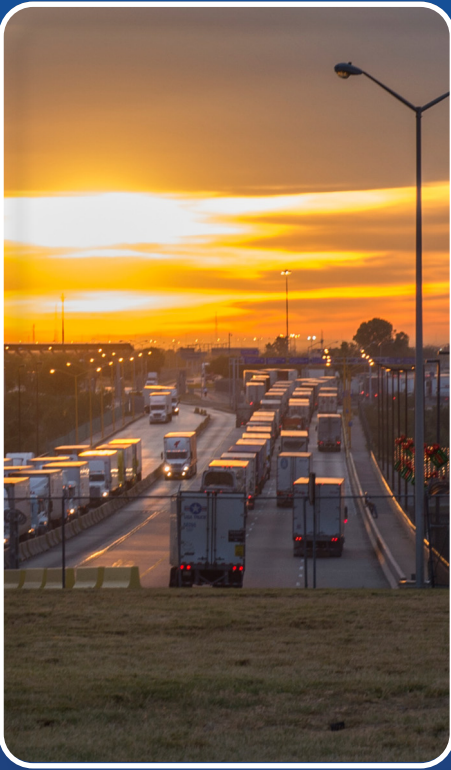


# Border Trade Advisory Committee Meeting

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IBC Bank - Administration Building  
2418 Jacaman Rd., Laredo, TX 78041

September 15, 2026 | 8:00 a.m. – 12:00 p.m. CST



# Meeting Agenda

8:00 – 8:30 a.m. Coffee and Networking

8:30 – 9:00 a.m. Safety Minute

**Mr. Humberto Padilla**, International Trade and Border Planning Coordinator, Texas Department of Transportation (TxDOT)

## Welcome and Introductions

### Roll call



**Hon. Robert Howden**

Texas Secretary of State and Chair, Border Trade Advisory Committee (BTAC)



**Hon. Victor D. Treviño**

Mayor, City of Laredo



**Mr. Alvin New,**

Acting Chair, Texas Transportation Commission



**Mr. Alejandro "Alex" G. Meade III**

Commissioner, Texas Transportation Commission



**Mrs. Caroline A. Mays, AICP,**

Senior Director of Planning and Modal Programs, TxDOT

### Border Trade Advisory Committee Members

9:00 – 9:05 a.m.

## Adoption of February 10, 2026, Meeting Minutes

**Hon. Robert Howden**, Texas Secretary of State and Chair, Border Trade Advisory Committee

Committee adopts minutes from last meeting.

9:05 – 9:40 a.m.

## BTAC Members Roundtable Updates

**Hon. Robert Howden**, Texas Secretary of State and Chair, Border Trade Advisory Committee

BTAC members can provide an update to the committee.

### BTAC Members

9:40 – 11:20 a.m.

## 2027 Texas-Mexico Border Transportation Master Plan Update

**Mr. Sergio Vasquez**, Border Program Manager, International Trade and Border Planning, TxDOT

**Mr. Krishna Satti**, Consultant

**Mr. Will Smithson**, Consultant

Provide an update to the update of the 2027 Texas-Mexico Border Transportation Master Plan and gather BTAC member's feedback and guidance on the update.

Questions, Comments.  
Discussion

# Meeting Agenda

|                    |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                            |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 11:20 – 11:40 a.m. | <b>Presentations – The Future of International Trade in the Region</b><br><b>World Trade Bridge &amp; Colombia Bridge Expansions</b><br><b>Ms. Elsa Hinojosa</b> , Bridge Director for the City of Laredo<br><b>Laredo 4/5</b><br><b>Glaforo Montemayor</b> , Managing Director at GEMCO<br><b>Green Corridors</b><br><b>Lorne Alcock</b> , Chief of Staff, Green Corridors | Presentation of future international bridges and bridge expansions in the region.          |
| 11:40 – 11:55 p.m. | <b>I-35 Texas Corridor Study – Path to 2050</b><br><b>Ms. Yvette Flores</b> , Project Development Manager, Corridor Planning Branch, TxDOT                                                                                                                                                                                                                                  | Presentation on the I-35 Texas Corridor Study – Path to 2050.                              |
| 11:55 – 12:00 p.m. | <b>Open Discussion – Future Meetings and Topics</b><br><b>Hon. Robert Howden</b> , Texas Secretary of State and Chair, Border Trade Advisory Committee                                                                                                                                                                                                                      | Discuss any outstanding issues and summary of action items and future meetings and topics. |
| 12:00 p.m.         | <b>Adjourn</b><br><b>Hon. Robert Howden</b> , Texas Secretary of State and Chair, Border Trade Advisory Committee                                                                                                                                                                                                                                                           |                                                                                            |



