-Mexico border. In
 9 this case, TxDot invited to participate as part of the
 10 working group, eight county judges, and sheriffs from
 11 police departments along the border.

12 In addition, the bill requests to work
 13 with county governors and representatives. We invited
 14 all judges within the border community to have a
 15 commercial motor vehicle crossings. They also ask us to
 16 work with the transportation industry, and we invited
 17 four members from the transportation industry to
 18 participate. The Texas Trucking Association, the Laredo
 19 Motor Carriers Association, El Paso Mobility Coalition,
 20 and Parker and Company.

21 In addition, we identified the non-profit
 22 of public research and development organization. In
 23 this case, that was South Western Research Institute.
 24 (ph.) We've met with the working group twice. The
 25 first was to introduce the project and then to review

1 initial findings from across the region. We -- then the
 2 stakeholder engagement, we started in El Paso and made
 3 our east and ended in Brownsville. Our next meeting is
 4 this month, and we will continue meets from Laredo to
 5 the Rio Grande Valley regions.

6 And here's just a representation map of
 7 study guidelines. We're looking at 60 miles from each
 8 commercial motor vehicle crossing, that's listed in
 9 blue. And then the items listed in orange are
 10 commercial motor vehicle border crossings that we are
 11 looking at. And also, they represented it in one way to
 12 the working group, either through the transportation
 13 industry, county judge, sheriff, or local law
 14 enforcement.

15 In addition, we are selected to -- we have
 16 selected multiple Texas-Mexico international
 17 border-crossings to serve commercial vehicles. So
 18 we're looking at all CMV border-crossings along the
 19 Texas-Mexico border. We are looking at 14 CMV
 20 crossings, and through that have limited CMV crossings,
 21 and when we mention limited, it's those that only do
 22 (Sotto voce.)

23 Also, all working group members have been
 24 contacted for individual interviews. Most have
 25 participated and worked conducting additional ones to

1 make sure that everyone is heard and spoken to. In
 2 addition to that, the working group, as mentioned, is
 3 meeting bi-monthly, and we are conducting one-on-one
 4 interviews, and we'll continue to meet with them
 5 throughout the duration of the study. The next meeting
 6 is in April and we will have another one in June,
 7 August, October, and November to finalize the
 8 recommendations.

9 Beyond the working group meetings, we have
 10 arranged both working group members one-on-one and
 11 additional stakeholders to understand commercial motor
 12 vehicle security safety and efficiency conditions and
 13 needs of the Texas-Mexico border. We have completed
 14 four weeks of in-person engagement. We have visited
 15 El Paso, Presidio, Laredo, and the RGV regions. These
 16 visits also included binational stakeholder meetings.
 17 We had one in Reynosa, Nuevo Laredo, Presidio, and we're
 18 hoping we can conduct one in Juarez within the next
 19 couple of weeks, but we've reached more than
 20 80 stakeholders on the Mexican side.

21 And just an example as to the stakeholders
 22 engage today -- this is not exhausted list. I just want
 23 to demonstrate a little bit of what additional
 24 stakeholder engagement we're conducting. I also want to
 25 show a little more about the (Unintelligible.) local law

1 enforcement and the cooperation with the study.

2 So beyond one-on-one interviews, we
 3 collect stakeholder input and observations from site
 4 visits. Our observations as we visit each commercial
 5 motor vehicle crossings from each city, we are
 6 categorizing them, mapping them, and documenting them
 7 with the source of information. The example shown here
 8 is from the (Unintelligible.) observation, and it's the
 9 same in the Laredo District.

10 Next, we are also synthesizing stakeholder
 11 information, and this is an example of a site visit and
 12 interview with DPS, and this is actually at the Veterans
 13 Bridge here in Brownsville. So we visited this facility
 14 with DPS and put out this stakeholder engagement. We'll
 15 be coordinating this with DPS and visiting their special
 16 facilities and meeting one-on-one with the working group
 17 members of the cities, to show us a little bit about
 18 what technology they have, what's operational, what's
 19 not operational. And it's helping us connect our site
 20 visit and interview to the geographic and
 21 (Unintelligible.) we have about the transportation
 22 system.

23 In addition to that, we're also conducting
 24 data analysis. So we are showing a review of TxDot ITS
 25 infrastructure that was found at the border region, as

1 you can see, (Unintelligible.) I know there was mention
2 about the west-east connectivity. So you can see here
3 some of the gaps between Laredo and Eagle Pass, but this
4 is just a data map that shows how TxDot has their ITS
5 connectivity.

6 In addition to that, we're also driving
7 around the city looking at most of the conditions. We
8 have an example of picture of when we visited Laredo.
9 The consultant team visited each region as we were
10 conducting the stakeholder engagement, and some of them
11 were identified. So we wanted to make sure we captured
12 those needs and challenges as we continue to progress
13 with the study.

14 And also we are developing profiles for
15 each commercial motor vehicle crossing. I'm using
16 Veterans Bridge as an example. We're conducting one for
17 each commercial motor vehicle crossing. So as you can
18 see, we're looking at the Northbound crossings from 2023
19 and 2022, and then the number of violations, and this is
20 to include the DPS data as they provided.

21 So as you can see, we had 23,977
22 violations in 2023. We're categorizing them by the top
23 five violations. How many violations came as a total,
24 and how many of those came with violations or no
25 violations, and what's the average for the past couple

1 of years, and what's the percentage rate of the number
2 of inspections that led to out-of-service violations.

3 In addition we're also assessing what
4 technology they have and what improvements we can do,
5 and what are the routes that are being used from the
6 commercial motor vehicle border inspection onto state
7 highways.

8 With that being said, what are the next
9 steps over this study to fulfill our engagement
10 requirement of completing this by December 1, 2024. So
11 we'll conduct a third working group meeting. We'll
12 continue to draft the current route analysis technical
13 memorandum that is in regard to the safety, security,
14 and efficiency supporting Operation Lone Star. We'll
15 continue to draft a security technology analysis
16 technical memorandum, and we'll continue to conduct
17 additional stakeholder engagement.

18 With that being said, I want to thank you
19 all for your time and here's my contact information.
20 Thank you. and heres my cop fact thank you.

21 MS. NELSON: Thank you. Questions or
22 comments? Go ahead.

23 AUDIENCE MEMBER: This is a question I had
24 a while ago, in regards to the safety (Unintelligible.)
25 and the violations that you have seen, 23,977. And

1 these violations are, brakes, lights, tires,
2 miscellaneous vehicle inspections. Is it possible -- do
3 we have any plan or any discussion in regards to getting
4 a similar inspection before they cross the border, in
5 conjunction with our Mexican (Sotto voce.) to
6 standardize the mechanical inspections, where as they
7 would have, like, an inspection sticker that would be
8 recognized by both countries, and this would alleviate
9 all these deficiencies that are encountered, and more so
10 they would improve the safety.

11 Is there any plan or any discussion
12 regarding this?

13 MS. MAYS: Mayor, again, some of that is
14 beyond TxDot. What we're trying to do here is to
15 facilitate that, and with this study, since it was
16 legislated, we're going to -- actually, this is the
17 first time it's legislated as per the recommendations.
18 So we're going to actually aspire this by providing
19 recommendations, and something like what you just
20 mentioned. That could end up as a recommendation in
21 this study that the legislators will consider, and then,
22 you know, figure out how that is implemented. Because,
23 again, border -- unfortunately, there are 37 different
24 entities and agencies involved. Including, federal,
25 state, local, (Unintelligible.) so it's very, very

1 complex, but, I think, with these issues, it translates
2 to a lot of stuff.

3 And, really, with this study, what they're
4 asking us to do is how can we improve border security
5 safety, but also the transportation side f things. So I
6 think that's one that I can assure you that will come
7 out, but TxDot -- we cannot necessarily, you know, do
8 some of the things (Sotto voce.) Federal partners
9 here -- a lot of that lies within the jurisdiction on
10 both the Mexican side and the U.S. side. So that's
11 something you can definitely be (unintelligible.),
12 Mayor, on talking to both sides.

13 AUDIENCE MEMBER: Yes, thank you. And
14 definitely we're seeing around 20,000 trucks cross back
15 and forth at Laredo, so this is important that we
16 address this, and I'll make every effort to follow it
17 up. Thank you.

18 MS. NELSON: Perfect. Any other comments?

19 AUDIENCE MEMBER: I just wanted to
20 follow-up on the Mayor's question. It's a very profound
21 one. I think that I've encountered (Unintelligible.)
22 between U.S. and Mexican regulations on water, and I've
23 seen -- I encourage this group to study to acknowledge
24 that challenge, and at least bring it to the attention
25 of the legislator to elevate. I think that's a

1 conversation that the United States and Federal Counter
2 Parts may need to say.

3 I'm optimistic, though. I've seen
4 evidence where Mexico is willing to work on partnerships
5 and projects, and set aside their standards, and perform
6 at the U.S. level expectations. There's a water
7 facility where U.S. funds have been going -- going back
8 to continue the maintenance of that plant in Mexico, and
9 they treat the water to a higher standard that is
10 required in Mexico as part of the commitment to receive
11 those U.S. funds. So I think there is successes that
12 could bring that friction.

13 MS. NELSON: Thank you. And I'm going to
14 remind everyone to state your name before speaking, Jon.

15 MR. BARELA: I'd like to mention, since
16 the Mayor mentioned this earlier, the current system in
17 place, and, I think, I saw a record on the slide earlier
18 in the presentation. The commercial vehicle safety
19 outlines -- in that recognition, from that partnership
20 with Canada, Mexico, and the United States, is something
21 that you're referencing. It's a sticker that has a
22 certain level of inspection. When you get that sticker,
23 they give it to you a limited time of effectively
24 (Unintelligible.) (Sotto voce.)

25 This is a vehicle that's had a high level

1 of inspection in the last 30 to 60 days, and what we've
2 seen in the industry is that it's a very valuable tool,
3 but utilizing the technology is what we're talking about
4 will collectively resolve some of our issues at the
5 border in that technology space. I think there is
6 several things that you're really also talking about, so
7 that you can take one as existing, and expand on it. So
8 I just wanted to make sure that is something that is in
9 existence, but it affords us the opportunity to improve.

10 MS. NELSON: Yes. Thank you. Any other
11 questions or comments?

12 I have a question, Sergio. Are there any
13 members of BTAC on the working group -- anybody else in
14 this room?

15 MR. VASQUEZ: Yes. So I know Mr. Esparza
16 represents the Texas Trucking Association,
17 Mr. Rafael Aldrete with TTI, Captain (Unintelligible.)
18 who has been working on behalf of DPS, and, I know, the
19 county judge from Presidio is also here present. I can't
20 name them all --

21 MS. NELSON: It's not a pop quiz. Thank
22 you and I'm delighted. Thank you to those who are
23 serving. I think it's very important. Other questions?

24 MR. ESPARZA: One more thing to add.
25 John Esparza with Texas Trucking Association. When I

1 look at some of the efficiencies of the
2 (Unintelligible.) that are down here, brakes, lights,
3 these are all very common throughout the state and
4 country. So we're not also looking to our law
5 enforcement partners to see where are the issues. We
6 are going to see some of the same things at our borders
7 that we are seeing around the state.

8 As a matter of fact, I will even offer
9 that the average of service -- the times that the
10 (Unintelligible.) service percentage of the border is
11 actually better than most of the areas of the state, and
12 most certainly in very specific areas of the state.
13 (Unintelligible.) our West Texas region and our
14 oilfield, we actually see better equipment at our border
15 than we might in some of these areas that I mentioned.

16 MS. NELSON: Thank you. We'd now like to
17 recognize Pedro Alvarez, our District Engineer from
18 Texas Department of Transportation, and Helen Ramirez,
19 the City Manager of Brownsville to present on new
20 projects and industry prospectives.

21 MR. ALVAREZ: Good morning. Thank you
22 once again for the opportunity to present to you all.
23 In TxDot we always start our meetings with the safety
24 minute. Today, is kind of windy out there so hang on to
25 your doors.

1 So really quickly I wanted to give you a
2 brief overview of some of the things that are happening
3 here in our district. You know, in Texas economy we
4 heard from the consultants earlier, how big our economy
5 is in the State of Texas. And one of the things that I
6 think is really, really important for all of us to
7 recognize is that as we move forward, you know, we care
8 a lot about what's happening in the rest of the state,
9 but we need to start focusing what's going on along the
10 border, whether it's El Paso, Laredo, or the Pharr
11 District up here in the valley.

12 Texas economy, I've head many stats, but
13 many of the stats that I've heard is, we wold need the
14 state's largest economy if we were our own nation. I
15 challenge you to think about how much of that economy
16 passes through our border districts. So we need to be
17 focusing on that to provide us connectivity to not only
18 the rest of the state, but to the rest of the nation.

19 So when we start thinking about
20 connectivity, I start thinking about Commissioner New,
21 Commissioner Meade, and the commissioners as a whole,
22 looking at, not only, the Texas (Unintelligible.),
23 looking at the metropolitan areas, but also looking at
24 out border districts, and connecting our border
25 districts to the rest of the state.

1 When you look at this map -- bear with me
 2 here. On U.S. 77 -- thank you, sir. So right here on
 3 U.S. 77, we have identified several projects, and this
 4 is party of the I-69 E leg, if you will. So we have
 5 projects that have already -- they are in green. So
 6 green means, go. They are ready to go. We are pushing
 7 forward. We are letting some of these projects already,
 8 and we will have some other projects ready in the
 9 summer.

10 Yellow means caution. So we have them
 11 partially funded, but we're going to deliver the project
 12 in the next year or so. Red usually means stop. Right
 13 now, we have not developed authority for this project,
 14 but we're working very closely with TPP and the rest of
 15 the administration to identify the opportunities to
 16 finish this segment. So all and all there's 48 miles
 17 here in U.S. 77. Of the 48, approximately, one-third or
 18 so will be in construction or has been completed, and
 19 we'll continue to develop these projects moving forward.

20 Here is U.S. 281 or I-69C. We have a
 21 project in green here that's ready to go. It's about
 22 \$160 million dollar project that we'll be pushing
 23 forward. In yellow, we have to connect to the Brooks,
 24 Hidalgo County line. That's about \$250 million dollars,
 25 approximately. We are having a small funding gap, but

1 have the -- what is referred to as the Sullivan City,
 2 La Joya, and Penitas relief route. This is route is
 3 estimated to be completed by the end of May, which
 4 provide that relief for U.S. 83, and around it's
 5 communities, and it's a relief route, folks.

6 One of the things that we've been
 7 challenged with over the years is if it's a relief route
 8 or is it a bypass. My personal opinion, a bypass has a
 9 negative connotation. It is a relief route to provide
 10 relief for the congestion in these areas, and it allows
 11 for additional economic development opportunities along
 12 these new corridors.

13 Moving into Hidalgo County. Here are the
 14 I-2, I-69C interchange. This is the biggest project
 15 ever led in the valley, \$303 million dollars. This is
 16 project is anticipated to reach substantial completion by
 17 the end of the summer. That will provide that
 18 connectivity along I-2, and I-69C. So that's really
 19 important moving forward.

20 Down here is the 365 tollway working
 21 closely with our partners in Hidalgo County. This
 22 project is estimated to be completed in September of
 23 2025, \$280 million dollar project. What's the
 24 importance on that project? Well, that will connect the
 25 ports of Anzalduas, McAllen, Hidalgo to Reynosa, and the

1 we are ready to make that happen. Lastly, all the way
 2 up to Falfurrias, the remainder of the district line for
 3 281, we're working to get statewide development
 4 authority as well.

5 Here is U.S. 83, which connects Laredo,
 6 which is up here just outside the map, down to the RGV.
 7 So the U.S. 83 border, we have several projects that are
 8 ongoing here as well. Some are in construction already.
 9 Here in Northern Starr and Southern Zapata County, you
 10 start seeing projects in green that are moving forward.
 11 We have identified a project here. We have a small
 12 funding gap that we'll work through.

13 Then we will work our way south and we
 14 will continue on to Starr County. This is U.S. 83 as
 15 well. This project is being developed -- I'm sorry.
 16 This is State Loop 195 -- that will basically work as a
 17 relief route for U.S. 83, and the very congested area
 18 between Roma, Escobares, and Rio Grande City. State
 19 Loop 195 is the U.S. 83 relief route. We have two
 20 segments already identified that are approved for us to
 21 move forward, and we have small funding gaps for the
 22 remainder.

23 What will that do? It will provide
 24 connectivity around this heavily urban exterior, and
 25 then back south towards U.S. 83. In Hidalgo County, we

1 Pharr port of entry. That is really, really important,
 2 because that provides additional mobility, if you will,
 3 and connectivity along the southern part of our district
 4 for that trucking industry. we focus on freight and
 5 trade and will continue to push forward to develop that
 6 project.

7 IPTC is this project in here. As you can
 8 see it's in green. We were fortunate and blessed to
 9 receive \$150 million-dollars to basically make that
 10 project whole in the last 2024 UTP that was approved.
 11 That will add the Donna International Bridge and the
 12 Progreso International Bridge into the equation, if you
 13 will. So we'll have five international bridges that
 14 will be interconnected with 365 tollway all the way up
 15 to I-2, and then moving forward.

16 So I'm focusing on a lot of major jobs,
 17 but I'm focusing, but let me reassure you that there are
 18 a lot of projects, if you will, that are in green.
 19 These are at a capacity projects. Projects that are
 20 going from two to four lanes, four to six lanes, and
 21 some cases, two to six lanes. Many of these are
 22 (Unintelligible.) projects to improve the safety, but
 23 also to help improve connectivity and mobility in our
 24 region.

25 In order to connect in the lower valley,

1 to connect towards the lower valley, we have I-69
 2 connector project. This will connect I-69C to I-69E.
 3 The importance of that project is we look at I-2, and I
 4 have shared with some folks in the past that I-2, here
 5 in this region, has over 160,000 average of daily
 6 traffic. What does that mean? Well, that's comparable
 7 to South Austin in the Buda area. In South Austin they
 8 have 150,000 average daily traffic.

9 So this area of I-2 is -- some of us who
 10 drove in from Hidalgo County this morning, realize there
 11 is a lot of traffic out there. So we need to continue
 12 to find alternative routes. I-2 will continue to be the
 13 lifeline of the valley, if you will, to interconnect the
 14 east and west, but when you start to looking at
 15 alternative routes, I-69 connector is one of those, and
 16 then U.S. 281 Military to connect us from Pharr down to
 17 the Brownsville area. It's also very important to
 18 ensure that we have that connectivity.

19 Some of the projects that we are looking
 20 at here in the Brownsville area -- we have
 21 State Highway four. I think Space X will be making a
 22 presentation here in a little bit. We have Highway four
 23 improvements out here to Space X or Boca Chica. We also
 24 have State Highway 48 improvements. You know, there's
 25 \$18 billion-dollars being invested in LNG plants there

1 in that area. I'm sure Helen will have a little more
 2 information on that. So I won't steal her thunder, but
 3 there a lot of activity happening in and around the port
 4 of Brownsville, so we've identified these projects.

5 And then down here, we have the a project
 6 that we refer to as East Loop that's being developed
 7 currently by Cameron County, our partners, and that is
 8 really, really important to provide that access from the
 9 Port of Brownsville to the port of entry here, if you
 10 will. So as we move forward, it's about making sure
 11 that we help educate elected officials, communicate with
 12 them, work in collaboration with the local governments
 13 in partnering, so that we can keep this Texas economy
 14 moving forward.

15 So now a couple of projects here in the
 16 Brownsville area -- I'll go real quickly through this in
 17 the essence of time, and provide an opportunity for
 18 Q & A. So some of the projects we have ongoing in
 19 construction right now is State Highway Four, concrete
 20 paving -- here are the limits for that project. Bear
 21 with me as I try to follow my notes. And so this
 22 project, basically, we're rehabilitating the roadway
 23 from I69E, the interstate, to State Highway 48,
 24 \$20 million-dollar project. We're working to have the
 25 project completed in March of 2026.

1 It's being broken up in three phases.
 2 There's so much traffic that we have to break it up in
 3 phases. Here are a couple of pictures, existing
 4 conditions, some of the construction -- I'll go through
 5 this fairly quickly. You have your handouts in your
 6 packet. Improving drainage whenever possible. State
 7 Highway 48, the concrete median. Here are the limits up
 8 for that project. Basically, from State Highway four
 9 down to FM 511. All you'll see is the contractor,
 10 expected completion date of May of 2024.

11 Existing condition -- this is what we
 12 have, and this is what we're proposing. Basically, to
 13 (Unintelligible.) median to improve safety in the area.
 14 State Highway four median, another project on State
 15 Highway four -- yeah, State Highway four is a major
 16 roadway here in the Brownsville area. Here are the
 17 project limits. Basically, \$50 million-dollar project
 18 from State Highway 48 down to FM 313.

19 Typical section -- We're going to be
 20 installing raised medians, and then the rehabilitation
 21 project on State Highway four. You know, this area have
 22 seen a lot of distress. There's a lot of equipment,
 23 there's a lot of material being called into the area.

24 We've identified three projects. One
 25 project is emergency contract. It's about to be wrapped

1 up. We have another project in May, and then a third
 2 project that will be letting in May of 2026. This
 3 particular project is \$40 million-dollar project that,
 4 basically, will rehabilitate the roadway from FM 1419
 5 towards the east. It's a nine mile project. This is
 6 what it looks like it today, and we're going to
 7 basically rehabilitate the roadway and keep it together.

8 And lastly, FM 3248, raise median project,
 9 \$30 million-dollar job from I-69E down to FM 1847, and
 10 here is the existing edition -- what we're proposing is
 11 the raised medians.

12 I know I rushed through that, but I'm
 13 looking at our timeline. I did just want to reemphasize
 14 the importance of some of the challenges that we are
 15 facing. It takes collaboration. It takes
 16 communication, ensuring that, once again, our elected
 17 officials understand these challenges that we're facing.

