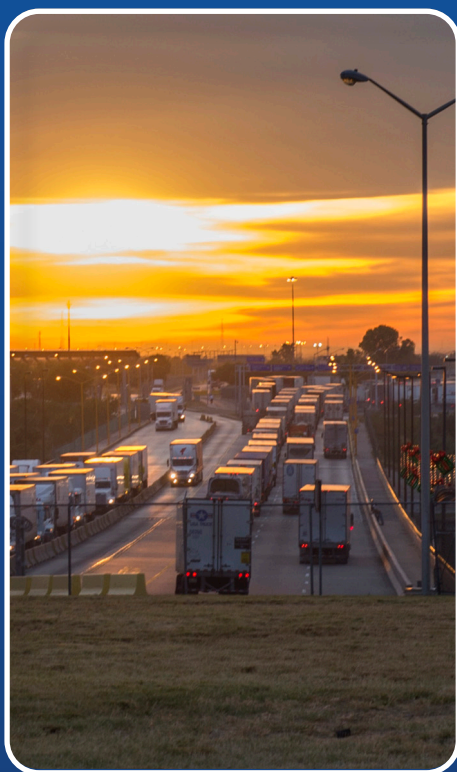


Border Trade Advisory Committee Meeting



TxDOT Greer Building
125 E. 11th Street, Austin, TX, 78701

August 12, 2025 | 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**
Marvina Cephas, International Trade and Border Planning Coordinator, Texas Department of Transportation
Welcome and Introductions
• Roll call



Hon. Jane Nelson
Texas Secretary of State and Chair, Border Trade Advisory Committee



Hon. Kirk Watson
Mayor, City of Austin



Hon. Sarah Eckhardt
Senator, Texas Senate



Hon. Andy Brown,
County Judge, Travis County



Mr. Alvin New
Commissioner, Texas Transportation Commission



Mr. Alejandro "Alex" G. Meade III
Commissioner, Texas Transportation Commission



Mrs. Caroline A. Mays, AICP
Director, Planning and Modal Programs, TxDOT



Hon. Humberto Hernández-Haddad
Mexican General Consulate in Austin, Texas.



Hon. Susan Harper
Consulate General of Canada in Dallas

Border Trade Advisory Committee Members

9:00 – 9:10 a.m. **Adoption of the November 12, 2024, Meeting Minutes**
Hon. Jane Nelson, Texas Secretary of State and Chair, Border Trade Advisory Committee

Committee adopts minutes from last meeting.

9:10 – 9:30 a.m. **TxDOT - 89 (R) Legislative Session Update**
Wesley Starnes, State Legislative Affairs Advisor, TxDOT

Present TxDOT 89 (R) legislative update.

9:30 – 10:20 a.m. **89 (R) Legislative Session BTAC Members Panel**
David Zapata, Texas Association of Business, Moderator
Jerry Maldonado, Texas Trucking Association
Jon Barela, Borderplex Alliance
Gerry Schwebel, IBC Bank
Teclo Garcia, Mission EDC

BTAC members panel to discuss the 89th (R) Texas legislative session.

10:20 – 10:50 a.m. **Texas-Mexico Border Transportation Master Plan Update**
Sergio Vasquez, Border Program Manager, International Trade and Border Planning, TxDOT
Krishna Satti, Consultant
Hugo Hernandez, Consultant

Kick-off the update of the Texas-Mexico Border Transportation Master Plan

Questions, Comments. Discussion

10:50 – 11:10 a.m. **Texas-Mexico Border Region Connectivity Plan**
Marvina Cephas, International Trade and Border Planning Coordination, TxDOT
Will Smithson, Consultant
Adithya Ajith, Consultant
Griffin Rock, Consultant

Present study finding.

Questions, comments. Discussion

11:10 – 11:45 a.m. **Mexico's Border States Presentation on Infrastructure Plans and Investments**
Lic. Ninfa Cantu, Secretary of Economic Development of Tamaulipas
Dr. Marco González, Secretary of Regional Development of Nuevo Leon
Lic. Fernando Alba, Undersecretary of Industry, Mining and Energy of the State of Chihuahua
Lic. Ana Lidia Martinez, Representative of the state of Coahuila

Presentation on infrastructure improvements in the Mexican Border States to facilitate the movement of people and goods between Texas and Mexico.