**Hon. Robert Howden**

Texas Secretary of State and Chair,  
Border Trade Advisory Committee

Gov. Greg Abbott appointed Robert S. Howden as the 116th Texas Secretary of State in July 2026. Secretary Howden previously served as a senior advisor to Governor Abbott and as his Director of Legislative Affairs. As Secretary, he is Texas' Chief Election Officer, Chief International Protocol Officer, and Senior Advisor to the Governor for Border and Mexican Affairs. Secretary Howden served four governors and has extensive experience in business and economic policy. He led the Texas division of the National Federation of Independent Business for a decade before joining the administration of Gov. Rick Perry, first as communications director and then as a senior advisor overseeing the Governor's Task Force on Economic Development and Growth. He is one of the primary architects of our state's award-winning economic development incentive programs which made Texas the national leader in job creation year after year.

Following those roles, he worked as a political affairs consultant. Early in his career, Secretary Howden worked for Gov. Bill Clements and at the Texas Department of Commerce. A proud Longhorn, he is a member of the University of Texas Chancellor's Council Executive Committee, former Chairman of the Texas Exes Legislative Committee, and former member of the Texas Exes Board of Directors. Secretary Howden is committed to community service. He is a board member of the Austin Club and sat on the advisory boards of Helping Hand Home for Children and the Austin Junior League. Secretary Howden and his wife Jana are parents to three grown children and have three grandchildren. They reside in Austin.



**Hon. Victor D. Treviño**

Mayor, City of Laredo

Dr. Treviño is a product and a son of Laredo. Being born and raised in Laredo, Texas, he is a descendant of Capt. Tomas Sanchez (Founder of Laredo), and product of the public school system, attending Nixon high school, where he graduated in 1966. Dr. Treviño attended Laredo Junior College and Texas A&M University at Kingsville before going to medical school in Coahuila, Mexico. After finishing his residency in 1984 at LSU Charity Hospital in New Orleans, Louisiana, Dr. Treviño attained medical licenses in Texas, Louisiana, Alabama and Mexico. Understanding the medical need that existed in his hometown, and encouraged by family members, like his father Raul Treviño, and the late Dr. Murray Malakoff, he returned to his hometown in 1985 where he immediately started working with the City of Laredo Health Department, and in Family Medicine and Obstetrics. As medical director of the health department, he oversaw the no-cost Maternity clinics, STD clinics, and various other public health programs. Dr. Treviño has also served as the medical director of Retama West Nursing home and Director of the Skilled Nursing Unit at LMC. He also continues to hold privileges at Doctors Hospital, Laredo Medical Center, and Specialty Hospital where he has served in several leadership capacities as Department Chair and Chief of Staff. Dr. Treviño continues to believe that any challenge can be met and resolved, as long as people work together with leadership, integrity and transparency. This is the reason why he feels privileged and an honored to work in public health, and in service to the community.



**Mr. Alvin New**

Acting Chair, Texas Transportation Commission, TxDOT

W. Alvin New is the acting chair of the Texas Transportation Commission, which oversees statewide activities of the Texas Department of Transportation. New is a business investor, rancher and former San Angelo Mayor.

New is a life-long resident of West Texas and was born in Brownfield. He has lived mostly in or near San Angelo since 1981.

New spent most of his career with Town & Country Food Stores. He started as a clerk while getting his business administration degree from Angelo State University. New worked his way up to chief executive officer and part owner. He and his partners sold their stake in the convenience store chain about a decade ago. He currently serves as a member of the Texas Tech University Foundation Board and the Goodfellow Air Force Base Advisory Council. New earned his bachelor's degree in business administration in management from Angelo State University. Commissioner New was appointed Feb. 20, 2018, and re-appointed April 8, 2021. His second term will expire February 2027.