18 I applaud the efforts of our TxDot
 19 commissioners, and them entertaining thoughts and ideas
 20 from the BTAC. At the end of the day, when we speak up,
 21 we have thee ability to help influence the direction we
 22 are going. Texas economy is huge. We got to keep that
 23 moving. We got to keep that moving. I think the
 24 governor challenged us to go to the fifth largest
 25 economy, if we are our own nation. So we are working

1 our way to get there.
 2 I'll pause and see if there are any
 3 questions that I will be able to answer.
 4 MS. NELSON: Thank you. And I think you
 5 are very wise to point out that we are in the very
 6 presence of two commissioners here at our BTAC meeting.
 7 Questions, comments, thoughts? Okay. Continue.
 8 MS. RAMIREZ: Good morning. Thank you for
 9 having me. My name is Helen Ramirez. We're so happy to
 10 host BTAC for the first time in history, so enjoy
 11 yourselves here. Also, we have wonderful
 12 (Unintelligible.) downtown if you ever get the
 13 opportunity (Sotto voce.) Thank you for being here.
 14 I just want really want to talk about --
 15 there's a lot of information on one graphic, but the
 16 regional economic growth that is happening in our region
 17 and in Cameron County. We also look at Matamoros.
 18 Matamoros is the sister city for the City of
 19 Brownsville. When we look at our capture area with
 20 regard to retail or economic development, we are a
 21 population of almost 200,000. During our daytime, our
 22 population exceeds that.
 23 Also, if you look at Matamoros, which is
 24 about, you know, 800,000 population, we're probably
 25 looking at a capture area of over one million people,

1 1.2 million that come across our borders. Here we'll
 2 see is a couple of things. Let me go back. We have the
 3 Port of Brownsville, we have Space X. Pete talked about
 4 the LNG, which we'll go through on my next slide.
 5 \$25 billion-dollar in investment between two
 6 (Unintelligible.)
 7 And also the (Unintelligible.) corporation
 8 has about a 723 acre piece of property that is available
 9 for economic development. Why is that important?
 10 Because it fronts on, what Pete just described,
 11 Interstate 169, right. So that's important. We have
 12 almost a mega-site, which there are very --a mega-site
 13 in the state of Texas is an area for industrial or
 14 economic development that is almost 1,000 acres. So
 15 those are becoming less and less. (Unintelligible.)
 16 we're seeing less and less of these large sites that can
 17 be a rail (Unintelligible.), but has a really great
 18 connectivity with the port.
 19 So as I go through my presentation, I
 20 really want you to think of the connectivity between
 21 different roads of transportation. So with that,
 22 tentacles of the City of Brownsville actually extend to
 23 the gulf. When we look at our extra jurisdiction, our
 24 jurisdiction really goes all the way out to Port Isabel,
 25 and if you look at your map, there's a red line that

1 really extends to -- which shows -- this here is the
 2 second causeway, which we were fortunate to have and
 3 nationally classified.
 4 Why is that important, because they're
 5 really looking at this multimillion dollar project, and
 6 low and behold the alignment is within cities ETJ, Extra
 7 Territorial Jurisdiction. So we're very excited about
 8 that project, and what it does for safety and
 9 connectivity throughout the region.
 10 We're going to talk about six modes. Yes,
 11 there is six modes. I would say anything that has to do
 12 with any of these modes in transportation, specifically,
 13 highway to be looking at the complete streets. I know
 14 that TxDot is going to be adopting the complete streets
 15 log.
 16 The Port of Brownsville, starts with
 17 water. The maritime part is a 400,000 acre public land.
 18 It's the largest in the nation. It has
 19 (Unintelligible.)
 20 (Issues with speakers.)
 21 MS. RAMIREZ: We are foreign trade number
 22 zone 62, which is one of the top three in the nation for
 23 import, export. And also experimenting a wonderful with
 24 core of engineers as deepening of a channel of 42 feet
 25 to 52 feet (ph.) Now, why is that important? It's a

1 game changer with a capacity of the cargo ships that
 2 will be coming in.
 3 Once you think about the Port of
 4 Brownsville and have the opportunity to come and visit
 5 it, is that they not only do ship breaking, but they
 6 actually build ships. That's really cool -- hybrid
 7 ships. So they are one of the most clean types of ship
 8 building that you'll see in the nation and in the world
 9 is happening at the Port of Brownsville through
 10 (Unintelligible.) So we have very international
 11 companies that come through our port of Brownsville.
 12 In fact, Space X itself has shipped
 13 product from Florida, to our coast, to star base.
 14 Rail -- I think there is a need for additional rail
 15 connectivity. You know, rail -- putting in new rail in
 16 any business park is expensive. So when we look at
 17 rail, that's one of the missing links for expansion
 18 opportunities with UPRR (ph.) that serves our area.
 19 Highway is important. The East Loop
 20 project for us is critical. Pete mentioned it.
 21 \$100 million-dollar classification of that project -- it
 22 not only links the Port of Brownsville and that growth
 23 area, but also our airport. So we're looking at
 24 multiple ports. So -- and Space X is a space port, and
 25 so we look at the space port, the maritime port, the

1 airport, and the border, right. I would really ask that
 2 when we look at international hubs of multimodal
 3 transportation, that we look at the multiple types of
 4 ports, which is Veterans Bridge, which links that.
 5 Why it's also important is not only
 6 because of truck traffic connectivity, but also is that
 7 this bypass road will allow our community to be safer,
 8 because right now they use international, which goes
 9 through some school areas and commercial areas. So from
 10 an environmental and safety prospective, we really need
 11 that project to be funded and be built.
 12 (Unintelligible.) is also very important
 13 to our city. As you know, with the ability of
 14 (Unintelligible.) funding, we've been very fortunate to
 15 expand our network of trails. In fact, we were one of
 16 the few cities to do the rails to trails, when the
 17 (Unintelligible.) trail was opened. We're actually
 18 using those counters to actually track data, in terms
 19 it's very important to show our community and show you
 20 all that we're a very data-driven community.
 21 So we're tracking that with the initiative
 22 that the (Unintelligible.) in being able to track the
 23 type of -- the amount of pedestrian and bike traffic
 24 through our trails. The rails to trails national
 25 organization is actually going to do a documentary and

1 come to Brownsville and film our bike riders, not only
 2 from Brownsville, but we're inviting Matamoros because
 3 they also have their own trail system. The question is,
 4 how can we expand and connect both trails through,
 5 possibly, the (Unintelligible.) bridge.
 6 Of course, we've heard much news. The
 7 government's office announced that this is one of the
 8 largest infrastructure projects in the State of Texas.
 9 In 2023 at a whopping \$18.4 billion. Texas LNG has also
 10 identified that they are going forward with the
 11 projects. They received their permits. That's another
 12 \$3.2 million. But if you're looking at job creation,
 13 and the construction of these LNGs are within a
 14 timeframe of three to five years.
 15 What I see is, we don't -- while we
 16 believe that five or 6,000 employees will come
 17 (Unintelligible.) constructing the LNG, that Texas LNG
 18 will also have it's construction workers. So we're
 19 looking at possibly 7,000 workers, but I would say, you
 20 know, I would think that they would probably overlap
 21 within a ten year period. So when you're living in a
 22 location for ten years, and we're the largest city in
 23 Cameron County, is that they'll probably have more
 24 roots.
 25 What we also see is the (Unintelligible.)

1 historically have seen will come back. There's a
 2 commitment to bring workers back that have left the Rio
 3 Grande Valley. Also, the Space X commitment to bring
 4 people with skills to Brownsville, so we're very excited
 5 about what's going on. When you look at the economic
 6 generation of the Rio Grande Valley, specifically, the
 7 Port of Brownsville, Cameron County, this is the future.
 8 So it's really important to be ahead with all of our
 9 proper planning and construction and tax dollars.
 10 And Space X, I'm not really going into
 11 this, because we have the General Manager of Star Base,
 12 but we wanted to really extend and, actually, we believe
 13 it's so important the types of jobs generated, not only
 14 in Brownsville and Cameron County, but as far as
 15 McAllen. So when we look at the east-west connectivity
 16 of our road system. We really look at the economic hub
 17 that's within this region, and really breaking in
 18 workers not willing to live here, but come from other
 19 communities, and really have them have an opportunity to
 20 stay here in Brownsville.
 21 We also talked about work force. We have
 22 another population of about 30 (Unintelligible.), which
 23 allows for intergenerational workforce. So
 24 manufacturing, life manufacturing, advance manufacturing
 25 works really well for our city and the population that

1 we live in. So in order to be successful, most cities,
 2 I think, in the 21st Century, what we've learned after
 3 Covid is that it's very critical to have a broad band
 4 connectivity. So in 2014, the city was actually the
 5 least connected city in the United States. That is not
 6 a ranking that we are proud of, but it was a ranking
 7 that we realized that we needed to change.
 8 And through the American Rescue Plan Act
 9 Fund that we all received, we dedicated
 10 \$19.5 million-dollars towards the middle mile. The
 11 middle mile, broad band, and then through a public,
 12 private partnership leveraged that, and they were
 13 leveraged another \$70 million. So the
 14 \$19 million-dollar project, we finished almost hundred
 15 percent of the middle mile, which is the first time in a
 16 while. It was just interesting about this, it was meant
 17 to be a (Unintelligible.) So we really want 100 of the
 18 100 underground. It's costing about \$30 to \$35, which
 19 is probably half of what people will pay or paying right
 20 now.
 21 So for us it's just important to allow for
 22 options in a way that also takes into considering types
 23 of security, because it is a network that is sustainable
 24 because it is below the ground. It's about 48 inches
 25 below grade. Because of the wind storm requirements,

1 it's very important to be able have a force of fiber
2 connectivity that is resilient for the area that we live
3 in. So this is due to expire, and there is a philosophy
4 there that, you know, while our (Unintelligible.) feel
5 the need to go into our urban core area.

6 Our first ring, which is our downtown,
7 which is the ring that has the most businesses, small
8 businesses, and the most residence, the most dense part
9 of the city. While there's construction, that's what we
10 need to build up is the foundation to be successful, and
11 from there if we have good fiber and broad band, then
12 you can integrate the best technology.

13 We know as government, state, local, and
14 federal government that personnel is hard. It's hard to
15 come by. Covid changed the way we work. There's a lot
16 of work force that works from home, right. So they need
17 that reliable connectivity. But also our law
18 enforcement, how can we extend their tentacles with
19 data.

20 So what we found is, and what our Police
21 Chief, Felix Saucedo, who is also my assistant city
22 manager, is downtown surveillance equipment, license
23 plate recognition, crash-related software, which is
24 CRIS, routes. You know, we track routes impacted by
25 LNG. We look at mega-sites for congestion. You can see

1 the heat map that we've developed. So all of that --
2 we're very data-driven. That's the way we work with
3 Border Patrol as well.

4 This will also help feed some of the data
5 that TxDot needs for border technology and border
6 surveillance and security. Cyber Security hosted a
7 Cyber Security Regional Conference a couple of weeks
8 ago, and may of our ISDs came, and cities came to really
9 understand, you know, the approach that we're taking
10 with security.

11 From a government aspect, we felt when the
12 cities are being hacked -- the City of Long Beach, for
13 example, they were hacked so badly that for weeks all
14 they could do was answer phones. So those are the types
15 of even our most technological-savvy cities in the
16 nation are being hacked, and we really need to think of
17 that security.

18 But with regard to vehicular crossings, we
19 have about 3.5 million that crossed in the fiscal year
20 of 2023, and 1.7 pedestrian crossings in 2023. So when
21 we look at that 5.2 million crossings between vehicular
22 and pedestrian, those keep increasing and we expect that
23 the rate and the trend will just continue, and we need
24 to be ready for that.

25 One of our biggest (Unintelligible.) are

1 signalized intersections. The city has been behind the
2 time with regard to -- and we realized that with the RGV
3 MPOs, construction, management plan. Only 10 percent of
4 our 262 signals were synchronized. So we would get the
5 calls, you know, (Unintelligible.) with Boca Chica,
6 right. Boca Chica takes you to the port and Space X,
7 and so we really got a lot of calls -- thank you for
8 synchronizing that street. It was amazing, but -- and
9 we are fortunate that while the City of Brownsville
10 allocated it's own general funds or sales tax funds, and
11 the 1.25 million to advance that. TxDot also is a very
12 collaborated partner in giving us about 400,000.

13 We're going to have some more, because we
14 really need that in order to be effective and for our
15 own region -- it's a great way there, and you don't have
16 the right-of-way and the capacity to widen your roads.
17 This is a great way to get traffic through safely and
18 effectively. So through, hopefully, (Unintelligible.)
19 and other types of funding, we can actually reduce that
20 \$6 million-dollar (Unintelligible.) that we have.

21 Lastly, the city is looking at becoming a
22 5G city, but, really, you know, what are we doing. You
23 know, not only cellular connectivity through our trails
24 where people feel comfortable, having that quality of
25 life, knowing that they are going to use a cell phone

1 safely if they are going to walk our trails.

2 Monitoring safety traffic management for
3 better traffic flow. License plate recognition and
4 predictive analytics. What do we do with the data that
5 we're collecting to predict and really identify the
6 future of our traffic congestion.

7 That's all I have, but I'm really excited
8 for the future of Brownsville and the region, and, you
9 know, can we be a model for different borders
10 surveillance and just safety in general in our region,
11 and extend our knowledge to our partners as we really
12 become active in how technology improves our economic
13 safety and development in our border region. Thank you.

14 MS. NELSON: Thank you. Questions or
15 comments?

16 Mr. Mayor, I think I would use this slide
17 as a T-shirt. Brownsville, Texas, offers five major
18 modes of international transportation. That would be a
19 wonderful T-shirt.

20 MR. SCHWEBEL: Gerry Schwebel. On your
21 slide number seven, you talked about traffic management
22 and safety enhancements. Item number six says mega-site
23 locations and large truck locations. Can you clarify?
24 Are you trying to identify where these trucks are being
25 concentrated at for parking purposes or what is that

1 for?

2 MS. RAMIREZ: I think that one of things

3 that we're going to do is, first of all, tracking where

4 they're going. Also we received North American

5 (Unintelligible.) ramp to look at where is that traffic

6 congestion, and identify parking areas. The approach

7 we're taking is a public private partnership. We're

8 actually working with the Port of Brownsville to

9 identify possible property where truck traffic and other

10 types of modes of vehicular traffic and employees can

11 park.

12 And then also we're going to be surveying,

13 and we hired (Unintelligible.) to do the study of bus

14 traffic transit. So where are our employees coming

15 from? Right now with these parking spaces at our

16 airport, but we really want to be able to help with

17 truck traffic as well, because some of them are

18 illegally parking on our streets and in our industrial

19 parts. So we really want to (Unintelligible.) TxDot

20 and take a different approach, a public private approach

21 in terms of working with companies and identifying, you

22 know, where they would like to see a truck parking area

23 or a vehicular parking area.

24 MS. NELSON: Any other questions?

25 MR. JANEKA: Bobby Janeka. I have one

1 Brownsville (Unintelligible.) brag about in putting a

2 (Unintelligible.) It's not something that I hear from

3 other stakeholders, but I know that sort of enterprise

4 would touch -- no pun intended -- would touch lots of

5 our sectors. So I wanted to highlight that as well.

6 MS. RAMIREZ: One last thing. When it

7 comes to us, my understanding is that all

8 (Unintelligible.) clean of certain reactors. So we're

9 not -- I know it would be important that it would be

10 clean by the time it gets, you know. When I go back to

11 the roads of transportation, I always think when you

12 think of Space X and (Unintelligible.) Space X is really

13 looking at point to point travel. So we really look at

14 that. We google that. Maybe going to Europe or going

15 to Asia within an hour from Star Base.

16 So when we look at hubs or airport hubs,

17 this can be it's own transportation in an actual

18 transportation hub through a vehicle that is not

19 necessarily an airplane. I'm jus, kind of, like,

20 throwing it out with what is the future of our region.

21 It's more than what may meet our eye right now.

22 MS. NELSON: Thank you. These are

23 exciting times. Any other questions or comments?

24 All right. We are ready for our next

25 presentation. I would like to recognize

1 other comment. I appreciate Ms. Ramirez highlighting

2 the exciting(Unintelligible.) and a lot of the drivers

3 continuing to bring them in. I want to highlight one

4 more at the risk of (Unintelligible.) I hope this is an

5 impolitic project. It's one that I'm excited about. I

6 don't know if anyone else in this group is aware of the

7 potential for it. The decommissioning of the U.S.

8 enterprise, not the start of it, unfortunately. One

9 day, but the United States is slowly trying to digest

10 the decommissioning of radioactive nuclear carriers.

11 It's the largest they've ever done. Submarines and

12 cruisers have been taken care of.

13 The first carrier at (Unintelligible.)

14 Commission has eight reactors in it. It's a large

15 project and something that the existing decommission

16 process is not well suited for, and they noticed

17 opportunities for a private sector partnership.

18 Brownsville is one of those three ports that will

19 actually take us to a different place.

20 I say that's exciting for a variety of

21 reasons, because it represents the future line of future

22 decommission projects where every carrier, every

23 (Unintelligible.) that our U.S. Navy utilizes, and would

24 come through the corridor into Texas. And decommission

25 recycle, is one of the benefits that I understand in

1 Kathryn Lueders, Starbase General Manager and Space X,

2 who will present the companies perspective and it's

3 impact on the region.

4 MS. LUEDERS: Okay. Give us a few minutes

5 to do the switchover on the computer. I have a video

6 that we're going to run off of my laptop.

7 First of all, I really, really, appreciate

8 the opportunity. Helen was a good -- straight person

9 for me to send to stage for the activity that we are

10 planning. Obviously, this is a very, very critical time

11 for us to be able to ensure that we've got the

12 infrastructure and the place for our plans going

13 forward. So we'll do the switch out.

14 While we're waiting and getting everything

15 ready, I've been here for a little bit less than a year,

16 and I'm always amazed -- every few weeks --

17 unfortunately, I don't get out of Starbase that often.

18 There's always something going on. So this is a very,

19 very exciting time in the area.

20 We have over -- and I'll talk about this a

21 little more in a little bit, but we have, you know, over

22 2,000 employees that are from all over the Rio Grande

23 Valley. People drive in all the way from McAllen,

24 Harlingen, all areas, and 80 percent of our work force

25 originated in the Rio Grande Valley. So the town here

1 is super important, the transport here is very, very
2 important, and, really, not only for getting our
3 hardware across the border -- across the roads, but
4 getting our people to and from work, and safely home
5 again. That project is critical for us and for the
6 safety of our personnel.

7 This is a (Unintelligible.) vehicle. Like
8 Helen was talking about, we have a lot of use for this
9 vehicle. We're really developing a brand new
10 transportation capability. That is -- we are planning
11 to not only to make space port our new launch location
12 for being able to send people to the surface of the
13 moon, but for us actually to be in a planetary species.

14 So Elon, is, you know, he's expecting us
15 to do this in two or three years. It may take us a
16 little bit longer, but we're avidly working towards us
17 providing a transportation capability for this nation,
18 and our world that will be opening up new opportunities
19 for humankind.

20 Space X started pretty small, about
21 15 years ago, and right now we have three really
22 critical facilities here in Texas. What's great about
23 Starship is, you know, we build everything except for
24 the engines themselves in the State of Texas. So we
25 bring in, you know, big sheets of stainless steel on one

1 end of the star factory and starships come out on the
2 other end. Engines are built in Hawthorne (ph.) But
3 they are tested in McGregor, and we're very, very happy
4 that we are building a capability here that has Rio
5 Grande Valley hands all over it.

6 We don't do anything small.
7 (Unintelligible.) was the largest transportation vehicle
8 that had ever been built in the U.S., and the starship
9 vehicle actually has twice the (Sotto voce.) Why do you
10 need something that big? You need something that big to
11 be able to carry large amounts of equipment, to be able
12 to set up bases on the moon, to be able to go and have
13 reasonable mission to be able to go to mars. It also
14 provides the port to port solution that Helen was
15 talking about.

16 Space X did start 15 years ago, just
17 figuring out how to launch a (Unintelligible.) If you
18 look at significantly, we've been working on some major
19 significant milestones. First time we used a vehicle
20 was in the 2015 timeframe. Huge, huge -- people don't
21 realize how important it is to be able to accomplish the
22 (Unintelligible.) ability, because it's what allows us
23 to then turn around vehicles and fly again. It's really
24 a game changer for us to be able to do the
25 (Unintelligible.) missions that we want to communicate.

1 Elon is hoping to have us also accomplishing that
2 missions, to having close to 100 by the 2030 timeframe.
3 It's really what we're going to need for the next round
4 of missions.

5 So Starbase is also an ever changing base.
6 When I came in there last May, we were just beginning to
7 lay our foundation for our data factory, our one million
8 square foot star factory, where I said before, we're
9 bringing in raw materials on one end and having
10 starships going out the other. It's also where we're
11 doing our launches. We have a very unique launch
12 capability. Normally, launch large (Unintelligible.)
13 we're actually trying to, again, get the price of a
14 launch down to a way that we're able to launch, have
15 minimal refurbishment on a launchpad and the
16 infrastructure, and then be able to turn around and get
17 set for the next mission. This picture shows some of
18 the critical people that contributed to us getting ready
19 for the last mission.

20 Texas Impact -- so I already talked about
21 the fact that we have, you know, over 2,500 personnel
22 that goes down highway four every day, plus over
23 500 contractors that are helping support. We have
24 construction in the (Unintelligible.) We have
25 construction in the star factory area. We're building

1 another mega bay (ph.) And we're building a second pad.
2 So all of that needs people and material and commodity
3 to support all of these activities.

4 Right now we're in the process of
5 everything that is uses, water, gas -- everything that
6 is going down highway four, and we are work working
7 on -- setting up and working with the public utility
8 commission here to be working on the water pipeline, but
9 we're also getting our utilities in place for us to be
10 able to minimize some of that traffic. It's still --
11 Highway fours is still our major artery for our
12 materials coming in and out. You can imagine having
13 infrastructure needs to be able to support, so support
14 is critical for us.

15 This is just a picture of where we're very
16 proud of being apart of our community here, and support
17 the community in different aspects, and feel part of the
18 community as we serve in different ways in the
19 Boca Chica area. I already told you -- did a little bit
20 of a cheater alert there.

21 We have a 400 feet tall vehicle. Starship
22 is the most powerful vehicle, 16 million pounds of
23 thrust. We are working to have it be reusable. We,
24 actually, last time tried to bring the booster back and
25 the starship back, and it's part of our learning, where

1 we rank our next mission, which is coming up in May.
2 We'll continue to develop the capability for us to move
3 forward to seeing a fully reusable vehicle. As I said,
4 this is really part of our strategy to really provide
5 the most cost effective launch capability. It really
6 opens up the opportunities for the Starbase area to be
7 an effective space for it.

8 To do all of this you really have to try.
9 People always say, flying in space is hard, and I can
10 tell you that it is really, really, really, hard, as you
11 know. It takes a lot of testing for us to, kind of,
12 perfect and continue to grow and move the mission
13 forward. The last of each of our missions have been
14 successfully -- it pushed the envelope further and
15 further for us to achieve our overall mission, and
16 reusability to be able to bring those boosters back, and
17 fly again from the coast here.

18 So we had -- this is our first flight test
19 was last April. Our second test was in November, and
20 then -- I have a video here. We couldn't get the sound
21 for it. I'm really sad about that, because that
22 would've been really impressive for in this room, but I
23 just want you to be able to see a little video of -- and
24 you can definitely feel this in your chest as you (Sotto
25 voce.) I do want to emphasize to everybody that even

1 though you can feel it in your chest, it's not a
2 structural load on homes or anything else. If that
3 would have been the case, my house in (Unintelligible.)
4 right now would be a problem outside of the Kennedy
5 Space Center.

6 So one of things that we are going to have
7 to do is continue to educate the area on what do
8 launches do, what kind of environments do they invoke on
9 the area, and make sure we have people that understand
10 what a space port means to the area from an environments
11 perspective.

12 I hope that at least some of you were able
13 to watch this. It's just magnificent to me. You can
14 see that all the engines are working. We made it to
15 (Sotto voce.) We got to orbit. Separating -- when
16 people say (Unintelligible.) we actually start the
17 second stage, the starship portion of the engine before
18 we separate. This just shows they are starting to learn
19 how to maneuver the booster as it's coming in. People
20 always say, well, you didn't get the booster back.
21 Well, no other company gets any boosters back.
22 Everybody doesn't realize that only the Falcon 9 -- the
23 first launch vehicle ever that's gotten their booster
24 back. So we've all gotten use to it, and I hope one day
25 we are all going to get used to seeing starship boosters

1 coming back along with the starships.
2 This is actually very amazing. I worked
3 with NASA for 30 years, and we never, ever saw recovery
4 of a vehicle coming back for reentry, because the
5 (Unintelligible.) system never worked. So that
6 picture -- I don't know if everyone is looking at that,
7 but that was the first in a lifetime to ever be able to
8 see that reentry actually through a communication
9 system. So another little bit of a way to be able to
10 push things forward.

11 So now we're moving out -- like I have
12 been talking about. We're going to be ready to fly
13 again in May. Our goal is to continue to improve our
14 reliability and capabilities. Every single flight we're
15 continuing to push the envelope further to be able to
16 get to the missions of us, you know, becoming a space
17 port, just like the launch in the returning of the
18 (Unintelligible.) of the Falcon 9.

19 We continue to monitor (Unintelligible.)
20 and sound levels in surrounding areas to ensure that
21 we're understanding what is our overall impacting areas.
22 And then this is, obviously, a collaboration working
23 with the FA and our other agencies to ensure that we're
24 synced up and moving forward.

25 We do really appreciate all the work that

1 the community has done to support us. You know, coming
2 in Cameron County, City of Brownsville, City of
3 Harlingen, all the communities around us, the Port of
4 Brownsville working with us. Port of Brownsville is a
5 major transport site. You know, we, one day, want to be
6 shipping starships. We actually still want Starbase to
7 be the single place where we're building starships, but
8 we do have a dream one day to also be potentially be
9 launching them from the(Sotto voce.) to be able to have
10 a second launch site as we're moving forward, still
11 having Starbase as the primary launch site, but to be
12 able to do that you've got to have infrastructure. To
13 be able to, you know, transport these large vehicles
14 safely, bring them to the port, and be able to ship them
15 out.

16 We understand that this area has been very
17 important to us to provide us infrastructure, but we
18 need to partner and continue to partner with both the
19 State of Texas, Cameron County, all the local
20 municipalities to make sure we are continuing to meet
21 our goals, and continuing to have this being an
22 extremely vibrant place to work and live.