11:45 – 12:00 p.m. **Open Discussion – Future Meetings and Topics**
Hon. Jane Nelson, 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. **Adjourn**
Hon. Jane Nelson, Texas Secretary of State and Chair, Border Trade Advisory Committee

Speaker Bios



Hon. Jane Nelson

Texas Secretary of State and Chair, Border Trade Advisory Committee

Secretary Nelson is a businesswoman and former teacher who served two terms on the State Board of Education and 30 years as a State Senator representing North Texas.

The first woman in Texas legislative history to chair a standing budget-writing committee, Secretary Nelson was Chair of the Senate Finance Committee for four sessions. She was a member of the Senate State Affairs Committee, which oversees election policy, for eight sessions. She served as chair of the Sunset Advisory Commission, the Nominations Committee, the Select Committee on Cybersecurity and the Senate Health & Human Services Committee. She was also a member of the Legislative Budget Board, the Legislative Audit Committee and the Privacy Protection Advisory Council.

Secretary Nelson and her husband, J. Michael Nelson, owned and operated an aircraft component manufacturing company in Denton County. They have five children and 12 grandchildren.



Hon. Kirk Watson

Mayor, City of Austin

Austin Mayor Kirk Watson has been immersed in public policy in both local and state government in Texas for over three decades. He won his first term as Austin mayor in 1997 and was reelected with 84% of the vote. He earned praise for bringing different political factions together around transformative environmental and economic development initiatives. Watson returned to Austin City Hall in 2023 for a third term as mayor after serving more than 13 years in the Texas Senate, where he led on issues such as public education, healthcare and government transparency.

Watson was honored multiple times in Texas Monthly magazine's analysis of the state's best legislators. In 1998, the magazine described him as "a man with a vision of what the community wants — and the moxie to carry it out."

Since being sworn in last year, Mayor Watson has been focused on stabilizing city government and improving basic city operations. He has been a leader on addressing affordability in Austin, including by increasing housing stock and creating opportunities for more Austinites to participate in Austin's prosperity.

Mayor Watson's current priorities notably affordability, but also transportation, public safety and homelessness.

In July 2023, Watson brought together several community partners to work with representatives of the Texas Department of Housing and Community Affairs and the Governor's Office to address the City's homelessness crisis with a \$64 million partnership to increase shelter capacity in Austin.

Watson, who grew up in North Texas, graduated from Baylor University and Baylor Law School, where he graduated first in his class. He and his wife, Liz, have two adult sons and two delightful granddaughters.



Hon. Sarah Eckhardt

Senator, Texas Senate

Sarah Eckhardt is honored to have been elected the Senator for Travis County in July of 2020. Senator Eckhardt has deep roots in Central Texas and deep commitment to improving opportunity for all Texans. After receiving an LBJ School

Master of Public Affairs and law degree from the University of Texas at Austin in 1998, Eckhardt worked for eight years as an Assistant Travis County Attorney. From 2006-2013 she served as Travis County Commissioner representing 300,000 people. From 2015-2020 she served as the Travis County Judge presiding over the Commissioners Court and representing 1.3 million people.

Senator Eckhardt believes that elective office is a temporary trust bestowed by the people who elect her. She values policy above politics. And she believes that government exists to assure that opportunity is within reach of every Texan. Government should be effective, efficient, fair and minimally intrusive.

Eckhardt's public service experience includes emergency response, health care, workforce and economic development, criminal justice, water policy, transportation, and budget and finance. Some of her previous accomplishments include curtailing the spread of COVID-19 in Central Texas through early and decisive region-wide orders, preserving more than 30,000 acres of green space, building a multi-county collaboration for the preservation of groundwater, maintaining a vibrant construction economy while raising safety standards for workers, establishing a Travis County Public Defender's Office, and instituting jail and arrest diversion programs that support justice and public safety.

