

**TAKE NOTICE THAT A REGULAR MEETING OF THE  
PHARR INTERNATIONAL TOLL BRIDGE BOARD  
WILL BE HELD AT THE  
CITY COMMISSIONERS' ROOM  
118 S. CAGE, 2<sup>ND</sup> FLOOR, PHARR, TX  
ON WEDNESDAY, OCTOBER 21, 2020 AT 12:00 PM**

At any time during the course of this meeting the Toll Bridge Board may retire to Executive Session under Texas Government Code § 551 to confer on any subject matter in accordance with the Texas Open Meetings Act.

Should any final action, decision, or vote be required in the opinion of the Board with regard to any item discussed during the closed meeting, then such final action, decision, or vote shall be made during the open meeting covered by this notice upon the reconvening of the public meeting pursuant to Section 551.101 government Code V.T.C.S.

**1. CALL TO ORDER:**

- A) Roll call and possible action on the excusing of any absent member.
- B) Pledge of Allegiance/Invocation. (BRIDGE)

**2 DIRECTOR'S ADMINISTRATIVE REPORT:** *(Director's Administrative Reports and discussion, if any, with Bridge Board. The Director may also assign a designated spokesperson for any particular listed topic)*

- A) Crossings and Revenues Report for September 2020.
- B) Finance Report for September 2020.
- C) Engineer's Report.
- D) Director's Report.

**3. ADMINISTRATIVE:**

- A) Approval of Minutes for September 16, 2020.
- B) Discussion and action, if any, on renewal of Transportation Intermediaries Association Membership for \$660.
- C) Discussion and action, if any, on the 33rd Annual RGV Partnership Foundation Tournament Bronze Level Sponsorship for \$1,500.
- D) Discussion and action, if any, on Advertising with The Packer. (TABLED)
- E) Discussion and action, if any, on INDEX Reynosa / Fundación RAMMAC Charity Golf Fundraiser Sponsorship.

AGENDA BRIDGE BOARD MEETING  
October 21, 2020

F) Discussion and action, if any, on Advertising with Expansion Solutions.

G) Discussion and action, if any, on Border Waiting Times, Traffic Demand and Revenue Assessment Proposal.

**4 CLOSED SESSION:** *In accordance with Chapter 551 of the Texas Gov't. Code, the International Toll Bridge Board hereby gives notice that it may meet in Executive session to discuss and deliberate any items listed on the public portion of the meeting agenda including items in accordance with the following:*

Pursuant to Section 551.071, the Board may convene in a closed, non-public meeting with its attorney and discuss any matters related to **legal advice on pending or contemplated litigation, settlement offer, and/or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

Pursuant to Section 551.072, the Board may convene in a closed, non-public meeting to discuss any matters related to **real property and deliberate the purchase, exchange, lease, or value of real property as such would be detrimental to negotiations between the City and a third party in an open meeting.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

Pursuant to Section 551.074, the Board may convene in a closed, non-public meeting to discuss any matters related to **appointment, employment, evaluation, reassignment, duties and discipline or dismissal of a public officer or employee and to hear any complaints or charges against an officer or employee.** The City and its attorney may also discuss such issues with the appropriate staff including members so as to obtain necessary and relevant information so that such discussion is informative and developed.

Pursuant to Section 551.076, the Board may convene in a closed, non-public meeting to discuss any matters on the **deployment, or specific occasions for implementation, of security personnel or devices.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

Pursuant to Section 551.084, the Board may convene in a closed, non-public meeting to discuss any matters involving an **investigation and may exclude a witness from hearing during the examination of another witness in the investigation.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

Pursuant to Section 551.087, the Board may convene in a closed, non-public meeting to discuss any matters regarding **economic development issues.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

**5 RECONVENE:** *into regular session and consider action, if any, on item(s) discussed in executive session.*

**6. ADJOURNMENT:**

**NOTICE OF ASSISTANCE AT THE PUBLIC MEETING**

City Hall is a wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the Pharr Bridge Office at (956)402-4660 ext. 6106/6101 or FAX (956)223-2013 or E-Mail [vanessa.guzman@pharr-tx.gov](mailto:vanessa.guzman@pharr-tx.gov) or [cleo.salinas@pharr-tx.gov](mailto:cleo.salinas@pharr-tx.gov) for further information. Braille is not available.

I, the undersigned authority, do certify that the above agenda of said meeting of the Pharr International Bridge Board is a true and correct copy and that said notice was posted on the bulletin board of City Hall and on the City's webpage at [www.pharr-tx.gov](http://www.pharr-tx.gov). The Notice was posted at a place convenient and readily accessible to the general public at all times; that said Notice was posted on the 16th day of October 2020 at 3:00 p.m. and will remain posted continuously for 72 hours preceding the scheduled time of said meeting in compliance with Chapter 551 of the Texas Government Code (Open Meetings Act).