23 I am very proud of the fact that we can
24 now say that we can have people here in the RGV say, I
25 am a rocket scientist, and I am launching rockets from

1 the RGV. We're looking to have many, many more launches
2 coming up. Thank you.

3 MS. NELSON: Thank you. And I will say,
4 we are so proud to have Space X here in Texas, and I
5 know Brownsville is very proud to have space as one of
6 their modes of transportation.

7 Members, any questions?

8 MR. SCHWEBEL: Gerry Schwebel. How do you
9 move the parts to the Space X location?

10 MS. LUEDERS: So, actually, onsite we have
11 our mobility transport, like, movers that actually move
12 the rockets around on our site. There are
13 (Unintelligible.) systems that move, but for our -- over
14 the TxDot transports we actually have special carriers
15 and transportation companies that come in and work
16 with -- depending on whether it's commodity that we
17 continually process. Right now we're working on moving
18 in pieces of a launch pad that's currently at the board
19 to be able to send it. Those are obviously very unique
20 capabilities, so we have special transportation
21 companies that are coming in with multi axle systems to
22 be able to distribute the load, and that's -- we have
23 unique configurations that we use for those specialty
24 kind of transports.

25 MR. SCHWEBEL: More specifically, is it by

1 rail?

2 MS. LUEDERS: Oh, no, no, no. We
3 obviously bring in on ship from Florida, but once they
4 get here we're bringing it in over the roads. So you
5 can understand how important that road is. That's why
6 I'm talking about, if you see that one piece and then
7 some day I hope some of you can come out to Starbase,
8 but you'll see that Highway four is a major road for us.
9 Everything goes in and out on Highway four.

10 MS. NELSON: Other questions or comments?
11 Thank you, again, so much for your presentation.

12 All right. Now, I want to open the floor
13 for discussion if there are any issues or comments or
14 feedback or thoughts about future topics for the
15 committee to discuss at our next meeting?

16 MR. SCHWEBEL: Gerry Schwebel. I've got
17 three items that I'd like for consideration for future
18 meetings. I think we look to some of them in regards
19 to, Mayor Trevino -- in regards to parking. I know
20 TxDot and (Unintelligible.) the number of parking
21 studies throughout the state of Texas, but I think it's
22 particular that the truck traffic along the border, that
23 we, perhaps, get an update on potential parking studies
24 that are dedicated to the border region.
25 (Unintelligible.)

1 And the second topic that I would
2 encourage and tie into that would be to get
3 (Unintelligible.) To give us an update in regards to
4 (Unintelligible.) certifications, or (Unintelligible.)
5 programs. What the plans are for the ports of entry of
6 the border, what plans are there to get more
7 certifications, (Sotto voce.)

8 And then finally, I'd like to ask for an
9 update for consideration for DPS to provide us with an
10 update on the safety inspection checks along the border,
11 the numbers, what the numbers look like in regards to
12 stops or citations for the (Sotto voce.) and how we can
13 come up with perhaps proactive programs to work together
14 with the first responders on the (Unintelligible.) as
15 well as (Unintelligible.) (Sotto voce.) Those are the
16 three areas.

17 MS. NELSON: All worthy considerations.
18 Any other recommendations?

19 AUDIENCE MEMBER: I have a suggestion.

20 MS. NELSON: Will you state your name.

21 AUDIENCE MEMBER: I think we've seen it in
22 the news about the slowdown in demand of sales of
23 (Sotto voce.) Last week I was talking to managers from
24 major corporations (Unintelligible.) -- they were
25 telling me that the one of their concerns is that the

1 demand is (Unintelligible.) Next year is significantly
2 low (ph.) the stock turnover, which regularly every
3 month they have a turnover (Unintelligible.) And have
4 to apply 65 percent, which (Unintelligible.) (Sotto
5 voce.) This is not only something in demand of
6 (Unintelligible.) vehicles, but maybe the demand on
7 other vehicles too. So just to get some opinion,
8 because I think it is in the news, but I think it would
9 be good to get more opinions on that.

10 MS. NELSON: All right. any other
11 thoughts? Yes, ma'am.

12 AUDIENCE MEMBER: Good morning. I
13 would --

14 MS. NELSON: I'm sorry. Would you state
15 your name.

16 AUDIENCE MEMBER: Yeah. I'm sorry. We
17 have good news. (Unintelligible.) We will remain open
18 officially to continue serving (Unintelligible.) The
19 Chihuahua Government has been working closely with the
20 (Unintelligible.) to promote the use of this
21 (Unintelligible.) So we're having a good response. We
22 also opened conversation with the federal government to
23 have representatives from different federal institutions
24 in order to have a complete international trade service
25 under (Sotto voce.) We will continue (Unintelligible.)

1 MS. NELSON: Wonderful news. We like good
2 news.

3 AUDIENCE MEMBER: I'd like to suggest that
4 we pursue what we've been discussing about multimodal
5 (Microphone is off.) -- excellent, but I know that there
6 (Unintelligible.) and trucking people here, and I think
7 it will be very useful to, sort of, have of that private
8 sector prospective on what we're discussing, as well as
9 the (Sotto voce.) Thank you.

10 MS. NELSON: Thank you. Any -- yes,
11 ma'am.

12 AUDIENCE MEMBER: Thank you, Secretary.
13 Probably another discussion would be all of the smart
14 technology that is (Unintelligible.) and particular in
15 Texas. How they are being installed, some of them are
16 (Microphone is off.) -- how they are improving, and also
17 the Mexican side is also having the technology operation
18 (Unintelligible) -- of the future needs. Thank you.

19 MS. NELSON: Thank you. Absolutely. Any
20 other thoughts. Yes, sir.

21 MR. CALVO: Eduardo Calvo. Just a couple
22 of things of what Violetta just mentioned of the
23 (Unintelligible.) -- of Guadalupe and what Marcelino
24 said about (Unintelligible.) That's great. Great
25 efforts in the combination of the State of Chihuahua

1 with El Paso County, but also a big shout out to the CBP
2 folks in the El Paso region. They've been a tremendous
3 partner, and they've done a lot of work to keep that
4 port of entry open. So, you know, thanks to the CBP and
5 your colleagues out there in the port of entry.

6 This second comment is more for the TxDot
7 folks. Is there any plans for a formal update to the
8 border transportation mass? I was just thinking, you
9 know, we were developing that plan four years ago, right
10 in the smack of the Pandemic when we were still learning
11 how to work remotely and, you know, all those things. I
12 think at this point in terms of having the up and down
13 of demand and supply chain issues, are you looking at
14 maybe updating the overall plan anytime soon?

15 MS. MAYS: Stay tuned. I think right now
16 we have our (Unintelligible.) -- out, to tie in the
17 consultants to help us with the border master plan.
18 hopefully, you know, in the next six to eight months we
19 should have a consultant on board, and hopefully start
20 the process by the end of this year. To your point, we
21 recognize that a lot of the data (Unintelligible) -- the
22 data was pre-Covid. We tried to get it updated, but a
23 lot has changed. So we are a little bit behind.
24 Hopefully, by the next meeting we should be able to
25 provide an update to all. So we will do that.

1 MS. NELSON: Thank you. Okay. Good.
2 Anybody else? All right.

3 Well, then I would like to recommend that
4 this committee will hold it's next meeting in Houston,
5 Texas, and we will talk about the ports. I would ask
6 TxDot to send out the dates on that. (Unintelligible.)
7 I'll ask TxDot to send out the details soon.

8 Any other business to come before this
9 committee? Again, I want to express my sincere
10 gratitude to our host city, Brownsville. Thank you so
11 much. I want to thank the Texas Department of
12 Transportation for all their hard wok. Commissioners,
13 thank you for being here. Thank you all, members, for
14 being here. Thank you to our presenters.

15 And with that, it is 11:58. Do I have a
16 motion to from the members to adjourn? There you go.
17 Has the motion been made and seconded? It has been made
18 and seconded. Is anybody all in favor of adjourning
19 this meeting say, I.

20 COMMITTEE MEMBERS: I.

21 MS. NELSON: Meeting stands adjourned
22 until our next meeting in Houston. Thank you all so
23 much.

24 (Meeting concluded at 11:58 a.m.)
25

1 REPORTER CERTIFICATE
2 I, LAUREN L. TRUEBA, Federal Stenographic Shorthand
3 Reporter, before whom the foregoing proceedings were
4 taken, do hereby certify that the foregoing transcript
5 is a true and correct record of the proceedings given;
6 that said proceedings were taken by me stenographically
7 and produced by computer-aided transcription.

8 I further certify that I am neither
9 counsel for, related to any party, nor an employee of
10 counsel, nor in any way interested in the outcome of
11 this action.

12 As witness my hand and seal this 13th day
13 of May, 2024.

14
15
16
17
18
19
20
21
22
23
24
25
Lauren L. Trueba
Federal Reporter
Notary ID: 131689911
EXP: 09/11/2027



A			
ab	acknowledge	address	126:21 127:16
22:10	97:23	10:1 25:9 32:4 51:7	139:9
ability	Acordeon	51:23 56:6 97:16	agreed
70:6 109:21 114:13	16:6	addressed	76:23
127:22	acre	51:9	agreement
able	111:8 112:17	adjourn	53:8
23:19 24:7 37:15	acres	7:12 140:16	Agricultural
54:19 61:10 72:18	111:14	adjourned	2:21
78:14 84:19 110:3	Act	140:21	ahead
114:22 118:1	117:8	adjourning	17:3 39:2 40:4,6
122:16 125:11	action	140:18	52:25 56:10,24
126:12 127:11,11	141:11	administration	57:10 59:14 69:7
127:12,13,21,24	actions	43:1 53:19 102:15	71:3 73:23 76:19
128:14,16 129:10	33:24	adopt	77:15 78:24 80:15
129:13 130:16,23	active	30:16,22	83:16 95:22 116:8
131:12 132:7,9,15	46:19 121:12	adopted	ahold
133:9,12,13,14	activities	31:8	41:9
134:19,22 139:24	52:5 129:3	adopting	AICP
above-styled	activity	112:14	2:8 3:14
1:19	61:9 62:2 81:6 107:3	adoption	aims
Absolutely	125:9	7:4 30:13 34:1	33:2 47:21
70:14 77:11 78:3	actual	Adrete	airplane
138:19	14:10 43:6 54:3	27:16,17	124:19
access	124:17	advance	airport
52:4 65:4,7,9,9 83:4	Acuna	32:15 82:16 116:24	45:24 65:8 113:23
107:8	16:5	120:11	114:1 122:16
accident	add	advanced	124:16
50:9	41:12,16 46:9 58:9	3:3 53:4	airports
accidents	58:13 99:24 105:11	advancing	46:13
9:5	added	7:6 35:22 60:7	Al
accompanied	22:10	advise	4:7 27:18
49:9	addition	87:8	Alba
accomplish	36:11 37:9,22 41:13	advisory	2:22 12:18
60:14 127:21	67:2 78:4 83:25	1:5 8:5 30:14 35:25	Aldrete
accomplishing	86:4,10,15 87:3,11	36:20,23	3:19 99:17
128:1	88:18,22 90:12,21	affords	Alejandro
account	91:15 92:2 93:23	99:9	2:4 10:13 17:13
22:21	94:6 95:3	afternoon	alert
accounted	additional	57:1	129:20
79:6	34:21 47:22 49:10	agencies	Alex
accounting	81:21 82:12,16	48:15 90:8 96:24	2:4 10:13 17:13
79:7	91:25 92:11,23	132:23	Alfredo
achieve	95:17 104:11 105:2	agency	4:6
130:15	113:14	54:10 63:2 77:3	Alice
	additionally	ago	5:11
	13:6	16:4 95:24 119:8	alignment

112:6	amounts	72:20	48:21 62:13 72:3
Aliance	127:11	anybody	73:19 103:17 106:7
3:18	amplifies	26:19 54:25 99:13	106:9,17,20 107:1
alleviate	86:2	140:2,18	107:16 108:13,16
96:8	Ana	anytime	108:21,23 110:19
alliance	5:21 11:4,5	139:14	110:25 111:13
3:9 37:10	analysis	anyway	113:18,23 118:2,5
allocate	45:7,12 46:8 47:9	16:6,20,25	122:22,23 125:19
40:21	48:8 49:8,16 50:2,8	Anzalduas	128:25 129:19
allocated	50:10 53:4 55:8,12	104:25	130:6 131:7,9,10
120:10	55:16 62:16 64:5,25	apart	133:16
allocation	76:25 79:22,25	21:20 129:16	areas
32:11	81:11 83:23 88:10	applaud	26:13 33:21 40:22
allow	89:16,17,19 93:24	109:18	46:13 66:15 71:25
73:17 84:25 114:7	95:12,15	applause	72:6 100:11,12,15
117:21	analytics	10:7	101:23 104:10
allowed	121:4	apply	114:9,9 122:6
69:11,11	analyze	18:11 137:4	125:24 132:20,21
allows	55:25 75:14	appointed	136:16
104:10 116:23	analyzed	9:11 17:21	argued
127:22	50:19 55:8	appreciate	39:8
Almanza	analyzing	10:13 15:6 19:10,13	argument
8:7,11,12	55:15 88:15,22,23	25:21 26:25 27:2,5	77:6
alternative	89:15	67:14 123:1 125:7	arranged
84:14 89:1 106:12,15	Andres	132:25	92:10
Alvarez	6:4	appreciated	Arreola
5:3 100:17,21	Andrew	23:18	4:7 27:18,19
Alvaro	5:16 26:17	appreciates	Arrieta
4:7	Angelo	25:14	2:12 12:7 19:15,16
Alvin	16:3	appreciation	artery
2:6 10:16 15:20	anniversary	12:24	129:11
amazed	21:6	approach	Asia
125:16	announce	59:21,25 64:11 65:19	124:15
amazing	67:4	90:2 119:9 122:6,20	aside
15:3 27:4 120:8	announced	122:20	98:5
132:2	35:3 115:7	approved	asked
ambulance	annual	103:20 105:10	35:9 46:10,12,14,14
25:22	49:21 80:7	approximately	46:15,17,19
America	answer	8:22 102:17,25	asking
22:19 23:6	53:17 56:14,15 57:3	approximation	75:24 97:4
American	69:14,21 75:4 110:3	80:12	asks
23:5 117:8 122:4	119:14	April	46:21
amount	anticipated	1:8,20 8:18,18 9:2	aspect
20:17 39:10 40:14	104:16	89:23 92:6 130:19	81:14,15,15 119:11
67:18 72:10 79:8	Antonio	area	aspects
114:23	4:8,8 19:4 28:12	11:1 22:24 23:3	65:12 129:17

aspire 96:18	137:12,16 138:3,12	bad 18:22	59:24 128:6
assembly 14:17	August 38:11 92:7	badly 119:13	begun 88:9
assessing 73:14 88:19 95:3	Austin 3:21 18:2,4 19:4,5 106:7,7	Baltimore 22:16,18 59:9	behalf 11:8,9 35:4 99:18
assessment 59:22	authority 3:7 102:13 103:4	band 117:3,11 118:11	behold 112:6
Asset 61:23	auto 37:11	Bank 3:11	believe 13:24 74:2 115:16 116:12
assets 61:24	available 46:20 111:8	Barela 3:9 27:20,22 98:15	benefit 14:10 75:18
assist 37:6	average 49:21 80:6 94:25 100:9 106:5,8	barely 17:1	benefits 36:14 123:25
assistant 118:21	aviations 45:17	base 113:13 116:11 124:15 128:5	best 118:12
associated 81:6	avidly 126:16	based 24:16 32:10,14 33:6 33:7 37:19 58:14 65:13 80:4,10 84:4	bet 81:20
Association 3:24 4:10 90:18,19 99:16,25	avoid 66:18	bases 127:12	better 9:19 15:13 16:18 61:10,22 77:25 100:11,14 121:3
associations 63:12	aware 59:10 66:4 123:6	basically 68:19 103:16 105:9 107:22 108:8,12,17 109:4,7	beyond 24:13 92:9 93:2 96:14
assure 97:6	awareness 8:17,19 9:3 53:22	Basin 4:22	bidirectional 76:2,6
attached 1:25	aways 25:6	bay 129:1	big 21:7 25:7,17 65:10 101:4 126:25 127:10,10 139:1
attack 9:25	axle 134:21	Bazan 4:6 5:23 27:23,24 78:25,25	bigger 18:20
attend 10:23	A&M 90:7	Beach 119:12	biggest 50:11 74:11 104:14 119:25
attendance 10:6,20 13:3	a.m 1:20,20 8:3,4 140:24	bear 102:1 107:20	bike 114:23 115:1
attention 8:24 39:12 59:10 67:9 97:24	B	beautiful 10:10,15 13:14	bikes 45:17
attractions 81:2	back 15:1 21:11 23:19 47:12 62:25 63:24 97:14 98:7 103:25 111:2 116:1,2 124:10 129:24,25 130:16 131:20,21 131:24 132:1,4	becoming 111:15 120:21 132:16	bike-ped 46:22
audience 16:8 27:21 28:17,23 29:21 38:25 39:3 41:18 53:25 56:11 56:20 57:11 68:25 69:6,8 70:10 75:22 79:20,24 95:23 97:13,19 136:19,21	background 16:7,9 22:4 59:21,24 68:25	began 88:3	bilateral 21:14
		beginning	bill 7:8 85:8,14,16,21,22

86:4,6,7,8,10,21 87:3 89:4,6 90:1,3 90:12	boosters 130:16 131:21,25	21:18 24:21 42:17 47:2 100:6 111:1 121:9	Brianna 2:14 12:9
billion 20:2 71:15 115:9	booths 44:22	border-crossing 58:20 63:13	bridge 3:16,23 4:4,6,15,18 4:19 49:18 50:23 51:12,17,18 52:1,2 52:2,4,6,7,9,10,13 52:14,16,18 79:1,4 93:13 94:16 105:11 105:12 114:4 115:5
billion-dollar 111:5	border 1:5 3:12 4:23,25 5:2 7:7 8:5 9:12 10:1,6 11:21 14:25 15:2,4 15:7,10,11,17 17:3 17:4 18:2,12,25 19:3,8,17 23:10 24:4,18 25:8,9,18 25:24 26:1,8,15 27:7 30:14 31:10,14 31:19,25 32:8,12 33:8 34:17,23 35:7 35:18,21,25 36:17 36:19,23 37:25 38:15 39:17 41:19 41:23 42:3 43:25 44:5,8,10,19,23 45:1,3,16 46:21,22 47:4 48:8 54:14 55:14 58:6,22 59:20 59:22 60:2,8,14,16 60:19 61:2,4,10,14 61:19,21,22,23,24 62:3,12,16 63:7 64:8,9 65:15 66:4,6 69:1,15,24 71:13,16 72:25 74:1,16 75:21 82:8,18,25 83:2,4 85:6,9 86:13 87:2,2 87:8,15 88:15,17 89:2 90:8,11,14 91:10,19 92:13 93:25 95:6 96:4,23 97:4 99:5 100:10,14 101:10,16,24,24 103:7 114:1 119:3,5 119:5 121:13 126:3 135:22,24 136:6,10 139:8,17	border-crossings 34:8 44:4 45:11,23 46:1 47:5 48:4 49:5 49:25 50:7 52:23 55:6,10,24,25 56:2 58:2,16 60:2,4 85:11,25 91:17,18	bridges 49:18 51:14 52:12 105:13
billion-dollars 106:25	born 17:15	born 17:15	brief 8:9 13:7 20:19 31:15 36:4 38:3 85:14,16 101:2
binational 31:22 32:17,22 34:2 44:19 63:1,4,17,25 82:23 92:16	Boston 59:9	Boston 59:9	bring 22:13 23:19 42:12 43:11 63:10 82:3,19 82:22 97:24 98:12 116:2,3 123:3 126:25 129:24 130:16 133:14 135:3
bit 19:20 21:4 70:13 83:18 90:1 92:23 93:17 106:22 125:15,21 126:16 129:19 132:9 139:23	bother 18:5,12 19:7,7	bother 18:5,12 19:7,7	bringing 15:1 66:22 128:9 135:4
bi-monthly 92:3	bottleneck 49:20	bottleneck 49:20	broad 117:3,11 118:11
blessed 11:1 105:8	bottlenecks 46:7 47:23	bottlenecks 46:7 47:23	broken 53:11 108:1
blocks 51:17	bottom 27:9 72:25	bottom 27:9 72:25	Brooks 102:23
blue 91:9	Boundary 4:13	Boundary 4:13	brought 67:3
BNSF 4:17 48:18	Boyd 3:3	Boyd 3:3	brown 72:17
board 8:8 134:18 139:19	brag 124:1	brag 124:1	Brownsville 2:10,13 9:10,14 10:10 12:7 13:6,9 13:13,18,24 14:12 14:18 17:16,18 19:12,15 22:24 24:19 28:3 49:6,12 49:13,15,19 50:1,7
boarder 70:8	brakes 43:9 96:1 100:2	brakes 43:9 96:1 100:2	
Bobby 5:7 11:13 76:21 122:25	Branch 3:13	Branch 3:13	
Boca 106:23 120:5,6 129:19	brand 126:9	brand 126:9	
bodegas 40:23	breach 34:20 35:6 57:12	breach 34:20 35:6 57:12	
boost 36:16 61:7	break 21:17 108:2	break 21:17 108:2	
booster 129:24 131:19,20,23	breaking 76:9 113:5 116:17	breaking 76:9 113:5 116:17	
	Brewster 5:13	Brewster 5:13	
	Briana 20:25 21:2	Briana 20:25 21:2	
	Borderplex 3:9		
	borders		

50:13,23 51:12,13 51:15,25 55:20 57:20 91:3 93:13 100:19 106:17,20 107:4,9,16 108:16 110:19 111:3,22 112:16 113:4,9,11 113:22 115:1,2 116:4,7,14,20 120:9 121:8,17 122:8 123:18 124:1 133:2 133:4,4 134:5 140:10	button 9:7 buyer 20:7 buying 20:8 bypass 104:8,8 114:7	capacity 47:22 52:6,10 67:24 105:19 113:1 120:16 Captain 99:17 capture 70:11 110:19,25 captured 94:11 care 101:7 123:12 careful 68:2 cargo 51:5 113:1 caring 20:18 Carlos 4:5 6:3,6 30:8 Caroline 2:8 24:25 42:22 68:14 69:13 74:9 carrier 43:1 53:19 123:13,22 carriers 63:11 90:19 123:10 134:14 carry 73:7 127:11 case 90:9,23 131:3 cases 105:21 categorize 32:10 categorizing 93:6 94:22 causeway 112:2 caution 102:10 CBP 23:2 25:21 139:1,4 celebrate 21:6	celebrating 21:8 cell 120:25 cellular 120:23 Center 3:20 131:5 centers 61:9 65:9,10,11 central 59:19 Century 117:2 Cephas 4:23 31:10,13,14 35:14 43:25 44:7,8 53:6 54:16 55:4 56:14,16,19 57:2,17 57:24 59:15 certain 30:15 49:25 50:6 79:5,8 98:22 124:8 certainly 11:21 20:13 39:8 59:9 75:7 100:12 Certificate 7:13 141:1 certifications 136:4,7 certify 141:4,8 chain 23:14 32:24 33:5 59:12 60:17 81:15 139:13 chains 22:17,19 23:17 56:1 58:23 59:3 82:5 Chair 2:3 challenge 20:14 74:11 97:24 101:15 challenged 104:7 109:24
	C		
BTAC 7:5 30:18 31:17 33:15,16 35:4,10,12 35:24 38:20 41:14 62:24 67:8 87:18,22 88:6 99:13 109:20 110:6,10	called 108:23 calling 82:6 calls 18:7,8,9 120:5,7		
BTACs 35:9	Calvo 3:8 16:15 27:25 28:1 30:23,24 31:2 32:13 34:11 77:16,16 83:17,17 138:21,21		
BTMP 7:6 32:1,15,16 36:2 45:8 59:25	Cameron 4:18,22 30:6 107:7 110:17 115:23 116:7,14 133:2,19		
Buda 106:7	Canada 2:16,18 23:22 98:20		
build 56:22 113:6 118:10 126:23	Canada's 12:11		
building 113:8 127:4 128:25 129:1 133:7	Canadian 12:14 21:13 22:25,25 23:1,10		
built 114:11 127:2,8	Canon 5:16		
bus 46:20,23 65:8 122:13	cans 20:7		
business 63:10,11 113:16 140:8	capabilities 132:14 134:20		
businesses 118:7,8	capability 126:10,17 127:4 128:12 130:2,5		
busy 17:7 62:5			
butterfly 22:17			