Senator Eckhardt learned public service from her mother and father and is inspired to continue serving by her son and daughter. Her mother Nadine Eckhardt and her father Congressman Bob Eckhardt served Texas and especially the most vulnerable Texans in the halls of the State Capitol and the US Capitol. Her children Nadine and Hank inspire her daily to make Texas a better place for generations to come.



Hon. Andy Brown, County Judge, Travis County

Judge Andy Brown oversees Travis County's \$1.4 billion annual budget as the County's chief administrator and Director of Emergency Management. Since taking office, he has prioritized resource allocation to historically

underserved communities, initiating a mass COVID-19 vaccination effort focused on communities of color. During winter storm Uri, he directed vital support to the hardest-hit areas and has emphasized investments in mental and behavioral health care, affordable housing, and increased transparency in County operations. Under his leadership, the Commissioners Court allocated \$110 million for homelessness initiatives, expected to create around 3,000 housing units in the area.

Before his tenure as Judge, Brown contributed to the establishment of the Sobering Center-Austin as an alternative to jail for intoxicated individuals and founded a successful law firm. He has a rich history of public service, having worked as a legislative aide, campaign manager, law clerk, finance director, and Travis County Democratic Party Chair. A lifelong Austin resident, he graduated from The University of Texas School of Law and lives with his wife, two children, a dog, a cat, and four chickens.

Speaker Bios



Mr. Alvin New

Commissioner, Texas Transportation Commission, TxDOT

Alvin New is a member 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 lifelong 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 February 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

Director, Planning and Modal Programs, TxDOT

Caroline Mays is a senior-level leader with more than 24 years of multimodal transportation planning, programming, 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 Officials' (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.



Hon. Humberto Hernández-Haddad

Mexican General Consulate in Austin, Texas.

Humberto Hernandez-Haddad was born in Villahermosa, Tabasco, 19th July, 1951. His law degree from the National Autonomous University of Mexico (UNAM). He received a National Prize "President Juárez" in 1972 for his constitutional thesis "Constitutional Analysis of the Reform Laws promulgated by President Juárez. His influence on Mexican political thought." He was a Fellow 1977-1978 from the Center for International Affairs of Harvard University, Cambridge, Massachusetts. He received his Master in International Public Policies from the School of advanced International Studies (SAIS) Johns Hopkins University, Washington, D.C, 1980-1981. The Government of the United States of America granted him the condecoración Commander's Award for Public Service, for his performance as Consul General of Mexico in the United States of America. He was previously the Consul General in San Antonio, Texas and is now serving as the Consul General of Mexico in Austin, Texas, since June 17th. of 2024.

Speaker Bios



Hon. Susan Harper

Consul General of Canada in Dallas

In November 2022, Susan became Consul General in Dallas, the senior representative of the Government in Canada, responsible for Arkansas, Louisiana, New Mexico, Oklahoma and Texas. Her office, the Consulate General, covers economic, political, and public affairs, and provides consular and commercial services. The Consulate of Canada in Houston, which focuses on commercial issues, also reports to her office. In addition, these offices coordinate with several other key federal government departments, which focus on a range of issues, including energy, environment, security and defense, as well as with Canadian provinces that are active in the territory.

Previously, Harper was Consul General in Miami, Canada's Senior Arctic Official, and Director General in the trade policy area, covering policy, negotiations and regulatory issues. She was at the Embassy of Canada in Washington DC, where she became the Minister (Economic Affairs). From 2001 to 2004, she was Canada's Ambassador in Montevideo, Uruguay. She previously held trade positions in Yaoundé, Paris and Buenos Aires.

Harper has two children, who keep her diplomatic, financial and cross-border travel skills honed.



Mr. David Zapata

Vice President of International Affairs & Executive Director of the Mexico Trade & Investment Policy Council

David Zapata is Vice President of International Affairs and Executive Director of the Mexico Trade & Investment Council for the Texas Association of Business (TAB). His experience managing issues involving foreign trade and investment, in addition to developing excellent working relationships with international stakeholders, helps TAB manage relations with foreign companies and governments.