**WITNESS MY HAND AND SEAL, this 16th day of October 2020 at 3:00 p.m.**



  
\_\_\_\_\_  
HILDA PEDRAZA, TRMC, CMC  
CITY CLERK



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 2.A.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Crossings and Revenues Report for September 2020.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



**CROSSINGS AND REVENUES  
FOR THE MONTH OF SEPTEMBER  
FISCAL YEAR 2019 – 2020**

**a) BRIDGE CROSSINGS**

Crossings for the Pharr International Bridge totaled **105,199** vehicles for the month of September F.Y. 2019-2020, which showed an increase of **9,648** vehicles or **10.10%** over the same month in F.Y. 2018-2019.

**b) CAR CROSSINGS**

Car crossings for the Pharr International Bridge totaled **44,278** cars for the month of September F.Y. 2019 – 2020, showing a increase of **721** cars or **1.66%** over the same month in F.Y. 2018 – 2019.

**c) SOUTHBOUND TRUCK CROSSINGS**

Truck crossings totaled **60,921** trucks for the month of September F.Y. 2019-2020, showing an increase of **8,927** trucks or **17.17%** over the same month in F.Y. 2018 - 2019.

**d) TOTAL REVENUES**

Revenues for the Pharr International Bridge totaled **\$1,438,238** dollars for the month of September F.Y. 2019 – 2020

|    |           |                 |
|----|-----------|-----------------|
| \$ | 176,836   | Autos & other   |
| \$ | 1,260,831 | Trucks          |
| \$ | 571       | Profit on pesos |
| \$ | 1,438,238 | TOTAL           |

Revenues showed an increase of **\$241,019** or **20.13%** over the same month in F.Y. 2018 – 2019

**e) NORTHBOUND TRUCKS**

Northbound trucks at the Pharr International Bridge totaled **59,902** trucks for the month of September F.Y. 2019-2020, showing an increase of **6,514** trucks or **12.20%** over the same month in F.Y. 2018-2019.

**SOUTHBOUND TRUCK CROSSINGS SHOWED AN INCREASE OF 1,019 TRUCKS FOR THE MONTH OF SEPTEMBER, COMPARED TO NORTHBOUND TRUCK CROSSINGS.**

**PHARR INTERNATIONAL BRIDGE  
TOTAL CROSSINGS COMPARISON BY FISCAL YEAR (CARS & TRUCKS)**

|              | F.Y. 2018–2019 | F.Y. 2019-2020 | GAIN<br>LOSS |
|--------------|----------------|----------------|--------------|
| OCTOBER      | 117,523        | 100,995        | (-16,528)    |
| NOVEMBER     | 114,764        | 98,066         | (-16,698)    |
| DECEMBER     | 114,630        | 94,623         | (-20,007)    |
| JANUARY      | 120,643        | 99,930         | (-20,713)    |
| FEBRUARY     | 111,276        | 94,774         | (-16,502)    |
| MARCH        | 122,904        | 91,218         | (-31,686)    |
| APRIL        | 98,377         | 63,947         | (-34,430)    |
| MAY          | 104,534        | 76,957         | (-27,577)    |
| JUNE         | 104,468        | 86,739         | (-17,729)    |
| JULY         | 97,056         | 88,516         | (-8,540)     |
| AUGUST       | 98,491         | 98,902         | 411          |
| SEPTEMBER    | 95,551         | 105,199        | 9,648        |
| TOTAL CROSS. | 1,300,217      | 1,099,866      | (-200,351)   |

a) VEHICLE CROSSINGS SHOWED AN INCREASE OF 9,648 VEHICLES OR 10.10% OVER THE SAME MONTH IN F.Y. 2018-2019.

b) VEHICLE CROSSING SHOWED A DECREASED OF (-200,351) VEHICLES OR (-15.41%) OVER THE SAME TWELVE (12) MONTHS IN F.Y.2018- 2019

**PHARR INTERNATIONAL BRIDGE  
CAR CROSSING COMPARISON BY FISCAL YEAR**

|                         | <b>F.Y. 2018-2019</b> | <b>F.Y. 2019-2020</b> | <b>GAIN<br/>LOSS</b> |
|-------------------------|-----------------------|-----------------------|----------------------|
| <b>OCTOBER</b>          | 65,395                | 46,694                | (-18,701)            |
| <b>NOVEMBER</b>         | 64,409                | 47,401                | (-17,008)            |
| <b>DECEMBER</b>         | 69,288                | 48,405                | (-20,883)            |
| <b>JANUARY</b>          | 65,059                | 44,720                | (-20,339)            |
| <b>FEBRUARY</b>         | 60,102                | 41,743                | (-18,359)            |
| <b>MARCH</b>            | 67,154                | 33,670                | (-33,484)            |
| <b>APRIL</b>            | 47,494                | 19,791                | (-27,703)            |
| <b>MAY</b>              | 51,722                | 27,778                | (-23,944)            |
| <b>JUNE</b>             | 54,855                | 30,291                | (-24,564)            |
| <b>JULY</b>             | 43,198                | 32,289                | (-10,909)            |
| <b>AUGUST</b>           | 44,829                | 39,410                | (-5,419)             |
| <b>SEPTEMBER</b>        | 43,557                | 44,278                | 721                  |
| <b>TOTAL CAR CROSS.</b> | <b>677,062</b>        | <b>455,924</b>        | <b>(-221,138)</b>    |