<p>challenges 10:2 16:20 44:25 45:3,10,20,24 46:11 47:4 48:3,6,10,13 51:2,9 56:1,4,6 81:23 94:12 109:14 109:17</p> <p>change 15:4 18:24 32:12,12 117:7</p> <p>changed 118:15 139:23</p> <p>changer 113:1 127:24</p> <p>changing 128:5</p> <p>channel 112:24</p> <p>chapter 13:17</p> <p>characterize 55:23</p> <p>cheater 129:20</p> <p>check 34:20</p> <p>checks 136:10</p> <p>chemicals 20:7</p> <p>chest 130:24 131:1</p> <p>Chica 106:23 120:5,6 129:19</p> <p>Chief 118:21</p> <p>Chihuahua 2:23 12:19 137:19 138:25</p> <p>Chihuahuas 34:23</p> <p>children 11:24</p> <p>Christi 58:11</p>	<p>Christopher 5:12</p> <p>circles 71:19</p> <p>circulating 71:21</p> <p>citations 136:12</p> <p>cities 18:20,20 38:17 93:17 112:6 114:16 117:1 119:8,12,15</p> <p>city 2:10 3:14 4:2,7,21 10:10 13:13,14,20 13:24 21:5 24:19,20 27:1 37:24 38:17 40:8,15,18,21 48:19 48:20 49:2,2,3 53:3 93:5 94:7 100:19 103:18 104:1 110:18,18 111:22 114:13 115:22 116:25 117:4,5 118:9,21 119:12 120:1,9,21,22 133:2 133:2 140:10</p> <p>Civil 1:23</p> <p>clarify 58:17 121:23</p> <p>clarities 32:11</p> <p>classification 80:7 113:21</p> <p>classified 112:3</p> <p>classifying 88:16</p> <p>Claudia 3:12 26:18 27:14</p> <p>clean 113:7 124:8,10</p> <p>clear 39:9</p> <p>close</p>	<p>128:2</p> <p>closely 66:3 73:1 88:21 102:14 104:21 137:19</p> <p>clusters 70:18,20,22</p> <p>CMV 91:18,19,20</p> <p>Coalition 90:19</p> <p>coast 113:13 130:17</p> <p>collaborate 14:5</p> <p>collaborated 120:12</p> <p>collaboration 12:25 13:17 15:14 32:19 34:13,14 107:12 109:15 132:22</p> <p>colleague 23:5,7</p> <p>colleagues 139:5</p> <p>collect 93:3</p> <p>collected 14:6 47:15</p> <p>collecting 62:6 121:5</p> <p>collection 81:11</p> <p>collectively 99:4</p> <p>College 42:7</p> <p>colleges 42:3,5,7</p> <p>colonial 34:20</p> <p>color 65:15</p> <p>combination 80:5 138:25</p>	<p>combine 78:6,13,16</p> <p>Combing 62:15</p> <p>come 8:6 14:11 24:18 26:22 43:3 58:3 70:24 79:3 97:6 111:1 113:4,11 115:1,16 116:1,18 118:15 123:24 127:1 134:15 135:7 136:13 140:8</p> <p>comes 8:6 79:2 87:2 124:7</p> <p>comfortable 120:24</p> <p>coming 11:13 12:15 19:9 39:10 43:5,15 53:9 53:15 55:15 57:6 58:6 63:24 81:18 113:2 122:14 129:12 130:1 131:19 132:1,4 133:1 134:2,21</p> <p>comment 77:18 123:1 139:6</p> <p>comments 22:2 38:24 40:2 41:25 43:22 55:3 65:24 66:1 67:12 71:2 74:9 83:14 95:22 97:18 99:11 110:7 121:15 124:23 135:10,13</p> <p>commerce 3:11 9:12 36:17</p> <p>commercial 33:2 35:20 36:3,9,18 36:25 37:1,3,6,10 38:19 45:17 52:5 66:5,10,11,15,18 86:1,11 88:19 89:2 90:15 91:8,10 92:11 93:4 94:15,17 95:6</p>
---	---	--	--

98:18 114:9	community	computer	congested
commercial	15:15 42:2,5,7 63:10	40:11 125:5	103:17
91:17	74:1 89:2 90:14	computerized	congestion
commission	114:7,19,20 129:16	1:22	104:10 118:25 121:6
2:5,7 4:14 10:3,19	129:17,18 133:1	computer-aided	122:6
11:14 34:1 74:5	companies	141:7	congestions
123:14 129:8	31:23 41:21 53:13	concentrated	50:24 60:3
commissioner	113:11 122:21	121:25	Congressman
2:4,6 10:12,16,17	125:2 134:15,21	concepts	11:10
11:15 15:20,24	company	37:4	conjunction
17:10,12,18,21	3:16 48:21 90:20	concern	40:20 63:5 96:5
19:11 20:11 26:12	131:21	40:9	connect
76:7 77:17 101:20	comparable	concerns	22:12 56:22 93:19
101:21	106:6	46:7 51:24 60:3	102:23 104:24
commissioners	compared	136:25	105:25 106:1,2,16
25:13 101:21 109:19	52:12	concluded	115:4
110:6 140:12	comparing	140:24	connected
commitment	77:1	concludes	47:19 63:16 74:22
8:20 14:15 25:8	competitive	35:11 38:18 52:19	117:5
34:23 98:10 116:2,3	73:19 75:21 79:13	56:7	connecting
committee	competitiveness	concrete	31:21 49:18 64:8
1:6 8:5 13:8 15:22	32:24 61:6,7 79:17	107:19 108:7	65:2 78:23 101:24
22:7,14 23:19 24:2	complete	condition	connection
24:9 25:6 30:14	37:17 54:21 79:13	108:11	23:4 57:14
31:5 32:22 35:1,25	89:8,20 112:13,14	conditions	connective
36:20,24 63:4,18	137:24	81:13 82:2 92:12	63:15,15
69:11 82:23 83:11	completed	94:7 108:4	connectivity
135:15 140:4,9,20	38:6 49:10 88:3 89:3	conduct	7:7 44:4,4,5,13,14,17
committees	89:18 92:13 102:18	25:2 37:18,22 57:6	44:24,25 45:2,2,7
63:25 67:8 81:20	104:3,22 107:25	83:10 85:24 86:5	45:10,23 46:4,11,14
commodities	completely	89:10 92:18 95:11	48:6,10,13,16 51:7
55:25	24:4	95:16	52:15,20,22,23 54:9
commodity	completing	conducted	55:5 56:1,4,6,13
129:2 134:16	83:2 87:25 95:10	44:17 89:17	57:3,4 59:17,19,22
common	completion	conducting	60:1,6,8,13,16,18
100:3	104:16 108:10	50:14 55:23 89:22	60:18,25 61:10,17
communicate	complex	91:25 92:3,24 93:23	61:18 62:12,16
107:11 127:25	25:10 34:21 97:1	94:10,16	64:10,22,25 65:16
communication	compliance	conference	67:16 70:2,7,20
32:19 109:16 132:8	33:3 36:9	26:22 119:7	71:6 72:15 74:15
communities	component	confident	83:5,6,8 86:2 88:23
14:10,24 15:2,3,7,12	22:5 88:13	9:18	94:2,5 101:17,20
15:17 18:2 27:8	compose	configurations	103:24 104:18
31:7 62:3 63:6 64:8	86:22	134:23	105:3,23 106:18
82:24 104:5 116:19	compound	conflicts	111:18,20 112:9
133:3	54:2	9:19	113:15 114:6

116:15 117:4 118:2 118:17 120:23 connectivity-focused 87:14 connector 106:2,15 connects 103:5 connotation 104:9 consider 69:17 96:21 consideration 23:16 75:7 135:17 136:9 considerations 136:17 considering 79:2 117:22 constructing 115:17 construction 102:18 103:8 107:19 108:4 115:13,18 116:9 118:9 120:3 128:24,25 Consul 21:24 23:22 consulate 2:12,14,16,18 12:6 12:10,12,14 19:14 19:18 21:1,4 consultant 5:5,6 42:12 43:18 44:1 48:7 60:22 87:12 94:9 139:19 consultants 48:2 49:4 54:22 55:7 55:18 101:4 139:17 consultation 86:5,24 90:5 contact 38:21 95:19 contacted 91:24 content	48:12 context 23:6 46:2 48:12 49:10 contingency 40:11,17,21 continually 134:17 continue 9:17 25:18 36:20 37:5,12 39:6 41:11 41:14 42:12 54:16 59:14 74:19 85:19 89:9,25 91:4 92:4 94:12 95:12,15,16 98:8 102:19 103:14 105:5 106:11,12 110:7 119:23 130:2 130:12 131:7 132:13,19 133:18 137:18,25 continued 3:1 4:1 5:1 6:1 continues 25:10 continuing 77:12 123:3 132:15 133:20,21 continuous 35:9 contract 108:25 contractor 108:9 contractors 128:23 contribute 22:8 contributed 128:18 contributing 71:8 contributors 86:21 convention 20:12	conversation 58:19 59:6 98:1 137:22 conversations 54:19 79:4 cool 113:6 cooperation 93:1 coordinate 42:2 coordinating 42:5,19 88:1 93:15 coordination 32:19 53:7 63:22 70:19 86:23 87:5 90:4 Coordinator 4:24 8:8 9:12 31:11 31:15 44:1,9 cop 95:20 core 81:12 112:24 118:5 corporation 4:12 111:7 corporations 136:24 Corpus 58:11 correct 141:5 corridor 14:13 51:22 68:1 123:24 corridors 51:1 66:9 67:20 68:20,22,23 104:12 cost 51:22 130:5 costing 117:18 counsel 11:18 141:9,10 count 32:22 80:8,11	Counter 98:1 counters 114:18 counties 66:4 countries 24:3 96:8 country 13:25 100:4 counts 80:8 county 4:18 48:21 66:9,10 90:10,13 91:13 99:19 102:24 103:9 103:14,25 104:13 104:21 106:10 107:7 110:17 115:23 116:7,14 133:2,19 139:1 couple 37:14 49:11 63:21 85:20 92:19 94:25 107:15 108:3 111:2 119:7 138:21 course 37:16 38:4,7,9,11 115:6 courses 37:23,25 court 7:13 8:14 cover 44:12 Covid 117:3 118:15 Cowen 2:10 10:8 13:9,11,12 CPKC 3:15 crash 50:11,12 crashes 8:22 50:15 crash-related
--	---	---	---

118:23	cruisers	4:9 28:14	123:7,10
create	123:12	data	dedicated
36:2 53:21 61:21	Cruz	49:15 50:2,8,9,9 55:9	117:9 135:24
78:18 87:6 88:8	11:9	58:14,18 62:6 64:19	deep
creating	cue	70:11,12 72:18	14:1
41:19 70:18 86:7	41:10	74:13 77:4 78:7,12	deepening
creation	cultural	78:13,16,17 80:2,5	112:24
115:12	18:10	80:11 81:10 93:24	deficiencies
creativity	culturally	94:4,20 114:18	96:9
14:6	18:11	118:19 119:4 121:4	define
crews	current	128:7 139:21,22	9:25 69:1
8:24	49:5 87:8 88:23	data's	defined
CRIS	89:16 95:12 98:16	77:9	33:14 88:13
118:24	currently	data-driven	definitely
criteria	52:6 82:11,12 107:7	64:10,13 65:19	57:7 58:10,13 75:4
37:11,13 38:4 62:8	134:18	114:20 119:2	97:11,14 130:24
critical	curriculum	date	Del
9:15 64:7 74:15	33:10 37:16,19 41:12	108:10	4:7 16:2 17:6 72:5
113:20 117:3	41:14 42:13	dates	delay
125:10 126:5,22	custom	140:6	9:24 53:12
128:18 129:14	11:21	day	delays
cross	customers	1:20 9:3 20:16 79:14	36:13
20:16 40:16 51:13	79:5	80:11,11 109:20	delighted
52:14 55:13 96:4	customs	123:9 128:22	9:13 99:22
97:14	22:25	131:24 133:5,8	deliver
crossed	cutting	135:7 141:12	8:9 34:4 35:19 77:23
55:10 119:19	14:14	days	102:11
crossing	Cyber	77:7 83:2 99:1	deliveries
17:3 46:23 70:1,4,6	119:6,7	daytime	36:13
91:8 94:15,17	Cynthia	110:21	delivering
crossings	4:11 28:16,18	DC	33:11 76:15
17:5 21:19 34:24		19:5	demand
45:1,3,16 46:21	D	deacon	64:16,18 65:22 71:7
47:1,20 49:23 90:15	daily	13:20	71:9 72:11 83:3,22
91:10,20,20 93:5	49:21 50:2 72:2 80:7	deal	84:1,4 136:22 137:1
94:18 119:18,20,21	80:20 106:5,8	21:7 40:17	137:5,6 139:13
cross-border	Dallas	December	demanded
32:18 33:3 36:8,12	2:17 12:12 21:24	86:19 87:23 89:9,25	72:2
36:18 46:16 52:3	26:12	95:10	demands
61:19 62:2	Dan	decided	80:22 83:19 84:15
cross-cultural	5:22 29:21	16:17 45:12	demonstrate
9:15	dancing	decisions	92:23
crowd	11:15	25:16 69:25 78:2	dense
25:7	Daniel	decommission	68:19 118:8
crucial	3:22 4:17 29:7,23	123:15,22,24	department
13:19	Dante	decommissioning	8:9 13:4 25:1 31:11

35:19 37:1 38:5 44:2 85:7 86:15,25 87:1 88:21 90:6,7 100:18 140:11	62:11 63:19 82:21 94:14 126:9 139:9	2:8 3:3,17 11:5,8,11 11:12 12:20 24:25	dive 10:4
departments 90:11	development 2:21,23 4:11 12:3,19 13:18 16:5 32:3 34:13 72:8,11 90:22 103:3 104:11 110:20 111:9,14 121:13	directs 85:23 86:4	diverse 17:23
dependent 84:24	Devorah 2:20 12:20	discuss 135:15	divide 63:12
depending 134:16	DFW 19:3	discussed 37:2	division 3:17 14:9 49:1 55:17 58:19
depends 70:6	diagram 71:10	discussing 138:4,8	documentary 114:25
depth 75:19	Diaz 5:20 28:5,7	discussion 7:11 24:22 35:2 55:1 57:22,25 80:14 96:3 96:11 135:13 138:13	documentation 62:20
Deputy 3:17	difference 25:17 80:10	discussions 9:17 13:21 14:16 31:21 57:23	documenting 93:6
described 34:8 111:10	different 24:3,4,5,5 26:1 33:6 48:9 54:4,17 96:23 111:21 121:9 122:20 123:19 129:17,18 137:23	displace 68:4	documents 51:4
design 73:6	difficulties 39:24	disruption 33:5	doing 15:3 64:24 66:19 68:16,16 69:9,24 73:14 81:9,13,18 120:22 128:11
designated 30:19 66:11,15,18	digest 123:9	disruptions 36:13	dollar 102:22 104:23 112:5
designation 66:4 67:5,9	diplomatic 21:8	distance 46:21	dollars 20:3 102:24 104:15 116:9
designations 66:13	diplomats 12:5	distinguished 10:21	Donna 4:5 105:11
designed 73:7	dire 58:20	distress 108:22	doors 100:25
destination 56:3 75:12 77:21	direct 58:15 72:9	distribute 134:22	DOT 49:2 54:1,6 67:4
destinations 75:13 79:5	directed 36:20 86:22	distribution 32:4 62:1	Dowell 5:6 60:23,24 66:21 68:14 69:3,20 70:25 71:4 75:11 76:7 78:3 79:9,23 80:1 80:14,16 83:20 85:4
detail 86:8 88:4	direction 76:9 109:21	district 5:3,3 11:12 26:5 63:22 81:19 93:9 100:17 101:3,11 103:2 105:3	downtown 49:17 51:15 52:4,12 110:12 118:6,22
details 140:7	directly 58:2	districts 26:5,7 32:7,13 49:1 63:23,24 82:15,23 83:11 88:9 101:16 101:24,25	DPS 11:21 25:22 37:4,17 38:8 41:15 42:5,9 42:11,25 43:7 53:18
develop 10:1 33:1 36:7 37:12 37:16 75:19 84:14 85:1 102:19 105:5 130:2	directness 60:17 72:14	Ditto 23:25	
developed 49:4 80:9 102:13 103:15 107:6 119:1	Director		
developing 38:4 40:17,20 60:9			

53:23 86:24 88:21 93:12,14,15 94:20 99:18 136:9	E	14:14	EI
Dr	e	editing	3:4,8 4:19 16:15,21
40:7 53:2	2:1,1 3:1,1 4:1,1 5:1	22:2	24:20 26:6 30:15
draft	5:1 6:1,1 58:13	edition	31:16 32:7 34:5,11
33:24,25 65:15,24	102:4	109:10	34:16 35:8 48:19,19
82:22 95:12,15	eager	Eduardo	48:19,25 49:3 66:13
drafting	12:22	3:8 16:15 27:25	71:23 72:1,21 74:1
89:23	Eagle	30:24 32:13 34:11	76:1,4,5 77:17,22
drainage	4:2 72:4,4 94:3	77:16 78:3 83:17,20	90:19 91:2 92:15
108:6	Ealy	138:21	101:10 139:1,2
dream	6:6	educate	elected
133:8	earlier	53:22 107:11 131:7	10:20 13:7 107:11
dries	22:2 45:8 62:22	education	109:16
71:15	98:16,17 101:4	16:1,19 65:10	elevate
drive	early	educational	97:25
8:24 16:23 79:12,14	38:6 90:3	81:2	Elon
125:23	easier	effect	126:14 128:1
driven	18:14	22:17,18	embed
79:8	east	effective	64:1
driver	49:24 50:6,21,24,25	120:14 130:5,7	embedding
33:2 35:20 36:8,25	65:2 74:14 91:3	effectively	62:11
37:3 38:19 43:13	106:14 107:6 109:5	98:23 120:18	emerge
drivers	113:19	efficiencies	14:17
33:6,7,10 38:14,15	eastern	100:1	emergency
39:7,10 40:10 42:25	59:19	efficiency	108:25
43:5,20 79:3 123:2	east-west	14:7 33:4 36:12	emissions
driver's	59:18 60:15 68:24	60:16 61:15 72:15	77:4,8
36:21	74:15 116:15	81:4 86:13 92:12	emphasis
drives	economic	95:14	33:11
78:1	2:23 4:11 12:2,19	efficient	emphasize
driveway	14:14 15:11 16:4	34:8 61:3 71:8 73:18	34:7 130:25
68:6	21:17 60:4 61:6,8	77:6 80:25 82:9	emphasized
driving	71:15 72:8,11 81:5	86:1	51:7
8:23,25 36:3 37:6	81:15 104:11	efficiently	employee
41:1 80:20 94:6	110:16,20 111:9,14	9:22	141:9
drove	116:5,16 121:12	effort	employees
106:10	economically	70:9 78:4,11,20	115:16 122:10,14
due	73:19 75:20	97:16	125:22
8:22 118:3	economies	efforts	employment
duration	61:11	15:16 25:23 35:7	64:20 65:9 84:2
92:5	economy	48:17 62:7 86:3	empty
dynamics	36:16 63:16 101:3,4	109:18 138:25	77:19
9:19	101:12,14,15	eight	encountered
	107:13 109:22,25	90:10 123:14 139:18	96:9 97:21
	edge	either	encourage
		38:12 91:12	9:1,2 97:23 136:2

ended 55:17 91:3	67:24 74:16 79:7 86:1 87:1 106:18 125:11 132:20,23	43:14 81:1 84:7	example 22:16 56:21 71:19 72:15 74:25 75:5,11 92:21 93:7,11 94:8 94:16 119:13
Energy 3:18	ensuring 26:11 87:9 109:16	Espinosa 3:5 28:10 67:13,14	exceeds 52:6 110:22
enforcement 11:20,22 23:1 25:21 37:2 88:20 90:8 91:14 93:1 100:5 118:18	enterprise 123:8 124:3	essence 107:17	excellent 42:22 67:16 83:15 138:5
engage 54:16 83:11 92:22	entertaining 109:19	establish 42:2	exchange 9:16 78:19
engaged 46:2	enticing 76:24	established 19:18	excited 25:7,12 67:21 81:23 112:7 116:4 121:7 123:5
engagement 54:15 60:11 85:18 87:13 89:17 90:2 91:2 92:14,24 93:14 94:10 95:9,17	entire 14:13 39:22 52:9	establishing 89:14	exciting 13:16 17:4,19 123:20 124:23 125:19
engagements 54:20 88:4	entities 90:4 96:24	establishment 32:17	exciting(Unintellig... 123:2
engine 131:17	entry 4:5 20:16 33:4 36:13 105:1 107:9 136:5 139:4,5	estimated 51:22 76:2 79:21 104:3,22	Excuse 34:14 56:19 73:22
Engineer 5:3 100:17	envelope 130:14 132:15	ETJ 112:6	executive 62:22
engineers 112:24	enviromental 114:10	Europe 124:14	exercise 80:17
engines 126:24 127:2 131:14	Environmental 11:14	evaluate 72:14	exercises 69:9
English 37:11	environments 131:8,10	evaluating 60:8 65:8 73:5	exhausted 75:6 92:22
enhance 14:6 34:23	Epi 5:8	evening 16:15 22:10	existence 99:9
enhanced 60:3	equally 18:20 19:3	events 31:20	existing 42:25 43:5,20 46:16 60:17 64:15,17 81:12 99:7 108:3,11 109:10 123:15
enhancement 86:16	equation 105:12	eventually 70:24	EXP 141:16
enhancements 89:4,6 121:22	equipment 100:14 108:22 118:22 127:11	everybody 17:15 26:4,21 29:2 74:12 130:25 131:22	expand 56:17 58:11 69:12 80:4,12 99:7 114:15 115:4
enhancing 61:15 85:9	equitable 62:1	everybody's 26:23	expanded 54:10
enjoy 110:10	equity 61:25	evidence 98:4	
enormous 20:12,17	Escobares 103:18	evolve 43:19	
ensure 9:22 14:12 39:13,17	Esparza 3:24 6:5 11:17 28:8,9 99:15,24,25	evolved 19:24	
	especially	evolving 9:20	
		exactly 20:11	

expansion 80:9 113:17	71:7	131:22 132:18	118:21
expect 37:17,22 38:5,15 58:21 89:20 119:22	exterior 103:24	Falfurrias 103:2	felt 119:11
expectations 98:6	extra 8:24 111:23 112:6	falling 50:3	Fernando 2:22 12:18
expected 108:10	extremely 133:22	falls 8:17	fewer 72:7 80:18
expecting 126:14	eye 124:21	families 9:4	fiber 118:1,11
expects 36:11	eyeopening 74:2	far 21:11 45:6 50:11 55:7 68:11,12 116:14	fifth 109:24
expensive 113:16	<hr/> F <hr/>	fast 70:10	fifty 39:16
experience 14:6 22:6 40:12 66:16	f 97:5	fastest 73:2,5,15 77:1 79:11	figure 76:14 82:15 96:22
experimenting 112:23	FA 132:23	favor 31:4 140:18	figuring 127:17
expire 118:3	face 39:24	FDI 20:18	fill 39:10
explained 33:9	facilitate 15:14 53:21 86:23 96:15	Feb 7:4,5	filled 40:23,24
explore 47:24	facilitates 59:3 71:13	February 30:13 31:8,12,16 35:11 47:12 87:24	film 115:1
explored 46:5	facilities 46:11,18 65:20 81:3 93:16 126:22	federal 1:21,23 43:1 53:19 54:2 63:8 67:4 77:7 96:24 97:8 98:1 118:14 137:22,23 141:2,15	final 33:25 62:20 89:9,24
export 112:23	facility 93:13 98:7	feed 119:4	finalize 37:16 41:14 92:7
express 35:6 51:12 52:1 140:9	facing 109:15,17	feedback 37:20 38:8 75:8,10 135:14	finalized 41:16 88:2
expressed 34:23	fact 16:18 17:17,21 22:9 37:17 39:15 59:6 95:20 100:8 113:12 114:15 128:21 133:23	feeding 20:9	finalizing 81:12
extend 12:23 45:13 111:22 116:12 118:18 121:11	factors 80:10	feel 18:22 73:10 118:4 120:24 129:17 130:24 131:1	finally 27:1 61:25 136:8
extended 9:24	factory 127:1 128:7,8,25	feet 112:24,25 129:21	financings 81:9
extends 112:1	facts 62:21	Felix	find 50:14 77:24 79:10 106:12
extension 34:22	fairly 108:5		finding 37:7 66:19 89:1
extent	Falcon		findings 59:2 91:1
			finger 9:7
			finish 79:15 102:16