Previously, Zapata served as Assistant Secretary of State for Mexican & Border Affairs at the Office of the Texas Secretary of State. In this capacity, he served as a liaison for government agencies within the Texas-Mexico border region, facilitating communication and cooperation between federal, state, and local governments on both sides of the border. He worked with binational officials and stakeholders to develop solutions to problems impacting trade, supply chains, and cross-border transportation infrastructure.

Additionally, Zapata helped develop and manage relationships between the Texas Secretary of State and high-level Mexican government officials, including Mexican Federal level cabinet members, state governors and national business groups such as Consejo Coordinador Empresarial (CCE) and Consejo Mexicano de Negocios.

Zapata received a Bachelor of Arts in Political Science and a Master's in Public Administration and Urban Management from St. Mary's University.



Mr. Jerry Maldonado

Executive Committee Member - Texas Trucking Association

Gerardo "Jerry" Maldonado is a seasoned leader in the transportation industry, bringing over 25 years of experience in operations, management, and cross-border logistics. He currently serves as the Director of Laredo & Mexico Operations at Warren Transport Inc., where he oversees international and U.S.-Mexico operations with a strong focus on cross-border trucking and supply chain security. In addition to his role at Warren, Maldonado serves as Chairman of the Board for the Laredo Motor Carriers Association (LMCA), where he champions the interests of the regional transportation sector. He also holds key leadership roles with the Texas Trucking Association (TTA), serving on the Executive Committee and Board of Directors, as Chairman of the Membership/Affinity Committee, and Vice-Chairman of the Driver Shortage Committee. He's commitment to advancing the industry extends to civic engagement as well. He is a member of the City of Laredo's Port of Entry Advisory Committee, where he contributes his expertise on trade, infrastructure, and border policy. Throughout his career, Maldonado has held a range of operational leadership roles—including Terminal Manager, Operations Manager, Dispatch Supervisor, and Driver Manager—giving him a well-rounded and hands-on perspective of the industry. His in-depth knowledge of international logistics and supply chain security has earned him a strong reputation as a trusted voice in the field. A proud native of Laredo, Texas, he is an alumnus of JB Alexander High School. He lives in Laredo with his wife, Angie, and their four children: Vivienne, Julian, Stacy, and Mariela.



Mr. Jon Barela

Chief Executive Officer - BorderPlex Alliance

Jon Barela is the Chief Executive Officer of the Borderplex Alliance, the only privately-funded economic development and policy organization representing two countries and three states. Before being named CEO in 2016, Mr. Barela served as New Mexico's Economic Development Cabinet Secretary. He was unanimously confirmed by the State Senate as Cabinet Secretary in 2012 and then unanimously reconfirmed in 2015. Prior to his service as Cabinet Secretary, Barela ran a successful small business. He also was the Community and Government Affairs Manager for Intel. An attorney by training, Barela worked at New Mexico's largest law firm and specialized in civil litigation. He also served as New Mexico's Assistant Attorney General and Director of the Civil Division. Barela is knowledgeable about the legislative process in the nation's capital, having served on the Professional Staff for the House Appropriations Committee in Washington, DC. He also worked his way through college, serving as New Mexico Congressman Joe Skeen's Legislative Assistant while on Capitol Hill. Barela's commitment to community service has deep roots as he has successfully led and served on dozens of non-profit and public governing Boards of Directors. He served on the Albuquerque Public Schools Board of Education, chaired the New Mexico Border Authority, and co-chaired the state's Workforce Development Board. His numerous recognitions include Intel's highest employee honor, the NAACP "Martin Luther King, Jr. Award," and the El Paso Hispanic Chamber of Commerce "Moving Forward Award," among many others. Barela is a sought-after speaker and commentator on border issues. He has been featured in dozens of broadcast and print outlets, including the CBS Evening News, Dateline NBC, National Public Radio, PBS, the BBC, and The Wall Street Journal.