**Mr. Alejandro "Alex" G. Meade III**

Commissioner, Texas Transportation Commission, TxDOT

Alejandro "Alex" G. Meade III is a member of the Texas Transportation Commission, which oversees statewide activities of the Texas Department of Transportation. He was appointed commissioner by Governor Greg Abbott on March 21, 2023. Meade, who lives in Mission, was appointed to serve on the commission for a term set to expire Feb. 1, 2025. Meade is a Brownsville native, who previously served as the city manager of Pharr, where he managed a \$200 million budget and almost 700 employees. He also has served as the chief executive officer of the Mission Economic Development Corporation. His career also includes positions as principal of P3 Economics, an economic development consulting firm in Brownsville; the director of Economic Development at the Harlingen Area Chamber of Commerce; and private sector positions in accounting and management. Meade, earned his bachelor's degree in business administration in economics from St. Edward's University. He earned a master's in business administration from the University of Texas at Brownsville, and a master's in public administration from the University of Texas-Pan American. He is certified as an Economic Development Finance Professional (EDFP) and is a Certified Public Manager (CPM). Meade is an alumnus of the Texas Lyceum and is a board member of the Border Trade Alliance, former board of regent for Texas State Technical College System, and a former member of the Texas Economic Development Corporation Board of Directors.



**Mrs. Caroline A. Mays, AICP**

Senior Director, Planning and Modal Programs, TxDOT

Caroline Mays is a senior-level leader with more than 24 years of multimodal transportation planning, programing, policy, project development, and implementation experience at the local, regional, state, and international levels, having held various leadership roles at all four levels.

Ms. Mays joined the Texas Department of Transportation (TxDOT) in late 2012 and has held several positions. Ms. Mays is a member of TxDOT's senior leadership team and currently serves as the Director of Planning and Modal Programs. In this role, she directs and oversees all the transportation planning activities of the agency including Aviation, Maritime, Public Transportation, Rail, and Transportation Planning and Programming Divisions. Ms. Mays is a member of the American Planning Association and the American Institute of Certified Planners. She serves as the Chair of the Association of American State Highway Transportation Official's (AASHTO) Special Committee on Freight and is a member of the Transportation Research Board's (TRB) Planning and Logistics Committee. Ms. Mays also serves on the World Road Association (PIARC) Technical Committee on Freight as a representative of AASHTO and the United States.

Ms. Mays holds a Bachelor's degree in Urban and Regional Planning from the University of Waterloo, Canada and a Master's degree of Science in Planning from the University of Toronto, Canada.



**Ms. Elsa Hinojosa**

Bridge Director for the City of Laredo

Ms. Elsa Hinojosa serves as the Bridge Director for the City of Laredo – Bridge System. A native and lifelong resident of Laredo, she holds a degree in Business Administration from Texas A&M International University. Ms. Hinojosa brings over 18 years of public administration experience with the City of Laredo, having served in various departments where she has consistently demonstrated strong leadership, operational expertise, and a commitment to strategic improvement. Currently, Ms. Hinojosa oversees more than 160 employees across managerial, operational, administrative, and clerical roles. Her leadership has been instrumental in the continued success of the international bridge system, ensuring its efficient operations and aligning it with the city's broader trade and transportation priorities. Her ability to lead teams, address challenges, and drive results has earned her recognition as a key figure in the city's infrastructure and economic development efforts. Deeply passionate about her hometown, Ms. Hinojosa believes that with hard work and dedication, anything is possible. She remains proud and committed to serving her community and strengthening the region through her work.



**Mr. Glafiro Montemayor**

Managing Director at GEMCO

Glafiro Montemayor, is an accomplished business leader and strategist in international trade, logistics, and cross-border commerce. As President and Chief Executive Officer of Grupo GEMCO, he leads a diversified enterprise with operations spanning customs brokerage, logistics, transportation, foreign trade services, and real estate throughout the Americas.

Representing the fourth generation of a family business founded in 1921, Mr. Montemayor continues a legacy established by his great-grandfather, one of the first individuals to receive a Customs Broker license from the Government of Mexico. Under his leadership, Grupo GEMCO has strengthened its position as a leading provider of integrated trade and logistics solutions by leveraging advanced technology, data-driven processes, and operational innovation to enhance efficiency, compliance, and service quality.