finished 117:14	FMSA 43:1	139:7	friendly 46:22
first 8:7 10:8,23 13:8 16:2 17:17 19:23 20:1,2 22:3,24 31:18 32:16 35:17 37:23 38:9,10 43:19 44:3,12,13,24 45:7,9,13,14,21 49:14,22 50:3 51:16 52:19,20 53:4 54:18 55:8 59:15 64:6 65:18 87:18,19 89:18 90:25 96:17 110:10 117:15 118:6 122:3 123:13 125:7 127:19 130:18 131:23 132:7 136:14	focus 23:14,16 39:22 49:12 55:18 60:15 62:9 67:23 75:16 82:5,8 82:14 87:17 105:4	Fort 26:12	friends 21:11 70:17
fiscal 119:19	focused 9:23 64:23	forth 97:15	front 76:19
five 23:12 31:17 34:17 94:23 105:13 115:14,16 121:17	focuses 44:25 45:2,9 52:22 55:6	fortunate 105:8 112:2 114:14 120:9	frontiers 20:10
flight 130:18 132:14	focusing 39:4 60:25 62:5 101:9,17 105:16,17	forum 30:11	fronts 111:10
floating 16:16	folks 16:21 26:19 55:3 104:5 106:4 139:2,7	forward 13:1 14:16 15:14 22:13 24:22 27:11 37:5 55:22 59:16 62:18 67:25 101:7 102:7,19,23 103:10 103:21 104:19 105:5,15 107:10,14 115:10 125:13 130:3,13 132:10,24 133:10	fruitful 14:16
floor 135:12	follow 47:14 97:16 107:21	found 20:20 93:25 118:20	fulfill 95:9
Flores 4:8 28:12	followed 62:22	foundation 118:10 128:7	full 82:18
Florida 113:13 135:3	following 60:15 66:3 77:17	four 55:18 56:2 58:1 90:17 92:14 105:20 105:20 106:21,22 107:19 108:8,14,15 108:15,21 128:22 129:6 135:8,9 139:9	fuller 24:7
flow 88:13 121:3	follow-up 97:20	fours 129:11	fully 77:19 130:3
fly 127:23 130:17 132:12	foot 128:8	Francisco 8:7,12 26:19	fun 10:23
flying 16:17 130:9	force 15:9 20:14 32:5,17 32:21 116:21 118:1 118:16 125:24	Frank 5:10	Fund 117:9
FM 108:9,18 109:4,8,9	forecast 64:16,17 82:2 83:3 84:2,5,9,15,17,24	freight 46:10 64:17 67:6,17 67:18,24 68:3,4 73:7 78:18 105:4	funded 68:5 102:11 114:11
FMCSA 54:1,4	forecasting 64:21 83:19 84:6	friction 98:12	funding 89:3,5,22 102:25 103:12,21 114:14 120:19
	forefront 13:16	friend 10:24 14:20	funds 32:4 98:7,11 120:10 120:10
	foregoing 141:3,4		further 72:6 86:9 130:14,15 132:15 141:8
	foreign 112:21		future 7:11 13:21 15:7 33:24 34:9 35:2,7 60:4 64:16,17 65:22 82:2 83:3,19 84:4 84:15,16,21 88:24 89:19 116:7 121:6,8 123:21,21 124:20 135:14,17 138:18
	form 17:3 26:1		
	formal		

G		
Galeazzi 4:9 28:14	Gerry 3:11 29:18 42:1,16 42:23 54:8 66:2,21 70:15 73:23,24 121:20 134:8 135:16	111:4,19 118:5 124:10 127:12,13 140:16
Galindo 3:12	Gerry's 74:11	goal 42:24 43:4,17 132:13
game 113:1 127:24	getting 38:7 41:20 63:18,20 81:11 96:3 125:14 126:2,4 128:18 129:9	goals 36:7 60:24 61:1 62:10 133:21
gap 102:25 103:12	Giesbrecht 3:6 28:19,20 74:20	goes 26:21 54:24 70:4 111:24 114:8 128:22 135:9
gaps 46:14 48:11 66:10 94:3 103:21	Giner 4:13 28:22	going 9:23 20:12 21:7,15 21:23 22:2,18 23:4 25:2 35:16 38:13,14 41:22 44:9 45:6 49:11 55:5 56:17 58:6,10,13,14 59:16 59:20 60:21 62:18 62:21 63:1,3,8 64:2 64:24,24 65:8 66:6 66:24 68:20,25 69:10,22 70:1,24 73:13,20 75:12 76:8 76:10,13,16,17 77:21 78:12,14 80:16,20 81:18,20 81:22 82:1,2,5,8,10 82:11,14 83:2,3,5 83:18,21,24 84:3,6 84:7,11,14,15,16,20 84:22,23 85:14,15 85:15,19 96:16,18 98:7,7,13 100:6 101:9 102:11 105:20 108:19 109:6,22 112:10,14 114:25 115:10 116:5,10 120:13,25 121:1 122:3,4,12 124:14,14 125:6,12 125:18 128:3,10 129:6 131:6,25 132:12
Garcia 5:21 11:4,6	give 18:17 19:20 23:15 24:7 30:20 31:15 38:21 76:16 78:8,22 98:23 101:1 125:4 136:3	good 8:11 10:24 12:8 13:12 14:20,22 15:21 16:7,13,18,20 17:2,14 19:21 21:2 22:1 23:24 25:3 28:9,20 29:19,24 31:13 35:24 41:3 42:10 44:7 51:18 56:25,25 60:23 77:14 78:25 85:13 100:21 110:8 118:11 125:8 137:9 137:12,17,21 138:1 140:1
Garza 28:18	given 20:17,19 141:5	goods 61:18 64:15,18 65:6 67:17 71:11,14,20 74:17 75:14,25 77:23 84:13
Garza-Reyes 4:11 28:16	gives 23:12 77:6 80:6,8	google 124:14
gas 45:20 129:5	giving 120:12	gook 59:20
Gateway 52:1	glad 17:8 77:9	gotten 15:8 131:23,24
gathered 47:10 55:7	globe 15:11	government 50:10 118:13,14 119:11 137:19,22
gathering 62:15	go 9:3 12:11 19:5,5 21:11 39:2 40:4,5 40:11,23 49:16 52:25 56:10,24 57:7 57:10 59:14 65:2 66:9,20 68:23 69:7 71:3 73:22 76:19 77:15,23,24 78:2,24 80:15 83:16 86:8 88:4 95:22 102:6,6 102:21 107:16 108:4 109:24 111:2	governments 77:7 107:12
general 2:12,14,16,18 3:10 12:7,10,12,14 19:15 20:25 21:24 23:22 51:19 116:11 120:10 121:10 125:1	gonna	government's 115:7
generated 116:13		governor 9:12 10:3 86:19 109:24
generation 116:6		governors 90:13
generations 14:11		governor's 86:18
geographic 93:20		
geographically 13:19		
geography 16:1,14		

GPS
72:18 78:7,16

gracious
10:9

grade
117:25

grandchildren
11:24

Grande
3:22 28:6 48:23 91:5
103:18 116:3,6
125:22,25 127:5

graphic
110:15

grateful
10:18 11:24 24:14

gratitude
140:10

great
13:14 15:8 17:16
21:3 27:3,12 55:2
67:7 70:25 71:4
76:22 79:9 111:17
120:15,17 126:22
138:24,24

greatly
79:17

green
62:13 102:5,6,21
103:10 105:8,18

ground
117:24

group
15:13 16:22 22:20
23:14 26:5 65:16
87:6,6,20,21 88:2
88:10 89:10 90:10
90:24 91:12,23 92:2
92:9,10 93:16 95:11
97:23 99:13 123:6

groups
26:1 32:22 86:5

grow
61:10 130:12

growing
21:16 72:10 74:14

grown
83:9

growth
13:20 15:16 60:5
61:8 71:15 110:16
113:22

Guadalupe
138:23

Guadalupe-Tomillo
4:15

Guerra
6:4

guess
42:9

guests
10:5

guide
35:2 87:1,7

guidelines
88:1,14 89:15 91:7

gulf
111:23

guys
17:17 19:8

H

hacked
119:12,13,16

half
20:4 117:19

hand
141:12

handing
44:5

handouts
108:5

hands
76:18 127:5

hand-and-hand
54:24

hand-in-hand
82:14

hang
100:24

happen
64:21 103:1

happened
59:9

happening
22:18 64:20 76:14
101:2,8 107:3
110:16 113:9

happy
20:15 21:12 110:9
127:3

hard
15:19 118:14,14
130:9,10 140:12

hardware
126:3

Harlingen
55:20 57:20 125:24
133:3

Harper
2:16 12:12 21:25
22:1

Hawthorne
127:2

head
77:18 101:12

headed
76:5

health
15:10

hear
12:22 20:13 39:6
63:10 81:24 124:2

heard
20:13 59:15 92:1
101:4,13 115:6

hearing
15:15

heart
20:18 27:9

heartfelt
12:23

heat
119:1

heavily
68:5 103:24

heavy
67:17

held
30:14 31:16

Helen
3:14 27:3,8 100:18
107:1 110:9 125:8
126:8 127:14

Hello
29:2

help
9:19 18:17 36:16,17
39:13 43:5 59:18
61:21 77:3 87:1,1
105:23 107:11
109:21 119:4
122:16 139:17

helped
88:8

helping
26:14 27:10 57:1
87:7 93:19 128:23

helps
15:2,4

hemisphere
21:14

heres
95:20

hereto
1:25

hey
66:19

hi
8:11 67:13

Hidalgo
102:24 103:25
104:13,21,25
106:10

high
32:21 74:25 98:25

higher
84:22 98:9

highest
65:20

highlight
15:2 25:15,15,18
26:14 123:3 124:5

highlighted

33:20	123:4 131:12,24	hundred	83:1
highlighting	135:7	117:14	immigration
123:1	hopefully	Huston	23:1
highlights	59:1 77:3 120:18	57:22 58:3	impact
49:7	139:18,19,24	hybrid	59:11 82:4 84:13
highway	hoping	113:6	125:3 128:20
8:24 17:4 46:6 49:17	92:18 128:1		impacted
50:13,25 64:23	hospitality	I	56:1 118:24
68:15,19 70:19	10:9 27:2,4	Ibarra	impacting
106:21,22,24	host	2:20	132:21
107:19,23 108:7,8	hosted	ID	impacts
108:14,15,15,18,21	110:10 140:10	141:15	62:1,3 77:4,8 79:17
112:13 113:19	hotel	idea	83:6
128:22 129:6,11	119:6	41:22	implement
135:8,9	hotel	ideas	36:2,7 37:15 40:10
highways	16:24,25	14:17 109:19	implementation
39:14 47:2 48:6	hotspot	identification	36:21 37:5 78:5
68:13 95:7	50:8,12	47:3	implemented
high-traffic	hotspots	identified	96:22
49:23 50:5	50:11 53:5	36:15 46:25 47:23	implications
hired	hour	49:14 51:3 57:8	89:10
32:6 122:13	79:12 124:15	58:1 62:10 64:9	implicit
historically	hours	90:21 94:11 102:3	77:4
116:1	16:23 72:23 73:2,3	103:11,20 107:4	impolitic
history	79:3,8,8	108:24 115:10	123:5
34:9 110:10	house	identify	import
hit	7:8 85:8,14,16,21,22	26:8,9 30:21 38:14	112:23
18:3	86:4,7 89:4,6 90:1,3	38:14 40:4 46:3	importance
HNTB	131:3	47:6 48:7,10 51:23	23:9 34:13 35:7
60:24 87:12,15	housing	55:9 56:4 60:12	49:24 50:6 54:13
hold	34:21	64:6 70:22 76:19	104:24 106:3
8:15 10:7 20:5 140:4	Houston	83:5 89:3 102:15	109:14
Holguin	19:4 26:13 58:5 59:8	121:5,24 122:6,9	important
4:15 28:24	140:4,22	identifying	8:19 14:3 15:25 19:3
home	hub	45:19,20 60:7 61:1	21:10 22:16 26:15
118:16 126:4	116:16 124:18	62:8 75:12 88:16	39:5 41:1 48:1 52:2
homes	hubs	122:21	59:6 65:21 67:15,23
131:2	114:2 124:16,16	III	70:16,22 71:17
Hon	huge	2:4	79:18 97:15 99:23
2:3,10,11,12,14,16	59:11 109:22 127:20	Iliana	101:6 104:19 105:1
2:18 4:2,7,21	127:20	4:15 28:24	106:17 107:8 111:9
honor	hugs	illegally	111:11 112:4,25
9:4	72:25	122:18	113:19 114:5,12,19
honored	humankind	imagine	116:8,13 117:21
13:15	126:19	129:12	118:1 124:9 126:1,2
hope	Humberto	immediate	127:21 133:17
	5:19		

135:5	increase	52:17 68:6 70:19	intended
impressive	36:8 52:10 61:17,20	85:10,25 86:17	124:4
23:2 130:22	81:1,4,5	93:25 115:8 125:12	interchange
improve	increasing	128:16 129:13	104:14
32:18 33:3 36:12	44:22 119:22	133:12,17	interconnect
61:13 86:14 96:10	INDEX	infrastructures	106:13
97:4 99:9 105:22,23	7:1	46:22	interconnected
108:13 132:13	indicators	initial	105:14
improvement	47:3	38:7,11 45:12 65:18	interdepartmental
46:9 53:5	individual	65:24 81:10 86:6	24:2
improvements	21:23 91:24	91:1	interest
34:19 51:10,11 73:17	individuals	initially	41:8
75:17 95:4 106:23	11:20	36:24 48:14 54:17	interested
106:24	industrial	initiative	41:5 141:10
improves	46:13 111:13 122:18	114:21	interesting
121:12	industry	innovation	117:16
improving	34:7 39:19 41:20	2:22 12:18 13:20	interests
108:6 138:16	63:2 73:9 82:4	innovative	23:10
inadequate	90:16,17 91:13 99:2	14:17 60:20	intergenerational
52:17	100:20 105:4	input	116:23
Inaudible	Inernational	33:16 47:11,12 62:14	international
23:8 27:22 28:23	4:9	81:21 93:3	3:6,11,23 4:4,6,13,19
32:6,8,13,16 45:13	inferences	inputs	4:23 5:2 8:8 12:2,5
inches	78:14	46:3 49:8	12:20 22:5 31:10,14
117:24	influence	insights	35:5 43:25 44:8
incident	109:21	9:18	45:1,3,11,15,22,25
59:8	inform	inspection	47:1,5,19 49:5,18
include	47:3,21	53:10,14,20 54:3	49:23,25 50:6,21,22
24:12 48:8 54:13	informally	88:20 95:6 96:4,7	50:24 52:1,13 79:1
58:5 68:12,13 94:20	22:12	98:22 99:1 136:10	91:16 105:11,12,13
included	information	inspections	113:10 114:2,8
33:11 44:21 45:14	18:21 23:13,18 38:22	53:8,15 95:2 96:2,6	121:18 137:24
47:7 50:17 54:12	41:13 47:9,15 55:7	installed	intersections
57:21 59:25 68:20	63:20 67:5 71:2	138:15	120:1
92:16	75:9 76:17 77:13	installing	interstate
includes	78:7,9 83:13 93:7	108:20	107:23 111:11
88:23	93:11 95:19 107:2	Institute	interview
including	110:15	3:19 90:7,23	93:12,20
12:18 21:9 23:8,20	informative	institutions	interviewed
33:21,24 34:20	77:12 83:16	137:23	48:16,18,22 49:2
54:22 62:7 69:21	informed	Int	interviews
96:24	39:25 60:10	3:12	51:4 89:19 91:24
incorporate	infrastructure	integrate	92:4 93:2
41:1 42:14	13:18,22 26:9,14	43:12 118:12	inter-connectivity
incorporating	32:23 34:10,15,19	integrating	61:20
42:4	34:24 47:24 51:6	79:19	introduce

90:25	139:13	6:5 11:17	Kansas
introduced	Item	John	48:20
36:1 62:24 87:18	121:22	2:10 3:24 10:8 11:4	Karen
introduction	items	13:9,12 28:8 99:25	2:20
21:23	91:9 135:17	joining	Karren
Introductions	I-10	9:9 10:25 12:3,6,13	12:20
7:3	72:21	12:17	Kathryn
invest	I-2	joins	3:10 125:1
20:18	104:14,18 105:15	10:16 11:14	keep
invested	106:3,4,9,12	Jolanda	9:7 107:13 109:7,22
106:25	I-47	5:5 44:1 57:1 69:13	109:23 119:22
investment	66:8	Jon	139:3
15:11 46:15 51:7	I-69	3:9 27:20,22 98:14	keeping
82:16 111:5	49:24 50:6,11 66:8	Jorge	39:14 70:21
investments	102:4 106:1,15	5:15 16:2	Kennedy
47:6 51:3,10 56:5	I-69C	Joshua	131:4
invitation	102:20 104:14,18	11:7	key
63:19	106:2	jotted	14:5 33:21 43:4
invite	I-69E	66:23	45:19 46:3,25 47:6
8:7 13:6	106:2 109:9	Joya	48:7 49:7 60:2,15
invited	I69	104:2	82:3,4,9
90:9,13,16	50:25	Jr	kicked
inviting	I69E	2:10 4:18	63:23 81:8
24:10,11 115:2	107:23	Juan	kid
invoke		4:3,8 28:12 29:13	78:8
131:8	J	Juarez	kind
involved	Jake	92:18	22:6 23:3,18 43:19
15:8 96:24	3:6 28:19 74:20 75:5	judge	59:11 65:17 76:12
involves	Jane	91:13 99:19	84:1 100:24 124:19
58:24	2:3 9:10	judges	130:11 131:8
in-person	Janeka	90:10,14	134:24
92:14	5:7 11:13 76:21,21	Judith	Kline
IPTC	122:25,25	2:12 12:7 19:15 21:3	11:4
105:7	Janie	July	know
Isabel	5:17	34:1 37:23 38:1,10	11:18 16:12,22 17:15
55:20 57:21 111:24	Jason	jumping	17:24 18:6,8,13
ISDs	3:18 29:9	27:10	19:22 20:1,7,15
119:8	Javier	June	21:13 22:12 24:14
issues	5:9,24	37:18,18,21 38:6,7	24:17,17 25:25 26:6
19:17 20:8 22:20	job	92:6	26:9 27:4,5 40:5
23:13,14,15 24:5	10:15 22:23 109:9	jurisdiction	41:5,6,7 42:8 43:16
25:8,9,18 26:9	115:12	97:9 111:23,24 112:7	43:17 57:16 58:11
32:20 57:8 60:2,15	jobs	jus	65:5 66:13,22,25
73:8 75:23 87:8	20:17,19 105:16	14:8 124:19	67:9 68:18,23 69:23
97:1 99:4 100:5	116:13		70:22 73:9 74:4,10
112:20 135:13	Joe	K	74:16 75:9,17,18

76:15 77:13 78:1,4 78:4 79:3,14,16 80:2,19 82:6,8 84:1 84:5,20 94:1 96:22 97:7 99:15,18 101:3 101:7 106:24 108:21 109:12 110:24 112:13 113:15 114:13 115:20 118:4,13,24 119:9 120:5,22,23 121:9 122:22 123:6 124:3,9,10 125:21 126:14,23,25 128:21 130:11 132:6,16 133:1,5,13 134:5 135:19 138:5 139:4,9,11,18	lanes 105:20,20,21 laptop 125:6 Laredo 4:21 26:6 32:7 37:23 37:24 38:12,12,16 40:8,12,21 41:6,7 42:6,7,17 48:21,25 49:3 53:3 58:12 71:24 72:1,3 74:22 76:1,5 90:18 91:4 92:15,17 93:9 94:3 94:8 97:15 101:10 103:5 large 111:16 121:23 123:14 127:11 128:12 133:13 largest 101:14 109:24 112:18 115:8,22 123:11 127:7 lastly 31:25 35:1 68:25 103:1 109:8 120:21 late 81:8 launch 126:11 127:17 128:11,12,14,14 130:5 131:23 132:17 133:10,11 134:18 launches 128:11 131:8 134:1 launching 133:9,25 launchpad 128:15 Laura 11:10 Lauren 1:21 141:2,14 law 11:20,22 22:25 25:21	90:7 91:13 92:25 100:4 118:17 lay 128:7 leaders 14:24 15:16 leadership 15:1,5,6 22:4,21 leading 87:12,14,15 learn 17:8 131:18 learned 17:22 24:9 117:2 learning 129:25 139:10 leave 18:22 54:25 66:17 led 95:2 104:15 left 116:2 leg 45:14 47:7 49:15,22 50:4,19 53:4 79:16 102:4 legislated 96:16,17 legislative 48:10 50:18 85:22 legislator 33:17 97:25 legislators 96:21 legislature 86:18 87:10 legs 45:22 47:18,22 48:4 length 72:22 Leon 2:21 12:21 lesson 16:14 letter 35:4	letting 102:7 109:2 let's 8:23 11:17 14:12 18:24 55:3 level 32:21 80:4 98:6,22 98:25 levels 23:4 132:20 leverage 14:5 82:17 leveraged 117:12,13 Lic 2:20,22 license 118:22 121:3 lies 97:9 Lieutenant 86:18 life 15:12 37:8 116:24 120:25 lifeline 106:13 lifetime 132:7 lights 96:1 100:2 limited 68:1 91:20,21 98:23 limits 107:20 108:7,17 line 46:12 72:25 102:24 103:2 111:25 123:21 lines 68:3 72:1 79:1 links 45:20 46:25 113:17 113:22 114:4 Lisa 3:20 29:1
knowing 120:25 knowledge 121:11 Kyle 3:15 29:11			
L			
L 1:21 141:2,14 La 104:2 lack 39:7 51:19 71:8,9 83:6 Lagos 3:12 27:15,18,20,23 27:25 28:2,5,8,10 28:12,14,16,19,22 28:24 29:1,3,5,7,9 29:11,13,15,18,20 29:23,25 30:2,4,6,8 30:10 39:23 LaMantia 2:11 10:25 14:21,22 land 36:12 55:24 58:20 112:17			

list 41:19 50:16 54:12 58:10,13 63:20 92:22	118:13 133:19	84:18 100:1 102:1 106:3 110:17,19,23 111:23,25 113:16 113:25 114:2,3 116:5,15,16 118:25 119:21 122:5 124:13,16 127:18 135:18 136:11	120:7 123:2 126:8 130:11 139:3,21,23
listed 50:20 57:20,24 90:5 91:8,9	locals 82:15	looked 64:15,17 65:7,13	lots 23:12 124:4
listen 15:23	location 9:14 33:14 49:14 115:22 126:11 134:9	looking 15:14 56:12 57:19 58:6 64:22 66:24 68:24 70:3,8 71:5 71:18 72:16 73:14 74:6,21 76:11,11 78:19 82:1,3 83:24 84:9,10,11 88:18 91:7,11,18,19 94:7 94:18 100:4 101:22 101:23,23 106:14 106:19 109:13 110:25 112:5,13 113:23 115:12,19 120:21 124:13 132:6 134:1 139:13	love 80:14
listeners 74:7	locations 52:4 121:23,23	looks 66:25 84:21,23 109:6	low 112:6 137:2
lists 51:2 54:10	Loftus 3:20 29:1,2	Loop 50:21,24 103:16,19 107:6 113:19	lower 48:23 105:25 106:1
Litchfield 3:17 32:1,6	log 112:15	Lopez 3:23 5:17 29:3,4	Lueders 3:10 125:1,4 134:10 135:2
literature 81:9	logistic 70:18	Los 49:19 50:23 52:13	Luis 4:6 5:20,23 27:23 28:5 78:25
little 15:25 19:20 21:4 36:6 41:12,17 70:13 77:20 83:18 86:20 89:12 90:1 92:23,25 93:17 106:22 107:1 125:15,21,21 126:16 129:19 130:23 132:9 139:23	logistics 26:13	lot 9:21 16:5 18:1 25:10 25:20 26:23,24 43:14 57:24 61:1,8 62:6,13,21 67:20 70:1 76:16 78:21,22 80:20 81:9 82:7 97:2,9 101:8 105:16 105:18 106:11 107:3 108:22,22,23 110:15 118:15	<hr/> M <hr/>
live 116:18 117:1 118:2 133:22	Lone 86:2 95:14	looks 66:25 84:21,23 109:6	Madam 27:15 30:10 67:13
living 115:21	long 9:14 18:25 80:18 119:12	Loop 50:21,24 103:16,19 107:6 113:19	Maga 29:3
LNG 106:25 111:4 115:9 115:17,17 118:25	longer 126:16	Lopez 3:23 5:17 29:3,4	magnificent 131:13
LNGs 115:13	Longoria 5:18	Los 49:19 50:23 52:13	main 20:7 31:17 42:24 55:13,24 59:1
load 77:21,24 131:2 134:22	longstanding 20:22	lot 9:21 16:5 18:1 25:10 25:20 26:23,24 43:14 57:24 61:1,8 62:6,13,21 67:20 70:1 76:16 78:21,22 80:20 81:9 82:7 97:2,9 101:8 105:16 105:18 106:11 107:3 108:22,22,23 110:15 118:15	maintain 61:23 68:5
loaded 58:3 77:19,22 78:1	longterm 84:8	Loop 50:21,24 103:16,19 107:6 113:19	maintenance 98:8
local 11:21 32:14 62:3 63:6,9 91:13 92:25 96:25 107:12	long-range 33:7	Lopez 3:23 5:17 29:3,4	major 82:4 84:12 105:16 108:15 121:17 127:18 129:11 133:5 135:8 136:24
	looming 64:25	Los 49:19 50:23 52:13	majority 71:24
	look 13:1 14:16 18:17 24:21 25:24 27:11 43:7,18 45:16,16,18 54:21 56:5 58:10 62:16 63:14 64:14 65:4,5,17 67:16,20 68:22 69:18 71:12 71:23,24,25 72:3,14 72:24 73:2,5,6,20 74:4,23,24 75:8 82:11 83:20,25 84:8	lot 9:21 16:5 18:1 25:10 25:20 26:23,24 43:14 57:24 61:1,8 62:6,13,21 67:20 70:1 76:16 78:21,22 80:20 81:9 82:7 97:2,9 101:8 105:16 105:18 106:11 107:3 108:22,22,23 110:15 118:15	making 12:11 25:16 39:25 61:15 66:17 73:19 106:21 107:10
			management 87:13 120:3 121:2,21
			manager 3:10,13,14 4:25