**a) CAR CROSSINGS SHOWED AN INCREASE OF 721 CARS  
OR 1.66% OVER THE SAME MONTH IN F.Y. 2018-2019.**

**b) CAR CROSSING SHOWED A DECREASED OF (-220,592) CARS  
OR (-32.58%) OVER THE TWELVE (12) MONTH IN F.Y.2018 – 2019**

**PHARR INTERNATIONAL BRIDGE  
TRUCK CROSSING COMPARISON BY FISCAL YEAR**

|                             | <b>F.Y. 2018-2019</b> | <b>F.Y. 2019-2020</b> | <b>GAIN<br/>LOSS</b> |
|-----------------------------|-----------------------|-----------------------|----------------------|
| <b>OCTOBER</b>              | 52,128                | 54,301                | 2,173                |
| <b>NOVEMBER</b>             | 50,355                | 50,665                | 310                  |
| <b>DECEMBER</b>             | 45,342                | 46,218                | 876                  |
| <b>JANUARY</b>              | 55,584                | 55,210                | (374)                |
| <b>FEBRUARY</b>             | 51,174                | 53,031                | 1,857                |
| <b>MARCH</b>                | 55,750                | 57,548                | 1,798                |
| <b>APRIL</b>                | 50,883                | 44,156                | (-6,727)             |
| <b>MAY</b>                  | 52,812                | 49,179                | (-3,633)             |
| <b>JUNE</b>                 | 49,613                | 56,448                | 6,835                |
| <b>JULY</b>                 | 53,858                | 56,227                | 2,369                |
| <b>AUGUST</b>               | 53,662                | 59,492                | 5,830                |
| <b>SEPTEMBER</b>            | 51,994                | 60,921                | 8,927                |
| <b>TOTAL TRUCK CROSSING</b> | <b>623,155</b>        | <b>643,396</b>        | <b>20,241</b>        |

- a) **TRUCK CROSSINGS SHOWED AN INCREASE OF 8,927 TRUCKS OR 17.17% OVER THE SAME MONTH IN F.Y. 2018-2019**
- b) **TRUCK CROSSING SHOWED AN INCREASE OF 20,241 TRUCKS OR 3.25% OVER THE TWELVE (12) MONTH IN F.Y. 2018-2019**

**PHARR INTERNATIONAL BRIDGE  
NORTHBOUND TRUCK CROSSINGS (FULL, EMPTY & AG.)**

|                         | F.Y.<br>2018-2019 | F.Y.<br>2019-2020 | GAIN<br>LOSS | FULL<br>TRUCKS | EMPTY          | AG<br>TRUCKS   | NARP<br>NO INSP. |
|-------------------------|-------------------|-------------------|--------------|----------------|----------------|----------------|------------------|
| OCTOBER                 | 56,847            | 58,887            | 2,040        | 40,128         | 18,759         | 14,905         | 7,746            |
| NOVEMBER                | 54,278            | 53,066            | (-1,212)     | 36,918         | 16,148         | 14,584         | 7,462            |
| DECEMBER                | 48,159            | 48,976            | 817          | 34,192         | 14,784         | 14,627         | 7,973            |
| JANUARY                 | 58,516            | 58,580            | 64           | 41,933         | 16,647         | 18,967         | 10,141           |
| FEBRUARY                | 53,895            | 54,534            | 639          | 38,529         | 16,275         | 15,969         | 8,679            |
| MARCH                   | 58,228            | 58,168            | (60)         | 41,359         | 16,809         | 17,378         | 9,119            |
| APRIL                   | 49,762            | 44,149            | (-5,613)     | 30,259         | 13,890         | 13,674         | 6,795            |
| MAY                     | 54,588            | 49,451            | (-5,137)     | 34,917         | 14,534         | 17,087         | 8,212            |
| JUNE                    | 51,641            | 56,535            | 4,894        | 38,738         | 17,797         | 17,146         | 8,673            |
| JULY                    | 55,450            | 55,550            | 100          | 37,859         | 17,691         | 15,803         | 7,989            |
| AUGUST                  | 55,226            | 59,687            | 4,461        | 39,753         | 19,934         | 15,492         | 7,606            |
| SEPTEMBER               | 53,388            | 59,902            | 6,514        | 39,603         | 20,299         | 14,542         | 7,507            |
| <b>TOTAL NORTHBOUND</b> | <b>649,978</b>    | <b>657,485</b>    | <b>7,507</b> | <b>454,188</b> | <b>203,567</b> | <b>190,174</b> | <b>97,902</b>    |

Northbound trucks at the Pharr International Bridge totaled **59,902** trucks for the month of September F.Y. 2019-2020, showing an increase of **6,514** trucks or **12.20%** over the same month in F.Y. 2018-2019.