Mr. Montemayor is widely recognized for his contributions to cross-border infrastructure development and trade facilitation. He has worked closely with public and private sector stakeholders in both Mexico and the United States to advance modern approaches to customs and border management.

He holds the Presidential Permit for Laredo 4/5 International Bridge, a major infrastructure project designed to enhance trade capacity and strengthen the long-term competitiveness of the Laredo–Nuevo Laredo region within the framework of the United States-Mexico-Canada Agreement (USMCA). The project requires extensive coordination with federal,

state, and local authorities, including the Texas Department of Transportation, the U.S. Department of State, the U.S. Coast Guard, and U.S. Customs and Border Protection, among other agencies. His leadership and contributions to international commerce have been recognized by numerous organizations. In December 2024, he received the Distinguished Service Award from the Association of Laredo Forwarding Agents (ALFA) in recognition of his exceptional support for and contributions to the advancement of international trade in the border region.

In March 2025, Mr. Montemayor was appointed to the Advisory Board of Texas A&M International University, further reinforcing collaboration between higher education and the productive sectors that drive economic development along the U.S.–Mexico border. Through his leadership and his engagement in regional, national, and binational initiatives, Mr. Montemayor continues to advance trade, infrastructure, and economic integration across North America while helping shape the future of cross-border commerce.



**Mr. Lorne Alcock**

Chief of Staff, Green Corridors

Lorne Alcock is Chief of Staff at Green Corridors International, the company advancing Project Pegasi, an elevated intelligent freight corridor between Monterrey, Nuevo León, and Laredo, Texas. He brings that experience from companies he built or managed in television production, logistics, heavy civil construction, land development, and real estate. Construction management and business consulting have given Lorne a basis for operating in many environments.

# Border Trade Advisory Committee



Secretary of State  
**Hon. Robert Howden**  
Presiding Officer



**Teclo J. Garcia**  
Mission Economic  
Development Corporation



**Juan Olaguibel**  
The McAllen–Hidalgo  
International Bridge



**Rafael M. Aldrete**  
Texas A&M  
Transportation Institute



**Ruben Garibay**  
Puerto Verde



**Gerardo Schwebel**  
International Bank  
of Commerce



Mayor  
**Alvaro Arreola**  
City of Del Rio



**Cynthia Garza-Reyes**  
Pharr Economic  
Development Corporation



**Pete Sepulveda, Jr.**  
Cameron County  
Bridge System



**Jon Barela**  
Borderplex Alliance



**Jake Giesbrecht**  
Presidio International  
Port Authority



**Roberto Tinajero**  
El Paso International  
Bridge System



**Luis Alfredo Bazán**  
Pharr International  
Bridge



**Iliana Holguin**  
Guadalupe-Tornillo  
Bridge



Mayor  
**Hon. Víctor Treviño**  
City of Laredo, Laredo MPO



**Eduardo Calvo**  
El Paso MPO



**Susanna L. Gallun**  
Center for Transportation  
Research, UT



Mayor **Aaron Valdez**  
City of Eagle Pass,  
Eagle Pass MPO



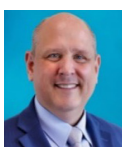
**Adriana Cruz**  
Texas Economic  
Development & Tourism



**Marga Lopez**  
Progreso  
International Bridge



**Sam Vale**  
Starr-Camargo  
Bridge Company



**William Dietrich**  
Port of Brownsville



Commissioner  
**W.C. Chad McIntosh**  
IBWC



**Cameron Walker**  
Permian Basin MPO



**Nicholas English**  
Meridiem Capital



**Stan Meador**  
Texas Pacifico  
Transportation



**Vacant**  
Donna Port of Entry



**John Esparza**  
Texas Trucking  
Association



**Michael Medina**  
Rio Grande Valley  
MPO



**Vacant**  
CPKC Railway



**Raquel Espinoza**  
Union Pacific Railroad



**Daniel Mendoza**  
BNSF Railway



**Vacant**  
Rio Grande Valley  
Partnership