35:18 85:6 100:19 116:11 118:22 125:1 managers 136:23 mandated 85:18 maneuver 131:19 Mansfield 55:21 57:20 manual 57:12 manufacturing 31:23 34:5,7 116:24 116:24,24 map 72:19 82:10 91:6 94:4 102:1 103:6 111:25 119:1 mapped 50:20 mapping 93:6 Marcelino 138:23 March 17:21 107:25 Marco 34:18 Marga 3:23 Maria-Elena 4:13 28:22 maritime 45:4 52:23 55:6,11 55:14,17,19 57:25 58:25 59:2 112:17 113:25 market 65:4 markets 65:6 married 16:3 mars	127:13 Martinez 5:10 Marty 3:3 Marvina 4:23 31:10,14 35:14 43:25 44:6,8 57:2 83:13 Marvina's 35:24 mass 139:8 master 31:19 32:8 35:22 44:10,20 61:2 69:1 69:15 139:17 Matamoros 2:15 12:10 21:1,4,5 51:12,25 57:14 110:17,18,23 115:2 material 37:19 82:22 88:3 108:23 129:2 materials 62:7 128:9 129:12 matter 78:23 84:21,23 100:8 max 40:25 mayor 2:10 4:2,7,21 10:8 13:9,9,10,12 14:19 22:22 24:19 27:2 29:17 40:4,8 53:2 53:21 73:25 74:2,2 96:13 97:12 98:16 121:16 135:19 Mayor's 97:20 Mays 2:8 24:25 25:3 41:4 42:23 53:17 54:1 58:9 68:10,21 69:4 69:14 74:10 75:4 96:13 139:15	ma'am 52:24 137:11 138:11 McAllen 22:24 49:2 104:25 116:15 125:23 McAllen-Hidalgo... 4:3 McGregor 127:3 Mcquagge 5:14 Meade 2:4 10:13 17:13,14 26:12 101:21 Meador 4:16 29:5 34:8 mean 18:5,6,12 58:23 106:6 meanings 18:25 means 21:17,18 102:6,10,12 131:10 meant 117:16 mechanical 53:8,14 96:6 median 108:7,13,14 109:8 medians 108:20 109:11 medical 65:10 81:3 medium 84:8,9 meet 63:8 82:13 92:4 124:21 133:20 meeting 1:6,19 7:5 8:5,13,16 10:11,14 13:5 14:4 14:7 24:12 27:12 30:14 31:8,12,16,17 35:2,11,12 36:1,5 36:19,24 38:10,20	55:17 59:8 63:5,22 66:23 87:6,19 89:13 91:3 92:3,5 93:16 95:11 110:6 135:15 139:24 140:4,19,21 140:22,24 meetings 7:11 15:1 47:12,16 55:15 57:5 63:2,4 63:21 64:3 81:19 82:24 83:11 92:9,16 100:23 135:18 meets 91:4 mega 129:1 mega-site 111:12,12 121:22 mega-sites 118:25 MEMBER 27:21 28:17,23 29:21 38:25 39:3 41:18 53:25 56:11,20 57:11 69:6,8 70:10 75:22 79:20,24 95:23 97:13,19 136:19,21 137:12 137:16 138:3,12 members 30:18 31:5 35:10,24 36:1,20 38:24 41:14 41:16 67:7 87:20,22 88:2,6 90:17 91:23 92:10 93:17 99:13 134:7 140:13,16,20 memorandum 49:9 95:13,16 Mendoza 4:17 29:7 mention 39:15,21 91:21 94:1 98:15 mentioned 20:11 22:22 25:18 26:12 35:24 38:3
--	--	---	--

41:6,8 45:8 48:14 53:11 63:17 66:7 67:22 87:3 88:12 90:2 92:2 96:20 98:16 100:15 113:20 138:22	19:17 138:5,16 microphones 8:14 middle 117:10,11,15 mid-May 89:24 migration 20:20 23:13 Mildred 3:17 26:17 32:1 mile 44:3,13,24 45:7,9,14 52:20 109:5 117:10 117:11,15 miles 16:17,21 39:16 69:2 72:23 73:1,2 79:16 91:7 102:16 milestones 127:19 Military 86:25 88:21 90:6 106:16 million 20:16 51:22 52:8 71:14 102:22,24 104:15,23 110:25 111:1 115:12 117:13 119:19,21 120:11 128:7 129:22 million-dollar 107:24 108:17 109:3 109:9 113:21 117:14 120:20 million-dollars 105:9 117:10 mind 57:16 mini 26:22 minimal 128:15 minimize 33:4 129:10	minute 23:12 52:16 100:24 minutes 7:4 30:13,16,17,22 30:22 31:7 46:20 125:4 miscellaneous 96:2 missed 10:14 missing 83:7 113:17 mission 9:25 127:13 128:17 128:19 130:1,12,15 missions 127:25 128:2,4 130:13 132:16 mitigate 62:2 mobility 61:2 64:18 71:11,21 75:25 84:13 90:19 105:2,23 134:11 modal 2:9 25:1 83:23 model 69:10 121:9 modeling 83:22 models 84:1 modernize 61:24 modes 13:25 48:7 56:3 112:10,11,12 121:18 122:10 134:6 Modglin 3:18 29:9,10 modify 37:19 38:8 mom 18:7,8,8 moment	10:4 11:19 money 53:13 73:12,18 monitor 132:19 Monitoring 121:2 Monterrey 2:19 12:15 23:23 24:16 month 17:20 38:16 47:16 87:7 91:4 137:3 months 22:23 37:15 46:24 76:3 85:20 139:18 moon 126:13 127:12 morgan 2:11 3:15 10:25 14:21 29:11,12 morning 8:11 12:8 13:12 14:23 15:21 17:15 21:2 22:1 23:25 25:2,3 28:9,20 29:19,24 31:13 35:24 44:7,9 56:25 60:23 78:25 85:13 100:21 106:10 110:8 137:12 moths 62:5 motion 30:16,19,20,22,25 78:6,8,13,17 140:16 140:17 motor 43:1 53:19 86:1,11 88:19 89:2 90:15,19 91:8,10 92:11 93:5 94:15,17 95:6 move 30:12 35:16 36:17 51:5 55:3,5 59:16 60:21 65:21 67:18
---	--	--	--

101:7 103:21 107:10 130:2,12 134:9,11,13 movement 45:15 58:20 61:18 66:5 71:14 74:12,14 74:17 movements 44:22 movers 134:11 moves 55:24 58:23 59:3 79:18 moving 31:9 35:13 37:5 52:21 55:22 64:14 65:6 67:17,25 68:3 102:19 103:10 104:13,19 105:15 107:14 109:23,23 132:11,24 133:10 134:17 MPO 3:8 4:22 28:6 48:24 77:17 83:24 MPOs 63:6 82:15 120:3 multi 134:21 multimillion 112:5 multimodal 48:6,13 51:21 53:5 54:9 57:4,15 60:17 60:18 64:24 67:6 68:17 80:23 114:2 138:4 multiple 40:14 60:1 91:16 113:24 114:3 multi-modal 45:9,23 municipalities 133:20	<hr/> N <hr/>	119:23 120:14 127:10,10 128:3 133:18 needed 38:9 82:17 84:20,22 117:7 needs 17:24 43:12 46:15 47:21 56:5 60:9 62:17 67:25 73:6 81:22 82:6,12 83:4 92:13 94:12 119:5 129:2,13 138:18 negative 62:3 104:9 neighborhoods 40:19 neighbors 17:5 20:22 21:12 neither 141:8 Nelson 2:3 8:4 9:6,11 11:7 13:11,23 14:19,25 15:18 17:10 19:11 19:17 20:24 21:22 23:21 24:23 28:11 30:12,25 31:3,6 33:13 35:3,10,13,23 38:23 39:1 40:4 41:3,24 42:22 43:21 43:24 52:25 56:10 56:15,17,24 57:10 57:18 58:8 59:5 66:1 67:11 68:8 69:5,7,13 70:14 71:1 73:22 74:7,19 76:18 77:11 78:24 80:13,15 83:15 85:2 85:5,12 95:21 97:18 98:13 99:10,21 100:16 110:4 121:14 122:24 124:22 134:3 135:10 136:17,20 137:10,14 138:1,10	138:19 140:1,21 network 59:22 60:3,8,19 61:24 62:8,9,12,17 63:15 64:10 65:14 65:16,18,22,25 66:25 67:6 68:14,18 69:19,21 71:12,13 81:21 83:5 86:12 114:15 117:23 networks 14:7 never 132:3,5 new 2:6 9:18 10:16 15:20 15:21 16:19 49:2 55:16 75:24 100:19 101:20 104:12 113:15 126:9,11,18 news 23:12 115:6 136:22 137:8,17 138:1,2 New's 77:17 night 11:16,17 13:24 16:25 22:13 nights 16:24 nine 73:2,3 109:5 nineteen-hundred 39:16 noise 16:7,9 68:25 non-profit 90:21 norm 24:14 normally 24:13 128:12 north 22:19 23:6 47:2 122:4 Northbound
--	----------------------	---	---

94:18	47:11	14:15,18 41:15 43:19	opportunity
Northern	obtained	49:10 72:16 77:22	11:22 14:8 22:11
103:9	48:13	78:13 79:16 80:23	24:15,18 67:7 81:5
north-south	obviously	81:5 82:22 89:2,8	99:9 100:22 107:17
65:1	83:21 125:10 132:22	100:22 109:16	110:13 113:4
notable	134:19 135:3	113:3 135:3	116:19 125:8
10:5	occur	ones	opposes
Notary	24:13	26:7 54:2 91:25	31:7
141:15	October	one-on-one	optimistic
note	92:7	88:7 92:3,10 93:2,16	98:3
30:18 67:15,23	odds	one-third	option
noted	39:16	102:17	61:3
66:22	offer	ongoing	options
notes	100:8	37:8 38:13 42:6 62:7	80:24 117:22
15:23 107:21	offers	103:8 107:18	orange
noticed	121:17	onsite	9:2,3 91:9
18:11 123:16	office	134:10	orbit
November	12:3 18:22 86:18	open	131:15
87:23 88:12 89:13	115:7	7:11 31:21 35:1	order
92:7 130:19	officially	38:21 56:8 135:12	8:6 37:4,15 87:5
nuclear	137:18	137:17 139:4	105:25 117:1
123:10	officials	opened	120:14 137:24
Nuevo	10:20,22 12:17 13:7	21:5 114:17 137:22	organization
2:21 12:21 37:24	63:6,9 107:11	opening	34:12 48:20,22 90:22
38:12,16 40:21 41:6	109:17	126:18	114:25
42:17 92:17	Oh	opens	organizing
nuisance	35:14 135:2	130:6	13:5
18:13	oil	operates	origin
number	20:7	51:16	56:3 75:12 77:20
36:10 55:9 72:7 73:9	oilfield	operation	originated
76:6 94:19 95:1	100:14	78:19 86:2 95:14	125:25
112:21 121:21,22	okay	138:17	origins
135:20	11:3,19 26:5 27:15	operational	75:13
numbers	31:6 35:15 43:18	51:11 60:20 93:18,19	os
41:5 74:4 136:11,11	47:17 53:6 55:4	operations	60:19
	58:8 59:13 67:12	34:9	Oscar
	68:21 69:4 71:4	opinion	5:18
	75:22 80:16 110:7	23:12 104:8 137:7	Otway
	125:4 140:1	opinions	3:20
O	Olaguibel	65:18 137:9	outcome
objectives	4:3 29:13,14	opportunities	141:10
9:23 62:11	older	72:8,12 80:24 81:3	outcomes
observation	21:4	81:24 82:18 102:15	85:9
93:8	Olivares	104:11 113:18	outline
observations	6:2	123:17 126:18	34:15 38:3
74:9 93:3,4	once	130:6	outlined
observed			
72:22 77:1			
obtain			

65:14	139:10	107:7 121:11	pause
outlines	par	partnership	65:23 110:2
98:19	61:1	3:22 12:25 25:25	paving
outreach	parameters	27:6 39:20 98:19	107:20
62:23 81:10	88:14	117:12 122:7	pay
outside	park	123:17	8:24 117:19
103:6 131:4	40:22,24 46:17	partnerships	paying
outstanding	113:16 122:11	98:4	39:12 59:10 67:9
14:24	parked	parts	117:19
out-of-service	40:19	18:16 69:16 98:2	peak
95:2	Parker	122:19 134:9	49:13 77:3
out-of-service-rates	90:20	party	pedestrian
36:10	parking	102:4 141:9	52:11,14 114:23
overall	34:21 121:25 122:6	Paso	119:20,22
64:23 87:13 130:15	122:15,18,22,23	3:4,8 4:19 16:15,21	pedestrians
132:21 139:14	135:19,20,23	24:20 26:6 30:15	45:16 46:17 52:3
overlap	part	31:16 32:7 34:5,11	Pedro
115:20	13:19 17:7,9,24	34:16 48:19,19,25	5:3 100:17
overlying	20:21 35:21 52:19	49:3 66:13 71:23	Penitas
76:13	62:8 64:7 70:8	72:1,21 74:1 76:1,4	104:2
overnight	78:20 79:18 81:12	76:5 77:17,22 90:19	people
79:15	88:25 90:9 98:10	91:2 92:15 101:10	16:12 19:2 22:12
oversee	105:3 112:17 118:8	139:1,2	23:9,12,13,18 24:3
86:22	129:17,25 130:4	Paso's	25:21 39:25 44:23
oversize	partially	35:8	47:20 60:18 61:18
78:12,17	102:11	Pass	64:15 65:5 67:21
overview	participate	4:2 72:4,4 94:3	74:17 75:14 84:13
33:23 86:20 101:2	41:22 87:20 90:9,18	passed	110:25 116:4
overweight	participated	85:22	117:19 120:24
78:17	91:25	passenger	125:23 126:4,12
	participation	14:1 45:18 64:16	127:20 128:18
	35:10	67:21 80:17,19	129:2 130:9 131:9
	particular	passengers	131:16,19 133:24
	39:12 109:3 135:22	68:3	138:6
	138:14	passes	percent
	particularly	101:16	20:8 117:15 120:3
	24:11	patios	125:24 137:4
	partner	40:23	percentage
	19:23 20:2,22 120:12	Patrol	55:13 74:25 95:1
	133:18,18 139:3	119:3	100:10
	partnering	patterns	perfect
	25:9 107:13	77:21	97:18 130:12
	partners	Paula	perform
	12:24 14:5 19:21	5:6 29:16 60:24 66:2	98:5
	21:12 24:24 86:23	68:11 69:17 70:16	performance
	97:8 100:5 104:21	75:5 77:17	33:22 47:3 86:11
P			
P			
2:1,1 3:1,1 4:1,1 5:1			
5:1 6:1,1			
Pacific			
3:5 48:23 67:14			
Pacifico			
4:16			
Pacifico's			
34:9			
packet			
108:6			
pad			
129:1 134:18			
Pandemic			

period 115:21	64:14	106:25	45:1,1 49:19 52:22
Permian 4:22	picking 76:15	plate 118:23 121:3	52:22,23 55:5,5,19
permits 115:11	picture 94:8 128:17 129:15	plates 9:21	55:20,20,21 57:14
permitting 78:12	132:6	platform 14:9	57:20 58:4,11,21
person 125:8	pictures 108:3	plausible 84:16	59:8 79:4 105:1
personal 23:12 52:18 104:8	piece 79:12 111:8 135:6	play 9:20 26:1	107:3,9,9 111:3,18
personnel 118:14 126:6 128:21	pieces 134:18	please 8:13 9:22 30:18,21	111:24 112:16
perspective 24:7 125:2 131:11	pilot 38:7	53:1 76:20	113:3,9,11,22,24,25
perspectives 24:5	pipeline 14:1 129:8	pleasure 13:10 17:16	113:25 116:7 120:6
Pete 4:18 29:20,22 111:3	place 37:21 38:12 98:17	plus 39:18 128:22	122:8 126:11
111:10 113:20	123:19 125:12	point 23:5,7 40:14 41:3	127:14,14 131:10
ph 16:5,6 20:4 26:17	129:9 133:7,22	70:17,25 73:4 74:11	132:17 133:3,4,14
29:16 30:11 32:12	plan 31:19 32:9 33:20,21	77:14 79:9 84:5	139:4,5
44:22 52:14 57:6,12	35:22 40:11,17,21	110:5 124:13,13	portion 68:15 131:17
58:5,22 60:11 64:12	44:11,20 53:13 61:2	139:12,20	ports 20:16 36:12 45:4
74:1 77:10 90:24	69:1,15 78:6 96:3	pointed 51:8	50:1,7,13,23 55:6
112:25 113:18	96:11 117:8 120:3	pointing 39:23 40:1 59:12	55:11,14,19 56:2
127:2 129:1 137:2	139:9,14,17	points 34:20	57:20,21,22,24 58:1
Phar 79:1	planetary 126:13	police 90:11 118:20	58:7,14,18,22,25
Pharr 4:6,11 5:3 26:5 32:7	plank 84:2	policies 25:16 51:10 82:17	59:2 75:1 104:25
49:1 101:10 105:1	planned 46:16 82:7,11,13	policy 59:25	113:24 114:4
106:16	planning 2:8 3:4,13 4:24 5:2	politics 32:12	123:18 136:5 140:5
phase 82:1	8:8 24:25 31:10,15	pop 99:21	position 25:6
phases 108:1,3	34:12 43:25 44:8	population 64:19 84:3 110:21,22	positive 51:13 62:1
philosophy 14:4 118:3	48:9,20,22 50:18	110:24 116:22,25	possibilities 32:23
phone 120:25	70:23 116:9 125:10	port 3:6 4:5,8 14:2 28:2	possible 96:2 108:6 122:9
phones 119:14	126:10	33:4 35:5 44:14,14	possibly 115:5,19
physically	plans 34:9 125:12 136:5,6		potential 123:7 135:23
	139:7		potentially 133:8
	plant 98:8		poultry 20:8
	plants		pounds 129:22
			powerful 129:22
			Powers 2:14 12:9 20:25 21:2

21:2	33:24	134:17 139:20	108:25 109:1,2,3,3
predict	previous	produce	109:5,8 112:5,8
121:5	36:5 50:4 62:7 79:21	4:9 62:21	113:20,21 114:11
predictive	pre-Covid	produced	117:14 123:5,15
121:4	139:22	141:7	126:5
preliminary	price	Producers	projective
80:4	128:13	3:18	37:13
presence	primarily	product	projects
14:15 88:6 110:6	43:6	20:12 37:20 113:13	20:13 22:13 32:3,9
present	primary	productive	32:10,14 34:15,24
2:2 3:2 18:2,24 27:17	43:16 133:11	15:23	35:6,7 40:1 50:19
27:24 28:1,7,21	prior	productivity	66:14 82:7,10 98:5
29:2,10,12,14,19,24	63:24	51:18	100:20 102:3,5,8,19
30:3,9 36:24 44:9	priorities	profile	103:7,10 105:18,19
85:7 99:19 100:19	24:6 26:10 32:14	81:13 83:3	105:19,22 106:19
100:22 125:2	prioritizing	profiles	107:4,15,18 108:24
presentation	32:14 88:17	94:14	115:8,11 123:22
8:10 12:22 23:8,17	priority	profound	projets
24:1 35:17 38:24	84:22	97:20	102:7
44:14,16 45:5 52:20	private	program	promote
53:3 56:7 59:20	22:5 31:22 34:2	4:25 32:2 33:2 35:18	137:20
83:15 85:3,15,17	73:10 117:12 122:7	35:21 36:3,8 37:3	promotional
86:6,9 88:5 98:18	122:20 123:17	37:20 41:2 42:24	33:5
106:22 111:19	138:7	85:6	proper
124:25 135:11	privilege	programs	116:9
presentations	14:23	2:9 25:1 37:13 42:4,6	property
7:9 31:21,23 32:1	proactive	42:8 44:5,21 82:17	111:8 122:9
34:3,4,18 44:12	136:13	136:5,13	proposed
59:16	probably	program's	47:6 51:3,21 89:4,5
presented	16:17 41:16 43:11	37:7	proposing
33:19,25 34:11 60:22	77:24 110:24	progress	108:12 109:10
88:12 89:13	115:20,23 117:19	25:11 34:12 35:19	prospective
presenters	138:13	38:20 41:12 45:6	68:17 86:12 114:10
140:14	problem	62:4 85:7 94:12	138:8
preservation	131:4	Progresso	prospectives
61:23	Procedure	3:23 105:12	9:18 100:20
preserve	1:24	project	prosperity
61:23	proceeding	32:1 33:22 47:7	14:14 21:17
Presidio	13:3	50:17 51:22 52:8	prosperous
3:6 16:22,24 17:2	proceedings	82:13 85:17 88:11	15:7
41:9 57:6 74:21,21	1:19 141:3,5,6	90:25 102:11,13,21	protect
74:25 92:15,17	process	102:22 103:11,15	8:23
99:19	36:18 38:3,4 51:10	104:14,16,22,23,24	protecting
pretty	66:12 76:10 86:7	105:6,7,10 106:2,3	11:23,23
16:18 126:20	87:19,25 88:15	107:5,20,22,24,25	protection
previews	89:14 123:16 129:4	108:8,14,17,17,21	11:21