**TRUCK CROSSING SHOWED AN INCREASE OF 7,507 TRUCKS OR 1.15% OVER THE SAME TWELVE (12) MONTH IN F.Y. 2018-2019.**

**Agriculture trucks at the Pharr International Bridge totaled **14,542** crossings for the month of September representing a **26%** of the imports from Mexico.**

**Agriculture trucks at the Pharr International Bridge Import Lot showed an increase of **891** or **7%** over the same month in F.Y. 2018-2019.**



**PHARR INTERNATIONAL BRIDGE  
REVENUE COMPARISON BY FISCAL YEAR**

|                   | <b>F.Y. 2018-2019</b> | <b>F.Y. 2019-2020</b> | <b>GAIN<br/>(LOSS)</b> |
|-------------------|-----------------------|-----------------------|------------------------|
| <b>OCTOBER</b>    | \$ 1,218,069          | \$ 1,274,663          | \$ 56,593              |
| <b>NOVEMBER</b>   | \$ 1,229,321          | \$ 1,246,201          | \$ 16,880              |
| <b>DECEMBER</b>   | \$ 1,153,646          | \$ 1,159,871          | \$ 6,225               |
| <b>JANUARY</b>    | \$ 1,257,893          | \$ 1,312,020          | \$ 54,127              |
| <b>FEBRUARY</b>   | \$ 1,213,717          | \$ 1,171,034          | (\$ 42,683)            |
| <b>MARCH</b>      | \$ 1,337,921          | \$ 1,271,490          | (\$ 66,431)            |
| <b>APRIL</b>      | \$ 1,190,428          | \$ 1,008,023          | (\$ 182,405)           |
| <b>MAY</b>        | \$ 1,214,867          | \$ 1,040,423          | (\$174,443)            |
| <b>JUNE</b>       | \$ 1,179,999          | \$ 1,213,715          | \$ 33,716              |
| <b>JULY</b>       | \$ 1,195,730          | \$ 1,283,561          | \$ 87,831              |
| <b>AUGUST</b>     | \$ 1,237,433          | \$ 1,317,085          | \$ 79,652              |
| <b>SEPTEMBER</b>  | \$ 1,197,219          | \$ 1,438,238          | \$ 241,019             |
| <b>TOTAL REV.</b> | \$ 14,626,244         | \$ 14,736,325         | \$ 110,081             |

a) **REVENUES SHOWED AN INCREASE OF \$241,019 OR 20.14%  
OVER THE SAME MONTH IN F.Y. 2018-2019.**

b) **REVENUES SHOWED AN INCREASE OF \$110,081 OR 0.75%  
OVER THE SAME TWELVE (12) MONTHS IN F.Y. 2018 – 2019.**



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 2.B.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Finance Report for September 2020.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020