Speaker Bios



Mr. Gerry Schwebel

Executive Vice President - International Bank of Commerce

As Corporate Head of the International Division of IBC Bank since 1996, Schwebel serves in the senior executive management team of the bank. His position has also

allowed him to become engaged in key leadership roles in numerous local, state, national and international organizations. In addition, Mr. Schwebel was invited to serve as a member of the prestigious Texas Transportation Institute (TTI) Advisory Council at Texas A&M University. In the Institute's 70-year history they address and work on complex transportation challenges and opportunities with innovation, objectivity, and unmatched technical expertise.

Mr. Schwebel is a graduate of Texas A&I University at Laredo (now Texas A&M International University) and has done graduate work at Stonier Graduate School of Banking at University of Delaware, Texas A&M University at College Station, Texas A&M International University at Laredo and the University of Texas at Austin. Mr. Schwebel is also a former Army Field Artillery Officer having served in the Republic of Korea and Germany.



Mr. Teclo J. Garcia

Chief Executive Officer - Mission Economic Development Corporation

Mr. Garcia is an economic development and public affairs professional with more than 20 years of leadership and experience in municipal government communications with

demonstrated success in advocacy, community affairs, public policy, and marketing. Before taking the helm in Mission, Teclo led the City of Laredo's Department of Economic Development, where he worked with the private sector to create hundreds of new jobs and billions in new development during his tenure at North America's busiest land port.

Additionally, Mr. Garcia was the Director of Government Affairs for the City of McAllen and the Editor in Chief of the Brownsville Herald. Teclo is a United States Air Force veteran - serving as a noncommissioned officer overseas during Desert Storm - and is a graduate of Texas State University-San Marcos.

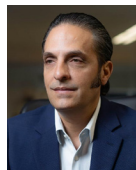


Lic. Ninfa Cantu

Secretary of Economic Development of Tamaulipas

Lic. Ninfa Cantú studied Communication Sciences at the Instituto Tecnológico de Estudios Superiores in Monterrey, Nuevo León. Cantú was the General Director of the newspaper El Mañana de Nuevo Laredo (2017-2019). Cantu

was a member of the Board of Directors and Commercial Director of Editora Argos S.A. de C.V.; Company that publishes the newspapers "El Mañana y La Tarde". She was the founding President and Director of the Commercial Supplements "Fémima" (35 years) and "Río" (12 years). She was the Director of El Mañana INC. in Laredo Texas; Public Relations Director and Business Consulting of that Publishing House. Cantú was president of the Advisory Council of the Municipal Women's Institute and of the Citizen Evaluation Council (2010 to 2013). She was the founder of the digital magazine "84mil" (2012). She was the General Director of OM Strategies (2012-2022) and director of the Municipal Institute for Women of Nuevo Laredo from October 1, 2013 to March 2016.



Dr. Marco González

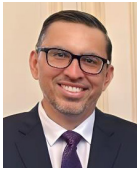
Secretary of Regional Development of Nuevo Leon

Dr. Marco González is an entrepreneur in the restaurant industry. Married and father of 6 children. Highly studied, graduated with a Bachelor's Degree in International Trade at the Tecnológico de Monterrey with Honors. He

obtained a certificate in Specialized Studies in Administration and Management from Harvard University and has two master Degrees; Master in Social Policy and Planning of Developing Countries and Master in Public Administration and Public Policy, both from the London School of Economics and Political Science. Completed a Doctorate in Regional Development from Oxford University.

Dr. González has impressive international experience serving as a consultant for the World Bank Regional Office in Washington D.C. and consultant for the Regional Office of the Food and Agriculture Organization of the United Nations for Latin America and the Caribbean in Santiago, Chile. He has outstanding experience in different federal and state positions. Including having previously been Agriculture Development Secretary for the Government of the State of Nuevo Leon. Dr. González has extensive legislative experience being a Federal Representative in the 9th District and President for The Center for Legislative Studies for Rural Development and Agriculture Sovereignty. Also served as the House Speaker for the State of Nuevo Leon Congress. Coordinator for PRI's Legislative Group and Local Deputy for the 23rd District of the State of N.L. and Local Representative for the 26th District of the State of N.L. Currently, he was appointed by Governor of the State of Nuevo Leon, Samuel García, as Secretary of Regional and Agriculture Development for the Government of the State of Nuevo León and Honorary General Director of the Colombia-Laredo Port.