<p>proud 117:6 129:16 133:23 134:4,5</p> <p>provide 31:12 33:16 36:4,22 38:2 44:3 51:24 60:1 65:17 75:8,8,9 85:14,16 89:5,6 101:17 103:23 104:4,9,17 107:8,17 130:4 133:17 136:9 139:25</p> <p>provided 22:15 31:18 32:2 33:15 34:18 87:22 94:20</p> <p>provides 105:2 127:14</p> <p>providing 61:3 62:24 96:18 126:17</p> <p>provisions 1:24</p> <p>proximities 45:24,25</p> <p>proximity 44:22 51:15 70:2</p> <p>Prozzi 5:5 44:1 56:25 57:1 58:17</p> <p>public 16:10,11 22:5 32:10 38:5 64:2 82:24 85:9,24 86:13,25 87:15 88:19 89:7 90:6,22 112:17 117:11 122:7,20 129:7</p> <p>published 44:20</p> <p>pulled 43:8</p> <p>pulling 78:11,13</p> <p>pun 124:4</p>	<p>purple 72:25</p> <p>purpose 42:24 60:14</p> <p>purposes 86:12 121:25</p> <p>pursuant 1:23</p> <p>pursue 138:4</p> <p>push 8:15 105:5 132:10,15</p> <p>pushed 130:14</p> <p>pushing 102:6,22</p> <p>put 27:11 78:10,15 93:14</p> <p>putting 113:15 124:1</p> <p>P-R-O-C-E-E-D-I-... 8:1</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>qualified 39:11</p> <p>quality 11:14 15:12 120:24</p> <p>quantify 47:2,23 48:2</p> <p>question 41:4 52:24 53:23 54:6,7,8 56:11,21 57:12,19 68:11 69:8 74:22 76:23,23 77:14 79:20 83:16 95:23 97:20 99:12 115:3</p> <p>questionings 57:18</p> <p>questions 38:21,24 40:2 41:25 43:22 46:3,5 56:9 59:13 67:12 68:9 74:8 80:13 83:14,21 95:21 99:11,23</p>	<p>110:3,7 121:14 122:24 124:23 134:7 135:10</p> <p>quick 68:11 69:8</p> <p>quickly 101:1 107:16 108:5</p> <p>quite 30:15</p> <p>quiz 99:21</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>R 2:1 3:1 4:1 5:1 6:1</p> <p>radioactive 123:10</p> <p>Rafael 3:19 27:16 99:17</p> <p>rail 14:1 17:3 34:10 46:10,11 49:1 56:12 56:13,21 57:14 64:25 65:1,2,9 67:15,21 68:3,12,18 68:19,22,23 111:17 113:14,14,15,15,17 135:1</p> <p>Railroad 3:5 48:23</p> <p>railroads 26:2 46:13 51:5 67:16 68:5</p> <p>rails 45:17 56:12 68:4 114:16,24</p> <p>Railway 3:15 4:17 48:18,21</p> <p>raise 9:3 109:8</p> <p>raised 17:16 108:20 109:11</p> <p>Ramirez 3:14 100:18 110:8,9 112:21 122:2 123:1 124:6</p>	<p>Ramon 5:15 16:2</p> <p>ramp 122:5</p> <p>ran 46:8</p> <p>rank 130:1</p> <p>ranking 117:6,6</p> <p>Raquel 3:5 28:10 67:14 68:10</p> <p>rate 95:1 119:23</p> <p>raw 128:9</p> <p>reach 42:13 104:16</p> <p>reached 92:19</p> <p>reaching 41:13</p> <p>reactions 65:24</p> <p>reactors 123:14 124:8</p> <p>read 85:15</p> <p>ready 102:6,8,21 103:1 119:24 124:24 125:15 128:18 132:12</p> <p>real 14:2 70:10 107:16</p> <p>realize 106:10 127:21 131:22</p> <p>realized 117:7 120:2</p> <p>really 13:9 15:2 19:9 24:14 25:7,12,13,19 26:7 26:14,24,24 27:5,5 27:9,11,12 42:24</p>
---	---	---	---

43:4,10,16,18 61:1 62:5,9,13,16 64:1,5 64:7,11,14 65:17,20 67:8 70:6 71:16 73:4,13 74:5,13,15 74:15 75:14,19 76:14,16 77:12,12 78:22 81:23 82:1,17 85:1 97:3 99:6 101:1,6,6 104:18 105:1,1 107:8,8 110:14 111:17,20 111:24 112:1,5 113:6 114:1,10 116:8,10,12,16,17 116:19,25 117:17 119:8,16 120:7,14 120:22 121:5,7,11 122:16,19 124:12 124:13 125:7,7 126:2,9,21 127:23 128:3 130:4,4,5,8 130:10,10,10,21,22 132:25	recognition 12:16 98:19 118:23 121:3 recognize 10:5 13:8 14:20 17:12 19:14 21:24 22:3 24:25 25:24 31:9 35:14,17 43:24 85:5 100:17 101:7 124:25 139:21 recognized 9:15 96:8 recommend 140:3 recommendation 7:6 33:1 35:22 36:2 53:4 59:7 60:1,7 96:20 recommendations 10:2 31:20 32:15,16 33:15 44:21 60:10 60:13 64:1 82:21 84:19 85:1 86:16 87:9 88:25 89:7 92:8 96:17,19 136:18 recommended 34:1 45:8 record 1:24 40:5 98:17 141:5 recorded 30:21 records 21:17 42:2 48:2 recovery 132:3 recycle 123:25 red 65:15 102:12 111:25 redirect 54:5 reduce 77:8 120:19 reducing	36:9,13 redundancy 60:3 reemphasize 109:13 reentry 132:4,8 refer 107:6 referencing 98:21 referred 104:1 reflects 22:6 refurbishment 128:15 regard 95:13 110:20 119:18 120:2 regarding 53:5 59:2 65:24 96:12 regards 63:21 81:1 95:24 96:3 135:18,19 136:3,11 region 9:20 26:15 32:11 33:8 34:6,16 44:5 44:16,16 49:15 51:13 59:17,17 60:6 60:6,25,25 63:14,15 64:7 65:3 70:7,7 71:5,5,16,22 72:16 72:16 74:16 75:18 75:21 81:13 82:9,9 82:18 83:2,7 84:13 91:1 93:25 94:9 100:13 105:24 106:5 110:16 112:9 116:17 120:15 121:8,10,13 124:20 125:3 135:24 139:2 regional 2:21 7:9 11:4,8,11,11	13:17 14:5 31:22 33:11,22 34:2 59:21 60:7 61:7 63:4,18 63:25 64:9 65:10,15 71:11,13 75:25 80:19 81:2,19 82:23 83:4 110:16 119:7 regions 13:22 32:10 48:8 49:12 50:24 59:20 60:2,14,16 61:5,8 61:14,19,21 65:2 80:21 83:8 91:5 92:15 register 67:4 regrettably 10:22 regularly 137:2 regulations 97:22 rehabilitate 109:4,7 rehabilitating 107:22 rehabilitation 108:20 reiterate 39:4 relaced 8:22 related 33:21 67:3 141:9 relating 85:8 relation 58:22 68:10 relations 12:20 13:2 21:8 relationship 21:11,15 58:12 relationships 15:25 16:12 58:15 reliability 61:3 132:14
---	--	---	--

reliable 61:4 118:17	representation 91:6	28:4,13,15,25 29:6,8 30:1,5,7 137:21	79:13 81:11 84:6 102:2,12 107:19
reliant 80:24	representatives 10:21 22:10 30:19 90:13 137:23	responsibilities 86:21	111:11 114:1,8 117:19 118:16
relief 103:17,19 104:2,4,5 104:7,9,10	represented 91:11	responsibility 39:19	120:6 122:15 124:21,24 126:21
remain 9:23 14:13 50:22 137:17	representing 2:20 11:3 12:21 27:21 28:2,5,18 29:17,22	responsive 77:7	129:4 131:4 134:17 135:12 137:10 139:9,15 140:2
remainder 103:2,22	represents 99:16 123:21	rest 26:18 79:3 101:8,18 101:18,25 102:14	right-of-way 120:16
remaining 47:13	request 18:4 67:5	result 50:9	ring 118:6,7
remains 47:25	requests 90:12	retail 65:11 110:20	Rio 3:22 4:7 16:2 17:6 28:5 48:23 72:5 91:5 103:18 116:2,6 125:22,25 127:4
remarkable 24:1	required 43:7 98:10	reusability 130:16	rises 84:22
remarks 9:24	requirement 95:10	reusable 129:23 130:3	risk 123:4
remember 8:23 9:7	requirements 42:25 43:2 90:2 117:25	revealed 55:12	river 70:12
remind 9:24 98:14	requires 89:4,6	review 45:6 47:14 48:9 51:4 81:10 90:25 93:24	RMA 54:11
reminder 8:12	Rescue 117:8	reviewed 30:15 50:18	RMAs 54:24
remodel 65:22	research 3:21 90:22,23	reviewing 62:6	road 45:25 56:13,21 77:13 86:17 114:7 116:16 135:5,8
remotely 139:11	residence 118:8	Reynosa 92:17 104:25	roads 36:15 68:4 111:21 120:16 124:11 126:3 135:4
rephrase 56:20	resiliency 60:18 61:20	RGV 71:20,22 92:15 103:6 120:2 133:24 134:1	roadway 34:10 71:13 107:22 108:16 109:4,7
replacement 52:9	resilient 61:22 70:4 75:20 118:2	ride 46:18	Roberto 4:19 29:25
report 59:2 62:20 89:9,24 89:24	resolve 99:4	riders 115:1	robust 75:20 85:1
reporter 1:21,22 8:14 141:1,3 141:15	resources 19:8	right 10:5 11:6 18:10,15 18:18 19:2 41:15 42:11 54:5 62:12 67:11 68:15 71:1,3 74:5,5,8 76:6,19 77:14,24 78:20	rocket 133:25
Reporter's 7:13	respond 42:23		rockets
reporting 33:14	responders 136:14		
represent 11:1 15:19 18:19	response		

133:25 134:12	run	4:8 16:3 19:4 72:20	141:12
Rodriguez	125:6	Sanchez	search
6:3	rushed	29:16,16	37:11
Rogelio	109:12	Sandra	second
6:2		2:18 12:14 23:7,22	8:5 30:20,20,23 31:1
Rojas	S	sat	31:2,20 44:13 49:20
11:7	S	17:22	52:21 56:8 57:13
Rolando	2:1 3:1 4:1 5:1 6:1	Sauceda	73:22 81:18 112:2
4:2 29:15	sad	118:21	129:1 130:19
role	130:21	save	131:17 133:10
9:11 25:2,4,25 26:1	safe	73:12	136:1 139:6
27:13 53:18	39:14 61:4 73:11	saving	seconded
roles	80:25 86:1	73:18	140:17,18
86:21	safely	saw	Secondly
roll	120:17 121:1 126:4	11:15,20 16:2 22:16	20:6 22:22
54:4	133:14	98:17 132:3	Secretary
Roma	safer	saying	2:3,20 9:5,10 13:11
103:18	36:15 72:9 114:7	19:6 74:3	13:23 14:25 17:14
Romero	safety	says	17:15 19:17 22:3
5:9	8:6,10,16,20 9:3 33:3	18:9 76:1,2 121:22	23:24 24:10 25:4
room	36:9 37:10 38:5	scenarios	26:3 27:7,12,15
39:21 99:14 130:22	43:1 47:25,25 48:2	83:25 84:14	30:10 33:13 34:18
roots	48:3 51:24 53:5,8	schedule	35:3,4,9,23 38:25
115:24	53:14 60:19 61:12	33:22 47:12 81:7	57:11 58:10 67:13
round	61:13 73:8,8,9 85:9	scheduled	85:12 138:12
81:18 88:8 89:18	85:24 86:13,25 87:2	47:16 63:19	section
128:3	88:19 90:6 92:12	schedules	45:5 108:19
route	95:13,24 96:10 97:5	26:24	sector
72:17,17,19,24 73:5	98:18 100:23	scheduling	31:22 34:2 73:10
73:11,15,18 89:16	105:22 108:13	59:23	123:17 138:8
89:19 95:12 103:17	112:8 114:10 121:2	school	sectors
103:19 104:2,2,5,7	121:10,13,22 126:6	114:9	124:5
104:9	136:10	Schwebel	secure
routes	safety-focused	3:11 29:18,19 42:1,1	15:6 73:11
51:16 60:9,17 72:9,9	87:16	42:16,16 54:7,8,23	secured
75:15,15,18 77:1,2	Saldon	66:2,2 70:15,15	37:9
77:5,6 79:11 80:25	5:12	73:24,24 121:20,20	security
82:9 88:15,18,22,24	sales	134:8,8,25 135:16	34:20 60:19 61:12,14
89:1 95:5 106:12,15	120:10 136:22	135:16	85:9 86:13 87:2,15
118:24,24	Salinas	scientist	88:16 89:16 92:12
routing	4:2 5:24 29:15,17	133:25	95:13,15 97:4
71:8	Sam	scope	117:23 119:6,6,7,10
rule	3:16 30:4	69:12	119:17
61:8	sample	scored	see
Rules	79:22,25 80:3,10	65:20	9:13 10:23 11:17
1:23	San	seal	16:7,13,21 22:7

39:2 42:14 47:17 58:8,14,18 59:13 65:14,23 67:12 68:11 72:1 75:24 80:18,20,25 83:16 94:1,2,18,21 100:5 100:6,14 105:8 108:9 110:2 111:2 113:8 115:15,25 118:25 122:22 130:23 131:14 132:8 135:6,8	Separating 131:15 September 104:22 Sepulveda 4:18 29:20,22 Sergio 4:25 26:19 32:7 35:18 41:5 85:6,13 99:12 Serna 5:22 serve 9:12 46:13 91:17 129:18 serves 8:19 13:18 47:11 52:18 113:18 service 15:22 16:10,11 43:3 100:9,10 137:24 serving 45:22 46:16,25 47:5 48:4 49:17,22 99:23 137:18 Session 85:23 set 24:13 81:25 85:1 98:5 127:12 128:17 setting 63:3 129:7 seven 86:5 121:21 Shaddick 2:18 12:14 23:7,22 23:24 shape 13:21 share 14:8,9 68:7 shared 106:4 sharing 68:8 sheets	62:21 126:25 sheriff 91:13 sheriffs 90:10 ship 113:5,7 133:14 135:3 shipped 113:12 shippers 63:11 shipping 133:6 ships 113:1,6,7 Shirley 12:1 short 46:12 57:3 shorter 77:5 shortest 72:24 73:5,15 77:1 79:10 Shorthand 1:21 141:2 short-range 33:7 shout 139:1 show 8:19 46:4 49:21 92:25 93:17 114:19 114:19 showed 75:25 showing 24:20 71:11 74:4,13 75:5 93:24 shown 93:7 shows 19:1 21:10 22:16 48:15 49:13,16,23 50:5,8,10,16 94:4 112:1 128:17	131:18 side 24:17,17 40:17 42:19 43:7 53:22 54:25 69:10,16,18 70:11 70:23 71:12 75:2 92:20 97:5,10,10 138:17 sides 10:6 41:20,21 70:7 97:12 sidewalk 52:17 sidewalks 51:19,23 signalized 120:1 signals 120:4 significant 127:19 significantly 127:18 137:1 Silva 3:22 29:23,24 similar 50:4 51:25 80:17 96:4 similar-type 70:12 sincere 140:9 single 132:14 133:7 sir 78:24 102:2 138:20 sister 110:18 sister's 37:24 sit 54:19 site 93:3,11,19 133:5,10 133:11 134:12 sites
--	---	---	--

111:16	39:1 73:21 79:23	20:8 75:1	88:3 89:10,17 91:2
sitting	103:15 137:14,16	speakers	92:16,24 93:3,10,14
74:8	sort	34:4 75:23 112:20	94:10 95:17
six	64:25 124:3 138:7	speaking	stakeholders
13:25 76:3 105:20,21	Soto	8:13 18:10 42:18	39:21 41:19 46:5
112:10,11 121:22	18:23	98:14	48:14 54:17,18
139:18	Sotto	special	69:23 83:12 92:11
size	33:5 39:4 42:9,20	12:16 93:15 134:14	92:20,21 124:3
79:22,24	44:1,15,17 54:11	134:20	stakeholder's
skills	56:23 57:9 58:2	Specialist	47:11 48:15 49:8
116:4	66:6,20 74:18,24	12:2	Stan
slide	75:3 77:9 91:22	specialty	4:16 29:5 34:8
38:2 46:4 47:17	96:5 97:8 98:24	134:23	standard
48:15 49:20,21 50:2	110:13 127:9	species	32:23 98:9
50:16 54:8 57:19	130:24 131:15	126:13	standardize
75:25 79:21 98:17	136:7,12,15,23	specific	53:9,14 96:6
111:4 121:16,21	137:4,25 138:9	54:12 78:11 86:10	standards
slides	sound	87:4 90:3 100:12	98:5
49:11 50:4	18:6 130:20 132:20	specifically	stands
slow	source	112:12 116:6 134:25	34:6 140:21
8:24	93:7	specified	star
slowdown	south	86:6	86:2 95:14 113:13
136:22	11:7 13:19 14:13	speed	116:11 124:15
slowly	65:3 68:23 74:13	47:24	127:1 128:8,25
123:9	90:23 103:13,25	spend	Starbase
smack	106:7,7	15:24 16:24	3:10 125:1,17 128:5
139:10	southern	spent	130:6 133:6,11
small	48:20 59:19 103:9	16:5,6 21:7	135:7
55:13 102:25 103:11	105:3	spinning	Starr
103:21 118:7	space	20:4	103:9,14
126:20 127:6	3:10 7:10 14:2 39:7	spoken	Starr-Camargo
smart	39:10 99:5 106:21	88:5 92:1	3:16
138:13	106:23 111:3	square	starship
socioeconomic	113:12,24,24,25	128:8	126:23 127:8 129:21
64:19	116:3,10 120:6	staff	129:25 131:17,25
software	124:12,12 125:1	25:13 26:16,18 77:10	starships
118:23	126:11,20 127:16	stage	127:1 128:10 132:1
solution	130:7,9 131:5,10	43:20 125:9 131:17	133:6,7
20:20,21 127:14	132:16 134:4,5,9	staggered	start
somebody	spaces	40:15	18:5,6,14 19:6 27:16
53:11	34:21 122:15	stainless	38:15,16 63:1,3,14
somewhat	Spanish	126:25	71:25 72:3 75:14
67:2	18:9,10 37:11 42:18	stakeholder	76:13,16 78:6 81:22
soon	speak	54:10,14,20 60:11	84:18 100:23 101:9
139:14 140:7	109:20	62:14,23 63:2 64:12	101:19,20 103:10
sorry	speaker	81:10 85:18 87:13	106:14 123:8

127:16 131:16 139:19 started 8:10 16:25 18:11 56:8 76:4,4 91:2 126:20 starting 19:19 131:18 starts 18:12 78:8 112:16 state 1:22 2:3,14 8:14 9:10 12:17,19,21,25 15:8 15:10 17:23,24 18:16 19:1 24:10 32:4 39:22 49:17 50:13,25 53:1 63:9 95:6 96:25 98:14 100:3,7,11,12 101:5 101:8,18,25 103:16 103:18 106:21,24 107:19,23 108:6,8 108:14,14,15,18,21 111:13 115:8 118:13 126:24 133:19 135:21 136:20 137:14 138:25 stated 1:24 statement 13:8 33:22 states 10:22 11:4,9 12:10 20:25 21:9 31:25 34:17 39:17 53:16 98:1,20 117:5 123:9 statewide 60:19 83:23 103:3 state's 67:25 101:14 Static 75:1 stations 46:20,23 statistics	60:8 stats 21:3 101:12,13 status 31:20 32:2,11 44:3 53:10 85:17 88:11 stay 79:15 116:20 139:15 steal 107:2 steel 126:25 steering 63:4,18,25 81:20 82:23 83:10 Stenographic 141:2 stenographically 141:6 stereotype 1:23 step 37:8 55:22 59:23 81:8 83:1 steps 37:14 85:19 95:9 Steven 5:14 sticker 53:10 96:7 98:21,22 stock 137:2 stocks 76:25 stone 66:17 stood 17:25 18:18 stop 49:16 76:12 102:12 stops 51:17 53:11 76:12 79:2 136:12 storm 117:25 straight	58:7 125:8 strategic 13:17 78:6 strategies 10:1 14:10 33:23 56:5 60:12,20 62:18 64:2 82:21 84:19 89:3,5,7,23 strategy 32:5 130:4 streamline 36:18 streamlined 86:1 street 120:8 streetlight 55:9 streets 112:13,14 122:18 strengthen 32:24 strengthening 13:2 stressing 34:13 strikes 77:5 strive 14:4 19:24 strong 19:1 77:6 strongly 32:11 struck 76:25 structural 131:2 structure 52:9 studies 7:7 44:15,21 45:2 48:10 50:14,18 57:3 79:7 86:15 135:21 135:23 study	44:13,15,17,24 45:7 45:8,13,19 47:14 49:10 52:21,21 54:21 55:18,23 56:8 59:17,21,24 60:6,10 60:12,14,15,24 62:4 62:7,10,24 64:23 69:9,16 82:20 85:8 85:24 86:5,20,22 87:1,8 88:1,3,13,14 89:11,14 91:7 92:5 93:1 94:13 95:9 96:15,21 97:3,23 122:13 stuff 97:2 Submarines 123:11 submit 86:16 87:9 89:1,8 submitted 89:8 subsequently 33:16 substantia 104:16 successes 98:11 successful 117:1 118:10 successfully 130:14 suggest 138:3 suggested 33:13 suggesting 67:22 suggestion 42:10,11 136:19 suggestions 46:9 55:2,16 56:9 suited 123:16 Sullivan 104:1
---	---	---	---

summarize 47:10	switch 70:5 125:13	109:15,15 117:22 120:6 130:11	118:12 119:5 121:12 138:14,17
summarizes 32:9	switchover 125:5	talk 8:15 24:3 54:9 62:14 64:4 83:18 110:14 112:10 125:20 140:5	Ted 11:9
summary 62:23	synced 132:24	talked 111:3 116:21 121:21 128:20	tell 17:22,25 18:15,21 26:21 130:10
summer 102:9 104:17	synchronized 120:4	talking 9:8 16:15 24:6 27:6 69:22,25 74:3 81:22 97:12 99:3,6 126:8 127:15 132:12 135:6 136:23	telling 136:25
Sun 48:19	synchronizing 26:23 120:8	tall 129:21	Temple 12:1
super 126:1	synthesizing 93:10	Tamaulipas 70:17	ten 54:8 79:8,12 84:10 115:21,22
supply 22:17,19 23:14,17 32:24 33:5 56:1 58:23 59:3,12 60:17 81:15 82:5 139:13	system 4:18,20 47:19 61:22 67:10 70:4 78:15 93:22 98:16 115:3 116:16 132:5,9	task 15:9 19:8 32:17,21	tend 25:7
support 25:14 35:5,9 37:4 42:8 60:4 61:7 67:25 87:16 128:23 129:3,13,13,16 133:1	systems 40:11 134:13,21	tasks 64:6 87:15,16	tentacles 111:22 118:18
	T	tax 116:9 120:10	term 84:8,9
supporting 57:2 95:14	table 88:8	team 15:9 27:10 42:12 43:12,18 49:8 75:7 94:9	terminals 45:24
sure 39:25 42:14 53:23 61:15 66:16,17 67:8 68:21 92:1 94:11 99:8 107:1,10 131:9 133:20	tabloid 49:13	teams 87:12	terms 48:5 62:4,19,23 64:13,19 65:18,20 67:17 73:6,8 81:7 114:18 122:21 139:12
surface 126:12	tablets 49:9 62:22	technical 49:9 62:15 64:5 83:21 87:13 95:12 95:16	Territorial 112:7
surprisingly 80:18	tactical 32:22	technological 85:10	test 130:18,19
surrounding 132:20	tags 31:17	technological-savvy 119:15	tested 127:3
surveillance 118:22 119:6 121:10	taillight 43:8 53:11	technologies 60:20 86:11	testing 130:11
surveying 122:12	take 10:4 11:19,22 15:23 22:20 37:20 38:12 39:19 43:18 65:17 71:19 73:1,3,11,18 75:7 77:13 79:11 99:7 122:20 123:19 126:15	technology 23:2 51:9 78:21 86:17 89:16 93:18 95:4,15 99:3,5	Texas 1:22 2:3,4,6,11,13 3:18,19,21,24 4:9 4:16 8:9 9:10,14 10:1,12,15,21,24 11:2,7,14,17 12:2 12:25 13:4,19 14:13 15:20,24 16:3 17:12 17:23 19:1,23 20:3 20:4,9,18 24:24
Susan 2:16 12:12,13 21:25 23:25	taken 1:19 75:15,16 123:12 141:4,6		
sustainable 117:23	takes 16:23 26:20,24 67:17		