CITY OF PHARR  
GENERAL LEDGER STATUS REPORT  
NON AUDITED BUDGET VS. ACTUAL  
FOR PERIOD ENDING SEPTEMBER 30, 2020

BRIDGE FUND 70

|                                      | FY 19/20        |                     |                     |                   |                     | FY 18/19 --Variance-- |                       |                    |         |
|--------------------------------------|-----------------|---------------------|---------------------|-------------------|---------------------|-----------------------|-----------------------|--------------------|---------|
|                                      | ORIGINAL BUDGET | AMENDED BUDGET      | Y-T-D ACTUAL        | PERCENT OF BUDGET | BALANCE             | Y-T-D ACTUAL          | Prior FY Y-T-D Actual | Amount             | Percent |
| REVENUES                             |                 |                     |                     |                   |                     |                       |                       |                    |         |
| BRIDGE TOLL REVENUES                 | \$ 14,853,900   | \$ 14,853,900       | \$ 14,111,896       | 95%               | \$ (742,004)        | \$ 14,111,896         | \$ 14,046,848         | \$ 65,048          | 0%      |
| BRIDGE REVENUE FUND INTEREST EARNED  | 102,300         | 102,300             | 48,634              | 48%               | (53,666)            | 48,634                | 106,155               | (57,521)           | -54%    |
| PESO EXCHANGE RATE INCOME            | 38,600          | 38,600              | 16,718              | 43%               | (21,882)            | 16,718                | 37,328                | (20,610)           | -55%    |
| RENTAL INCOME                        | 210,600         | 210,600             | 210,750             | 100%              | 150                 | 210,750               | 217,600               | (6,850)            | -3%     |
| TRANSFER IN-GF                       | -               | 25,000              | -                   | 0%                | (25,000)            | -                     | 18,700                | (18,700)           | -100%   |
| FINANCING DEBT FUNDS                 | 1,750,000       | 1,750,000           | 1,750,000           | 100%              | -                   | 1,750,000             | 200,000               | 1,550,000          | 775%    |
| TOTAL REVENUES                       | 16,955,400      | 16,980,400          | 16,137,997          | 95%               | (842,403)           | 16,137,997            | 14,626,631            | 1,511,367          | 10%     |
| EXPENDITURES                         |                 |                     |                     |                   |                     |                       |                       |                    |         |
| PERSONNEL                            | 1,351,900       | 1,419,800           | 1,266,652           | 89%               | 153,148             | 1,266,652             | 1,233,255             | (33,397)           | -3%     |
| SUPPLIES & MATERIALS                 | 276,000         | 276,000             | 145,197             | 53%               | 130,803             | 145,197               | 129,524               | (15,674)           | -12%    |
| BUILDING & EQUIPMENT                 | 2,136,400       | 2,136,400           | 459,320             | 21%               | 1,677,080           | 459,320               | 815,624               | 356,304            | 44%     |
| REPAIRS & MAINTENANCE                | 70,700          | 70,700              | 9,203               | 13%               | 61,497              | 9,203                 | 9,953                 | 750                | 8%      |
| EQUIPMENT RENTALS                    | 3,100           | 3,100               | 4,947               | 160%              | (1,847)             | 4,947                 | 3,624                 | (1,323)            | -37%    |
| UTILITIES                            | 75,600          | 75,600              | 70,873              | 94%               | 4,727               | 70,873                | 67,799                | (3,075)            | -5%     |
| VEHICLE USAGE                        | 22,500          | 22,500              | 9,661               | 43%               | 12,839              | 9,661                 | 23,312                | 13,652             | 59%     |
| INSURANCE                            | 45,000          | 45,000              | 31,796              | 71%               | 13,204              | 31,796                | 41,260                | 9,464              | 23%     |
| DEBT SERVICE                         | 1,519,600       | 1,519,600           | 1,672,494           | 110%              | (152,894)           | 1,672,494             | 1,290,387             | (382,108)          | -30%    |
| CONTRACTUAL SERVICES                 | 297,800         | 297,800             | 319,665             | 107%              | (21,865)            | 319,665               | 220,574               | (99,091)           | -45%    |
| OTHER CONTRACTUAL & SPECIAL SERVICES | 879,700         | 879,700             | 1,604,361           | 182%              | (724,661)           | 1,604,361             | 685,275               | (919,085)          | -134%   |
| TRANSFERS OUT                        | 10,277,100      | 10,478,100          | 9,277,100           | 89%               | 1,201,000           | 9,277,100             | 8,778,800             | (498,300)          | -6%     |
| TOTAL EXPENDITURES                   | 16,955,400      | 17,224,300          | 14,871,269          | 86%               | 2,353,031           | 14,871,269            | 13,299,387            | (1,571,883)        | -12%    |
| REVENUE OVER/(UNDER) EXPENDITURES    | <u>\$ -</u>     | <u>\$ (243,900)</u> | <u>\$ 1,266,728</u> |                   | <u>\$ 1,510,628</u> | <u>\$ 1,266,728</u>   | <u>\$ 1,327,244</u>   | <u>\$ (60,516)</u> |         |



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 2.C.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Engineer's Report.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:** No back-up information needed for this item.

Thank you.

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



## **AGENDA MEMORANDUM**



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 2.D.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Director's Report.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:** No back-up information needed for this item.

Thank you.

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.A.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Approval of Minutes for September 16, 2020.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020

**REGULAR MEETING  
TOLL BRIDGE BOARD  
HELD ON SEPTEMBER 16, 2020, AT 12:00 P.M.  
CITY HALL, 118 S. CAGE BLVD., 2<sup>ND</sup> FLOOR, PHARR, TEXAS**

On the 16th day of September 2020, the Toll Bridge Board met in a regular Bridge Board Meeting. Following is the record of attendance.