Speaker Bios



Lic. Fernando Alba

Undersecretary of Industry, Mining and Energy of the State of Chihuahua

Fernando Alba is the Undersecretary of Mining, Industry and Energy for the Secretary of Innovation and Economic Development of the State of Chihuahua, Mexico. He

previously worked as a consultant, executive and partner of companies in the private sector. He worked in aerospace, electronics, and automotive industries as well as in Real Estate in Mexico and the U.S. He completed his master's degree in finance at the University of Chile with studies in management, finance, and information systems at the Monterrey Institute of Technology and Higher Studies (ITESM), the Autonomous Technological Institute of Mexico (ITAM), and Georgetown University in Washington, D.C. He is curious and creative with passion for emerging technologies and innovation, finance, and economics. He is committed to making new, groundbreaking ideas come to life. He is strategic thinker with an entrepreneurial spirit.



Lic. Ana Lidia Martinez

Representative of the State of Coahuila

Ana Lidia Martínez Salinas holds a Bachelor's Degree in Law and a Master's in Constitutional Law, along with specialized diplomas in oral trials, customs defense, civil protection, and financial planning. She has completed numerous

professional development programs with institutions such as the North American Development Bank and has participated in workshops led by legal and leadership experts including Dr. Miguel Carbonell and Dulce María Bosque, Esq.

With over two decades of public service experience, Ana Lidia currently serves as Director of Strategic Projects in Northern Coahuila. She has held leadership roles including Deputy Commissioner for Bilateral Relations with Texas, Undersecretary of Economy for Coahuila, and Technical Secretary for the Municipality of Piedras Negras. Her career spans legal practice, customs operations, and municipal administration, reflecting a deep commitment to public service and cross-border collaboration.

Border Trade Advisory Committee



Secretary of State
Hon. Jane Nelson
Presiding Officer



Rafael M. Aldrete
Texas A&M Transportation
Institute



Mayor
Hon. Alvaro "Al" Arreola
City of Del Rio



Jon Barela
Borderplex Alliance



Luis Alfredo Bazán
Pharr International Bridge



Eduardo Calvo
El Paso MPO



William Dietrich
Port of Brownsville



Nicholas English
Meridien Capital



John Esparza
Texas Trucking Association



Raquel Espinosa
Union Pacific Railroad



Dante Galeazzi
Texas International
Produce Association



Teclo J. Garcia
Mission Economic
Development Corporation



Ruben Garibay
Puerto Verde



Cynthia Garza-Reyes
Pharr Economic
Development Corporation



Jake Giesbrecht
Presidio International
Port Authority



Maria-Elena Giner
International Boundary
and Water Commission



Iliana Holguin
Guadalupe-Tornillo Bridge



Lisa Loftus-Otway
Center for Transportation
Research, University of
Texas at Austin



Marga Lopez
Progreso
International Bridge



Stan Meador
Texas Pacifico
Transportation



Daniel Mendoza
BNSF Railway



Jason Modglin
Texas Alliance of Energy
Producers



Kyle Morgan
CPKC Railway



Juan Olaguibel
McAllen-Hidalgo-Anzalduas
International Bridge



Gerardo "Gerry" Schwebel
International Bank
of Commerce



Pete Sepulveda, Jr.
Cameron County
Bridge System



Roberto Tinajero
El Paso International
Bridge System



Mayor
Hon. Victor Treviño
City of Laredo



Sam Vale
Starr-Camargo Bridge
Company



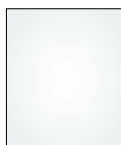
Cameron Walker
Permian Basin MPO



Carlos Yerena
Donna Port of Entry



Vacant
City of Eagle Pass



Vacant
Rio Grande Valley MPO



Vacant
Rio Grande Valley
Partnership