25:1 31:11,17,21 33:4,18,19 34:8,14 35:18 36:12,15,25 38:5 39:18 43:7,13 44:2 48:1 50:9 51:6 54:25 55:11 59:4 60:5 70:21 71:16 77:6 83:8 85:6,8 86:24,25 88:21 90:5 90:5,6,7,18 99:16 99:25 100:13,18 101:3,5,12,22 107:13 109:22 111:13 115:8,9,17 121:17 123:24 126:22,24 128:20 133:19 134:4 135:21 138:15 140:5,11	38:23 39:22,23 40:1 40:7 41:24 42:21 43:21,22,23 52:25 54:6 55:2,2 56:11 57:11 58:8 59:12 68:7,8 69:7 71:1,2 73:24 76:21 78:24 80:13 85:2,4,12 88:6 95:18,20,20,21 97:13,17 98:13 99:10,21,22 100:16 100:21 102:2 110:4 110:8,13 120:7 121:13,14 124:22 134:2,3 135:11 138:9,10,12,18,19 140:1,10,11,13,13 140:14,22	18:3,18 19:1 22:4,9 22:20 23:15 24:8,11 39:5,24 40:12,25 42:17 43:11,12,17 53:22 59:5 67:6,15 67:22 68:2 70:15,16 70:21 74:10,25 77:8 77:12,14,19 79:5 97:1,6,21,25 98:11 98:17 99:5,23 101:6 101:15 106:21 109:23 110:4 111:20 113:3,14 115:20 117:2 119:16 121:16 122:2 124:11,12 135:18,21 136:21 137:8,8 138:6 139:12,15	till 10:7 time 9:22 15:25 16:5,6,12 25:20 26:25 53:12 61:14 72:23 73:12 73:18 79:12,14 95:19 96:17 98:23 107:17 110:10 117:15 120:2 124:10 125:10,19 127:19 129:24 timeframe 115:14 127:20 128:2 timeline 38:3 89:12,15 109:13 times 100:9 124:23 Tinajero 4:19 29:25 tips 22:15 tires 43:9 96:1 Tito 26:17 today 9:9,21 10:11,20 12:4 12:6,13,17,23 13:7 13:15 14:16 17:17 21:20,24 24:22 27:3 27:4 59:7 65:21 85:13 92:22 100:24 109:6 told 129:19 tollway 104:20 105:14 Tomates 49:19 50:23 52:13 tone 22:6 tons 71:14 tool 83:23 99:2
Texas's 36:16 Texas-Mexico 31:19 32:8,17 36:17 37:25 44:19 85:11 85:25 90:8 91:16,19 92:13 Texas/New 44:23 45:10 47:1 text 17:22 thank 9:5,6,9 10:8,14,17,25 11:2,5,13,20,23 12:3,7,10,13,15 13:4,11 14:14,18,19 14:22,25 15:5,16,18 15:18,21 17:9,10,11 17:14 19:9,10,11,16 20:24 21:3,20,22 22:1,21 23:20,21,24 24:9,19,21,23,23 25:3,5,19,20 26:3,4 26:15,16 27:1,2,9 27:11 28:19,24 29:23 30:3,12 31:3 35:12,13,23 38:22	thanks 35:10 66:21 139:4 thee 109:21 theres 58:19 thew 58:7 the(Sotto) 133:9 thing 14:3 17:25 18:10,18 21:14,14 22:18 47:13 59:1,11 65:5 68:16 76:9 84:5,8 99:24 124:6 things 16:10,11 18:4 39:6 40:9,25 43:9 48:1 66:3 69:23 71:5 72:13 84:24 97:5,8 99:6 100:6 101:2,5 104:6 111:2 122:2 131:6 132:10 138:22 139:11 think 10:13 11:3 14:2 15:13 16:24 17:17	thinking 18:7 101:19,20 139:8 third 22:23,23 95:11 109:1 thought 40:9 74:12 thoughts 109:19 110:7 135:14 137:11 138:20 threats 88:17 three 26:7 33:18 44:10 51:5 108:1,24 112:22 115:14 123:18 126:15,21 135:17 136:16 thrilled 10:11 throwing 124:20 thrust 129:23 thunder 107:2 tie 136:2 139:16	

top 94:22 112:22	51:14 52:3,11,14 58:1 72:11 73:7	31:11,19,24 32:2,3 32:8,18,20 33:20,25	trip 12:11 22:23,23,24 72:19,22 79:14,16 80:3
topic 39:5 136:1	80:7 106:6,8,11 108:2 114:6,23	34:5 35:19,21 37:1 44:2,10,20 45:15,22	trips 71:20,21,21,24 72:2 72:2,7 73:14 76:3 76:11,14 79:21 80:17,19
topics 135:14	120:17 121:2,3,6,21 122:5,9,10,14,17	46:19,25 47:5,7,19 47:22 48:4 49:15,22	trough 124:18
Torres 5:11	129:10 135:22	50:4,19 57:15 61:2 61:4 81:14 85:7,10	truck 14:1 40:10 41:1 42:25 43:5 50:3 52:18 71:21 72:18 76:2,12 77:22 78:16 79:3,21 80:7,8 114:6 121:23 122:9 122:17,22 135:22
total 52:9 76:8 80:8 94:23	trail 114:17 115:3	85:24 86:17 87:14 87:17 88:9,15,24	trucking 3:24 41:21 73:9 90:18 99:16,25 105:4 138:6
totally 80:22	trails 114:15,16,24,24 120:23 121:1	90:7,16,17 91:12 93:21 97:5 100:18	trucks 40:18 43:15,15 45:17 47:20 53:8 55:10,13 57:15 58:3,6 66:5 66:19 67:18 80:10 97:14 121:24
touch 41:7 124:4,4	train 43:20 67:19	111:21 112:12 114:3 121:18	true 141:5
tourism 65:11 81:3	trainer 38:10	124:11,17,18 126:10,17 127:7	Trueba 1:21 141:2,14
tourists 20:16	trainers 37:7 38:8,14	134:6,15,20 139:8 140:12	try 15:23 39:10 80:4,12 107:21 130:8
town 41:19,23 125:25	training 33:2,9,12 35:20 36:3 36:6,8,11,21,25	transports 134:14,24	trying 22:20 53:20 56:22,22 57:5 65:7 70:11 76:3 77:18 96:14 121:24 123:9 128:13
TPP 102:14	37:3,23,25 38:10,11 38:19 39:13 40:10	travel 61:13,16 72:23 78:2 81:4 83:22 84:1 124:13	TTI 99:17
trace 78:16	41:1,23 42:24 43:13 53:21	81:4 83:22 84:1 124:13	tuned 139:15
track 78:21 114:18,22 118:24	transcript 141:4	124:13	
tracker 47:8	transcription 141:7	traveled 18:1	
tracking 114:21 122:3	transferred 58:4	Treasury 8:8	
trade 1:5 3:12 4:23 5:2 8:5 9:15 10:1 12:2 14:14 19:19,20 20:3 20:5,5,6 30:14 31:10,14 32:18,19 35:25 36:19,23 43:25 44:8 50:21,24 55:23 57:15 58:24 63:13 105:5 112:21 137:24	transit 45:24 46:15,16 48:19 52:15 122:14	treat 98:9	
trades 21:18	translate 82:3	tremendous 39:19 139:2	
traffic 49:14,16,21 50:3	translates 97:1	trend 84:25 119:23	
	transport 14:9 51:18 126:1 133:5,13 134:11	trends 62:17 82:4 84:11,12	
	transportation 2:5,6 3:3,19,20 4:16 8:9 10:3,12,16,19 13:5 14:1,7 15:20 17:12 25:1 26:8	Trevino 4:21 30:2,3 40:3,7,8 52:24 53:2,2,7 54:5 74:3 135:19	
		trials 115:4	
		tried 129:24 139:22	
		tries 23:14	

turn 25:4 27:13 127:23 128:16	54:3	46:3 47:4,10,13,18	12:9 20:25 21:9
turnover 137:2,3	T-shirt 121:17,19	48:11,16 49:4,6,12	53:15 98:1,20 117:5 123:9
twice 90:24 127:9	<hr/> U <hr/>	49:17 50:12,17,21	universities 42:13
two 16:24 24:3,3 25:12	unable 10:22	50:22,25 51:5,8,14	University 3:21
32:15,16 44:12 51:1	unattended 8:23	51:16,17,19,20,24	unloaded 78:1
51:17 52:12 57:2	uncover 9:18	52:5,6,8,16 53:24	unmet 82:6
59:16 74:7 87:11	underground 117:18	53:25 54:13,18,23	Untied 39:17
103:19 105:20,21	underline 23:3	55:8,14,16 57:4,5,8	untuned 66:17
110:6 111:5 126:15	Undersecretary 2:22 12:18	57:13 58:4,12,19	update 7:6,7,9 31:18 32:1
TxDot 2:9 3:4,17 4:24 5:2,4	understand 9:19 19:2 48:3,12	59:18 60:13 66:8,25	34:19 35:20 36:4,22
8:12 17:18,20 25:9	63:12 76:3 81:14	67:3 68:24 69:1	38:19 85:8,14,16,18
26:4,7 32:9 36:1,4,7	92:11 109:17 119:9	70:13 72:18 73:25	87:22 135:23 136:3
36:20,22,24 37:2,9	123:25 131:9	74:23 75:2,6 76:13	136:9,10 139:7,25
37:16 38:20 48:1,7	133:16	76:22,24 80:5 82:3	updated 35:8 139:22
48:25 49:1 53:18	understanding 48:5 73:4 77:20,25	83:24 87:21 88:8	updates 32:2 33:19 44:3,10
55:17 57:25 63:23	124:7 132:21	92:25 93:8,21 94:1	62:24
67:7 74:5 78:4 80:8	understood 135:5	95:24 96:25 97:11	updating 62:25 139:14
81:19 83:11 85:17	undertaking 78:5	97:21 98:24 99:17	UPRR 113:18
85:19,23 86:4,7,9	underway 64:6	100:2,10,13 101:22	urban 61:9 71:25 72:6
86:16,22,23 87:4,7	unfortunately 23:11 96:23 123:8	105:22 108:13	103:24 118:5
87:11,19,21 88:13	125:17	110:12 111:6,7,15	use 9:22 16:19,19 56:3
89:5,6 90:3,9 93:24	ungrateful 18:6	111:17 112:19	62:19 64:10 70:1
94:4 96:14 97:7	unintelligible 11:11 18:23 21:13	113:10 114:12,14	114:8 120:25
100:23 109:18	26:21,23 27:19	114:17,22 115:5,17	121:16 126:8
112:14 119:5	28:17 29:21 32:25	115:25 116:22	131:24 134:23
120:11 122:19	33:18,19,20,23 34:6	117:17 118:4	137:20
134:14 135:20	34:22,22,25 35:3,5	119:25 120:5,18,20	useful 138:7
139:6 140:6,7	35:6,8,8 37:18 41:6	122:5,13,19 123:4	uses 47:23 129:5
TxDot's 8:20 32:4 47:7 50:17	41:8,9 42:17,18,20	123:13,23 124:1,2,8	usually 18:5 102:12
66:23	43:11,15 45:21 46:2	124:12 126:7 127:7	
type 51:2 80:17 114:23		127:17,22,25	
types 113:7 114:3 116:13		128:12,24 131:3,16	
117:22 119:14		132:5,18,19 134:13	
120:19 122:10		135:20,25 136:3,4,4	
Typical 108:19		136:14,15,24 137:1	
typically		137:3,4,6,17,18,20	
		137:21,25 138:6,14	
		138:18,23,24	
		139:16,21 140:6	
		Union 3:5 48:23 67:14	
		unique 17:24 24:2 128:11	
		134:19,23	
		United 2:14 10:22 11:4,8	

<p>utilities 129:9</p> <p>utility 129:7</p> <p>utilizes 123:23</p> <p>utilizing 99:3</p> <p>UTP 105:10</p> <p>U.S. 20:2,5,5 23:9 43:3,7 43:14 51:6 53:9 58:24 67:4 69:10,16 71:12,17 97:10,22 98:6,7,11 102:2,3 102:17,20 103:5,7 103:14,17,19,25 104:4 106:16 123:7 123:23 127:8</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vague 64:11</p> <p>Vale 3:16 30:4</p> <p>valid 70:16</p> <p>valley 3:22 28:6 48:23,24 91:5 101:11 104:15 105:25 106:1,13 116:3,6 125:23,25 127:5</p> <p>valuable 24:24 99:2</p> <p>value 13:1</p> <p>valued 71:14</p> <p>variety 123:20</p> <p>vary 77:21</p> <p>Vasquez 4:25 32:7,9 35:18,23</p>	<p>41:11 42:10,21 43:23 85:6,12,13 99:15</p> <p>vehicle 33:2,3 35:20 36:3,6,9 36:18,25 37:2,3,6 37:10 38:19 52:3 53:20 54:3 86:2,11 88:19 90:15 91:8,10 92:12 93:5 94:15,17 95:6 96:2 98:18,25 124:18 126:7,9 127:7,9,19 129:21 129:22 130:3 131:23 132:4</p> <p>vehicles 43:2,6 45:17,18 52:11,18 53:15 89:2 91:17 127:23 133:13 137:6,7</p> <p>vehicular 119:18,21 122:10,23</p> <p>verification 47:15</p> <p>versa 76:5</p> <p>version 37:10</p> <p>versus 77:1</p> <p>Veterans 49:18 52:13 93:12 94:16 114:4</p> <p>vibrant 74:16,17 133:22</p> <p>vice 60:22 76:5</p> <p>Vicente 11:10</p> <p>vicinity 58:21</p> <p>victims 9:4</p> <p>Victor 4:21 30:2 40:7 53:2</p> <p>Victoria</p>	<p>5:13</p> <p>video 125:5 130:20,23</p> <p>village 26:20</p> <p>violations 36:10 94:19,22,23,23 94:24,25 95:2,25 96:1</p> <p>Violetta 138:22</p> <p>visibility 78:22</p> <p>vision 24:12</p> <p>visit 24:15 93:4,11,20 113:4</p> <p>visited 24:21 92:14 93:13 94:8,9</p> <p>visiting 93:15</p> <p>visits 92:16 93:4</p> <p>visualize 49:7</p> <p>voce 18:23 33:5 39:4 42:9 42:20 44:2,15,18 54:12 56:23 57:9 58:2 66:6,20 74:18 74:24 75:3 77:9 91:22 96:5 97:8 98:24 110:13 127:9 130:25 131:15 133:9 136:7,12,15 136:23 137:5,25 138:9</p> <p>volume 49:24 55:9 80:6</p> <p>volumes 50:5</p> <p>voted 15:15</p>	<p style="text-align: center;">W</p> <hr/> <p>Wait 56:15</p> <p>waiting 125:14</p> <p>waiving 76:18</p> <p>walk 52:16,17 121:1</p> <p>Walker 4:22 30:6</p> <p>walking 46:20</p> <p>want 10:4 11:19,22 12:1,9 12:16,23 13:6 14:20 15:24 17:11 18:13 19:7 20:19,24 21:16 25:5,19,20 26:4,15 26:16 31:9 35:14 36:3 38:2 42:1 54:25 58:17 61:6,12 61:13 63:9 64:1,4 66:16 68:2,21 69:17 75:16 81:24 83:10 83:25 84:8 88:5 92:22,24 95:18 109:13 110:14,14 111:20 117:17 122:16,19 123:3 127:25 130:23,25 133:5,6 135:12 140:9,11</p> <p>wanted 25:5,23 26:3 39:3 57:16 64:13 65:4,16 68:7 71:6 72:13 94:11 97:19 99:8 101:1 116:12 124:5</p> <p>wants 86:15</p> <p>Washington 23:9</p> <p>watch 131:13</p>
--	---	---	--

water 4:13 14:2 16:19,20 97:22 98:6,9 112:17 129:5,8	95:14,16 102:19,22 103:12 105:13 111:1,4 125:13 130:2	69:24 71:18 74:5,11 79:6 80:1,9,9 81:9 90:24 92:19 99:1 104:6 107:4 108:24 114:14 115:6 117:2 119:1 125:11 127:18 131:24 136:21 138:4	118:15,16 119:2 125:24 126:4 129:6 132:25 133:22 134:15 136:13 139:3,11
way 8:19 16:18 18:2,12 18:14,24 73:25 78:5 78:8,12,13,17 84:25 91:11 103:1,13 105:14 110:1 111:24 117:22 118:15 119:2 120:15,17 125:23 128:14 132:9 141:10	we're 21:15,16 38:4 39:9 39:12,14,15 40:20 41:15 42:11 43:19 53:20 56:22 57:6 58:6 60:25 61:1 62:12,13,15,21,25 63:22 64:11,24 65:7 66:24 70:3,11 71:5 71:10 73:13,20 75:12,13 76:10,10 76:11,12 78:12,14 80:2,4,16,21 81:11 81:12,13,17,18,20 81:22 82:5,5,8,10 82:11 83:2,3,5,23 84:7,11,14 88:14,16 88:18,20 89:12 91:7 91:18 92:17,24 93:23 94:6,16,18,22 95:3 96:14,16,18 97:14 99:3 100:4 102:11,14 103:3 107:22,24 108:12 108:19 109:6,10,17 110:9,24 111:16 112:7,10 113:23 114:17,20,21 115:2 115:18,22 116:4 119:2,9 120:13 121:5 122:3,7,7,12 124:8 125:6,14 126:9,16 127:3 128:3,8,10,13,14,25 129:1,4,9,15 132:11 132:12,14,21,23 133:7,10 134:1,17 135:4 137:21 138:8	whopping 115:9 widen 120:16 willing 98:4 116:18 wind 117:25 windy 100:24 wisdom 19:12 wise 110:5 witness 141:12 wok 140:12 wold 101:13 wonderful 10:10,15 11:16 14:23 16:10,11 21:20,23 24:19,20 39:20 41:24 59:5 110:11 112:23 121:19 138:1 words 19:12 21:25 25:5 work 8:17,18,22 9:3,4 14:8 15:6,19 20:14 21:18 21:18 27:10 66:19 69:24 82:1 87:4 88:13 89:25 90:4,5 90:12,16 98:4 103:12,13,16 107:12 116:21	worked 15:9 91:25 132:2,5 workers 115:18,19 116:2,18 workforce 11:17 20:20 116:23 working 16:4 21:16 22:7,13 25:8,22 26:8 32:22 41:15 42:9,11 54:24 66:14 82:14 86:5,8 86:9,24 87:6,6,11 87:19,21 88:2,21 89:10 90:10,24 91:12,23 92:2,9,10 93:16 95:11 99:13 99:18 102:14 103:3 104:20 107:24 109:25 122:8,21 126:16 127:18 129:6,7,8,23 131:14 132:22 133:4 134:17 137:19 works 48:7 116:25 118:16 workshop 89:18 world 17:7 113:8 126:18 Worth 26:12 worthy 136:17 wouldn't 40:16 would've 130:22 wrap 77:18 wrapped 108:25
ways 129:18			
wear 9:2			
Webb 48:21			
week 8:17,19 136:23			
weeks 63:21 66:23 92:14,19 119:7,13 125:16			
welcome 7:3 11:15 12:1,9 13:13 14:18 20:25			
welcoming 10:9 27:7,8			
went 72:20			
west 65:3,3 74:14 100:13 106:14			
Western 90:23			
west-east 94:2			
we'll 30:16 37:12 41:13 62:14,20 64:2,9 65:23 79:19 80:18 82:20 84:19 89:9,23 92:4 93:14 95:11,11	we've 21:7 22:10 36:22 47:10,15 57:8 62:11 62:23 63:22 64:8		

wrapping 81:17 82:20 WSP 87:12,12,16	<hr/> \$ <hr/> \$100 113:21 \$130 52:8 \$150 105:9 \$160 102:22 \$18 106:25 \$18.4 115:9 \$180 71:15 \$19 117:14 \$19.5 117:10 \$20 107:24 \$25 111:5 \$250 102:24 \$280 104:23 \$3.2 115:12 \$30 109:9 117:18 \$303 104:15 \$35 117:18 \$40 109:3 \$50 108:17 \$6 120:20 \$70 117:13 \$8.9 51:22	<hr/> 0 <hr/> 09/11/2027 141:16 <hr/> 1 <hr/> 1 86:19 89:9,25 95:10 1,000 111:14 1,200 72:2 1,236 76:1 1.2 111:1 1.25 120:11 1.7 119:20 10 120:3 10,00,0 72:4 100 7:9 117:17,18 128:2 11 72:23 11:58 1:20 140:15,24 12 16:23 12th 17:20 1200 16:16,21 125 7:10 1250 39:18 13th 141:12 131689911 141:15 135 7:11	14 91:19 140 7:12 141 7:13 1419 109:4 15 16:4 22:23 126:21 127:16 15th 8:18 150,000 106:8 16 1:8 129:22 16th 1:20 160,000 106:5 169 111:11 17th 9:2 177 44:21 18-wheelers 40:15,22 1825 21:5 1847 109:9 1849 19:19 19th 8:18 195 103:16,19 <hr/> 2 <hr/> 2,000 125:22 2,500 128:21 20
<hr/> X <hr/> X 3:10 7:10 14:2 106:21,23 111:3 113:12,24 116:3,10 120:6 124:12,12 125:1 126:20 127:16 134:4,9	<hr/> Y <hr/> yeah 54:1 58:9,13 66:21 69:4,14 70:10 74:10 76:7 108:15 137:16 year 21:6,6,8 84:10 102:12 115:21 119:19 125:15 137:1 139:20 years 16:4 21:8 39:6 84:7 95:1 104:7 115:14 115:22 126:15,21 127:16 132:3 139:9 yellow 102:10,23 Yerena 4:5 30:8,9 yesterday 27:3,4		
<hr/> Z <hr/> Zapata 103:9 zone 8:17,18,22 9:3,4 66:18 112:22 zones 66:5,15 zoning 66:10,11			

7:4,5 30:13 31:16 35:11 20th 31:8,12 20,000 97:14 200 21:8 200th 21:6 200,000 110:21 2014 117:4 2015 127:20 2019 8:21 2021 44:10,20 59:25 2022 94:19 2023 8:21 37:9 62:25 81:8 94:18,22 115:9 119:20,20 2024 1:8,20 7:4,5 8:5 30:13 31:16 34:1 35:11 37:18,19,23 38:1,7,10,11 86:19 89:9,25 95:10 105:10 108:10 141:13 2025 82:20 104:23 2026 107:25 109:2 2030 128:2 2035 84:10 2050 31:22 33:18,19 84:10 21st 117:2	22 17:6 57:19 23,977 94:21 95:25 262 120:4 28 17:4 281 102:20 103:3 106:16 <hr/> 3 <hr/> 3.5 119:19 30 7:4 46:20,25 52:16 84:7 99:1 116:22 132:3 300 67:18 31 7:5 313 108:18 3248 109:8 35 7:6 365 104:20 105:14 37 96:23 <hr/> 4 <hr/> 400 129:21 400,000 112:17 120:12 407 20:3 42 112:24 44 7:7 4422 7:8 85:8,14,16,21,22	86:4,7 89:4,6 90:3 48 50:13,25 102:16,17 106:24 107:23 108:7,18 117:24 <hr/> 5 <hr/> 5 7:3 5G 120:22 5,000 40:18 5,800 72:5 5.2 119:21 50 71:14 500 128:23 511 108:9 52 112:25 580 73:1 583 73:2 <hr/> 6 <hr/> 6,000 115:16 60 69:2 91:7 99:1 62 112:22 65 137:4 681 72:23 <hr/> 7 <hr/> 7,000 115:19 723	111:8 725 8:22 73 75:1 77 102:2,3,17 <hr/> 8 <hr/> 8:33 1:20 8:3,4 80 20:8 92:20 125:24 800 20:2 800,000 110:24 83 103:5,7,14,17,19,25 104:4 84 7:8 88 85:22 <hr/> 9 <hr/> 9 131:22 132:18 90 83:2 960,000 71:20
--	---	--	--