**MEMBERS PRESENT:** Edgar Delgadillo, Chairman  
Tony Martinez, Vice-Chairman  
Adalberto Campero, Secretary  
Luis Flores, Member  
Larry Hernandez, Member

**MEMBER ABSENT:** None

**EX-OFFICIO MEMBERS  
PRESENT:** None

**EX-OFFICIO MEMBERS  
ABSENT:** Mayor Ambrosio Hernandez  
Mayor Pro-Tem Bobby Carrillo

**STAFF PRESENT:** Luis Bazan, Bridge Director  
Fred Brouwen, Director of Operations  
Vanessa Guzman, Administrative Assistant  
Cleo Salinas, Administrative Assistant  
Freddy Flores, Trade Liaison

**OTHERS PRESENT:** Anali Alaniz, Assistant City Manager  
Patricia Rigney, City Attorney  
Omar Anzaldua, Engineering Department  
Karla Saavedra, Finance Director  
David Moreno, CBP  
Ezequiel Ordonez, Mexico Liaison  
Eddie Gutierrez, Financial Consultant  
Hollis Rutledge, Governmental Affairs

There being a quorum established Chairman Edgar Delgadillo called the meeting to order.

**A. CALL TO ORDER:**

**ITEM 1      ROLL CALL-EXCUSE ABSENT MEMBERS**



Chairman Delgadillo called the meeting to order. All members were present during roll call.

## **ITEM 2 PLEDGE OF ALLEGIANCE/INVOCATIONS**

Luis Bazan, Bridge Director, led in the Pledge of Allegiance and said the prayer.

**B. DIRECTOR'S ADMINISTRATIVE REPORT:** *(Director's Administrative Reports and discussion, if any, with Bridge Board. The Director may also assign a designated spokesperson for any particular listed topic)*

## **ITEM 3 CROSSING AND REVENUES COMPARISON FOR AUGUST 2020**

Chairman Edgar Delgadillo introduced the item.

Fred Brouwen, Director of Operations, went over the total crossing and revenues report for the month of August 2020. He reported total crossings were 98,902, which was an increase of 411 vehicles or 0.42% compared to last year. Mr. Brouwen stated that total crossing for cars were 39,410, which was a decrease of (-5,419) cars or -12.09% and showed a car crossing compassion from other bridges across the board. Mr. Brouwen further reported the total truck crossings were 59,492, which was an increase of 5,830 trucks or 10.86% increase. Mr. Brouwen then showed a truck crossing compassion from other bridges across the board. Mr. Brouwen further reported northbound crossings were 59,687, which was an increase of 4,461 trucks or 8.08% increase. Mr. Brouwen further stated for the Agriculture for the month of August they had 15,492 trucks, which represents a 26% of all imports from Mexico to the U.S. Lastly, Mr. Brouwen stated total revenue collected for the month of August was \$1,317,085, which shows an increase of \$79,652 or 6.44% in revenues.

Discussion ensued on the crossings.

## **ITEM 4 EXPENDITURES REPORT FOR AUGUST 2020**

Chairman Edgar Delgadillo introduced the item.

Luis Bazan, Bridge Director, stated Karla Saavedra, Finance Director, was logged on to the meeting and questions could be entertained at this time.

After a brief discussion, Chairman Edgar Delgadillo moved to the next item.

## **ITEM 5 PROJECT ENGINEER REPORT**

Chairman Edgar Delgadillo introduced the item.

Luis Bazan, Bridge Director, stated Omar Anzaldúa, City Engineer, was present and questions on projects could be entertained at this time.

Luis Bazan, Bridge Director, reported on the DAP15 projects. He stated they broke ground last week and it was a well-attended event and they are hoping to complete those two projects by March 2022.

Luis Bazan, Bridge Director, reported on the DAP16 projects. He stated that the official federal press release went out for DAP16 and they will not be going out for bids until October 2021, in order to have the projects staggered.

Luis Bazan, Bridge Director, reported on the expansion of the bridge. He stated they are doing very well, and they are in the process of submitting the application for the Presidential Permit amendment. He added if everything goes according to plan about February or March of next year, they should be receiving the Presidential Permit.

Luis Bazan, Bridge Director, reported on the office expansion. He stated they will be going into phase II of the project, but they do not have more of an update yet but as soon as they do, he will let them know.

After a brief discussion, Omar Anzaldúa, City Engineer, reported on the FY15 project. He stated the contract is a 365 working day project, so that puts them sometime in March 2022 for completion.

After a brief discussion, Chairman Edgar Delgadillo moved to the next item.

## **ITEM 6      DIRECTORS ADMINISTRATIVE REPORT**

Chairman Edgar Delgadillo introduced the item.

Luis Bazan, Bridge Director, reported that they are still doing BridgeConnect LIVE session on a weekly basis and may change it to every two weeks, to be able to bring more information to the trade community.

After a brief discussion, Chairman Edgar Degadillo moved to the next item.

## **C. ADMINISTRATIVE:**

## **ITEM 7      CONSIDERATION AND ACTION ON APPROVAL OF MINUTES- AUGUST 19, 2020.**

Chairman Edgar Delgadillo introduced the items.

Vice-Chairman Martinez moved to approve the minutes as presented. Member Hernandez seconded the motion and when put to a vote, it carried unanimously.

## **ITEM 8      DISCUSSION AND ACTION, IF ANY, ON ADVERTISING IN THE 2020-**

**2021 TEXAS INTERNATIONAL PRODUCE ASSOCIATION'S ANNUAL  
MEMBERSHIP DIRECTORY FOR \$800.**

Chairman Edgar Delgadillo introduced the items.

Vice-Chairman Martinez **moved** to approve. Member Hernandez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 9      DISCUSSION AND ACTION, IF ANY, ON RENEWAL OF TEXAS  
INTERNATIONAL PRODUCE ASSOCIATION (TIPA) ANNUAL  
MEMBERSHIP DUES FOR \$2,000.**

Chairman Edgar Delgadillo introduced the items.

Member Flores **moved** to approve. Vice-Chairman Martinez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 10     DISCUSSION AND ACTION, IF ANY, ON RENEWAL OF NASCO  
ANNUAL MEMBERSHIP DUES FOR \$5,000.**

Chairman Edgar Delgadillo introduced the items.

Vice-Chairman Martinez **moved** to approve. Member Flores seconded the motion and when put to a vote, it carried unanimously.

**ITEM 11     DISCUSSION AND ACTION, IF ANY, ON ADVERTISING WITH THE  
PRODUCE NEWS FOR A TOTAL OF \$19,100 FOR 12 MONTHS.  
(TABLED)**

Chairman Edgar Delgadillo introduced the items.

Vice-Chairman Martinez **moved** to untable the item. Member Hernandez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 12     DISCUSSION AND ACTION, IF ANY, ON UPDATED ADVERTISING  
PROPOSALS FROM THE PRODUCE NEWS.**

Chairman Edgar Delgadillo introduced the items.

Luis Bazan, Bridge Director, reported on The Produce News. He stated last time they tabled the item so that they could go back and renegotiate a better deal. He reported the original proposal had a price of \$19,100 and they went back and got a revised proposal in which the grand total stayed the same, but they added email advertising and 2 print ads for free. He stated without an agreement they pay \$2,415 per ad and they do a couple of ads with them for big events. He also stated this year

they spent about \$5,000 in advertising with The Produce News. He added that if they go with proposal #3, it does not include the email advertising but still get the 2 free prints and save about \$5,400, which would bring them in at \$13,700.

After some discussion, Vice-Chairman Martinez moved to approve proposal #3. Member Hernandez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 13      DISCUSSION AND ACTION, IF ANY, ON ADVERTISING WITH ANDNOWUKNOW FOR \$735 PER MONTH FOR 12 MONTHS. (TABLED)**

Chairman Edgar Delgadillo introduced the items.

Member Hernandez moved to untable the item. Vice-Chairman Martinez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 14      DISCUSSION AND ACTION, IF ANY, ON UPDATED ADVERTISING PROPOSALS FROM ANDNOWUKNOW.**

Chairman Edgar Delgadillo introduced the items.

Luis Bazan, Bridge Director, reported on AndNowUKnow. He stated they discussed this last month and decided they could get a better deal if they negotiate. He reported that the original proposal was for \$18,375 and proposal #2 is the same price but with 10 free ads added to it. He also reported proposal #3 was where they can see the savings of \$8,626 and it includes 5 free email ads and 1 free wraparound ad on their website. He stated proposal #3 would be the best deal for them with the amount of \$9,749.

After some discussion, Vice-Chairman Martinez moved to approve proposal #3. Member Hernandez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 15      DISCUSSION AND ACTION, IF ANY, ON ADVERTISING WITH THE SNACK FOR \$4,195 PER ISSUE FOR 12 MONTHS. (TABLED)**

Chairman Edgar Delgadillo introduced the items.

Secretary Campero moved to untable the item. Member Hernandez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 16      DISCUSSION AND ACTION, IF ANY, ON UPDATED ADVERTISING PROPOSAL FROM THE SNACK.**

Chairman Edgar Delgadillo introduced the items.

Luis Bazan, Bridge Director, reported on The Snack. He stated this was something new and is an off shoot of AndNowUKnow, it is their print magazine. He reported the original proposal was for \$29,365 which was expensive, so they got a revised proposal and it gives them a free issue. He stated that the revised proposal was at \$16,780, with a savings of \$12,585. He added the price was still high, so he recommends that they not do it for now since they are already advertising with several other companies and maybe look at it again next year or a few months down the road.

After some discussion, Secretary Campero **moved** to deny as recommended by staff. Vice-Chairman Martinez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 17 DISCUSSION AND ACTION, IF ANY, ON PRODUCE MARKETING GUIDE (PMG) MEMBERSHIP.**

Chairman Edgar Delgadillo introduced the items.

Luis Bazan, Bridge Director, reported on Produce Marketing Guide. He stated this was something new and after speaking with a representative from there who was very honest, told them that this was more for retailers and does not believe they would benefit from this membership.

Member Flores **moved** to deny as recommended by staff. Vice-Chairman Martinez seconded the motion and when put to a vote, it carried unanimously.

**ITEM 18 DISCUSSION AND ACTION, IF ANY, ON ADVERTISING WITH THE PACKER.**

Chairman Edgar Delgadillo introduced the items.

Luis Bazan, Bridge Director, reported on The Parker. He stated The Packer was the competitor to The Produce News. He added it was a newspaper and they have ran ads with them in the past. He reported if they were to do something with them right now it would cost them \$11,250.

After some discussion, Member Hernandez **moved** to table the item. Vice-Chairman Martinez seconded the motion and when put to a vote, it carried unanimously.

**F. ADJOURNMENT:**

**ITEM 19 ADJOURNMENT**

Member Hernandez **moved** to adjourn the meeting at 1:00pm. Vice-Chairman Martinez seconded the motion and when put to a vote, it carried unanimously.

APPROVED AS SUBMITTED:

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EDGAR DELGADILLO, CHAIRMAN

ATTEST:

---

ADALBERTO CAMPERO, SECRETARY

STATE OF TEXAS                   §  
COUNTY OF HIDALGO           §  
CITY OF PHARR                   §

**ON THE 16th DAY OF SEPTEMBER 2020**, the Toll Bridge Board convened in a Regular Meeting at the Pharr International Bridge, the meeting being open to the public and notice of said meeting, giving the date, place and subject thereof, having been posted to the public and notice of said meeting, given in accordance to Chapter 551, of the Texas Government Code, (Open Meetings Act) and their being present a quorum, **I, VANESSA GUZMAN, BRIDGE ADMINISTRATIVE ASSISTANT**, of the City of Pharr, Texas, certify that this is a true and correct copy of the minutes.

---

VANESSA GUZMAN, BRIDGE  
ADMINISTRATIVE ASSISTANT

DATE APPROVED: \_\_\_\_\_  
Word/C:BoardMeetings/BoardMtgMinutes9-16-20



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.B.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Discussion and action, if any, on renewal of Transportation Intermediaries Association Membership for \$660.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



10/1/2020

Dear Luis –

On behalf of TIA, I would like to **extend my sincere thanks to you for your membership in 2020**. It has been a privilege to serve you as Chairman of the Board for TIA and I hope you continue to remain a TIA Member in 2021.

We know it has been a challenging a year. In times like these, being a TIA Member is even more valuable, with exclusive access to tools, resources, data, information, education, training, and vendor discounts to help your business not only survive during these uncertain times – but thrive. As a TIA Member, you also have representation on Capitol Hill, ensuring you have a seat at the table on legislation and regulations directly impacting the 3PL industry.

**Your TIA Membership expires December 31, 2020** and I encourage you to take a moment to renew today. TIA is primed to take even larger strides in advancing, protecting, and strengthening your business in 2021, and you will certainly want to remain a part of it.

On behalf of the TIA Board of Directors and TIA leadership, thank you in advance for your membership. We are looking forward to serving you and with your support, we will continue to be the leader and voice of the third-party logistics industry.

Sincerely,

A handwritten signature in black ink, appearing to read "Brain Evans", written over a horizontal line.

Brain Evans, CTB  
Chairman of the Board

*Enclosed: 2021 TIA Membership Renewal Invoice.*



# TIA 2021 RENEWAL INVOICE

**BILL DATE:** 10/1/2020

**MEMBER ID:** 578236

**MEMBER NAME:** Pharr International Bridge

Luis A. Bazan  
9900 S Cage Blvd  
Pharr, TX 78577-9721

**MEMBERSHIP DUES FOR:** 1/1/2021 – 12/31/2021

**BASED ON GROSS ANNUAL REVENUE OF:** \$0 - \$.99 Million

**2021 DUES AMOUNT:** \$660.00

**TOTAL AMOUNT ENCLOSED:** \$

**SIGNATURE:** \_\_\_\_\_

**NAME (PRINT):** \_\_\_\_\_

**DATE:** \_\_\_\_\_

## RENEW ONLINE

Sign-In & Click "My Profile"  
Click "Open Dues Order"  
Select "Accept & Pay Dues"  
Complete Payment & Checkout

## RENEW BY PHONE\*

Call TIA at 703.299.5700  
TIA Member Services Rep  
Will Process Your Payment  
Over the Phone

### **By Renewing Our Membership with TIA, I Agree:**

(1) To be bound by the TIA Code of Ethics and TIA Bylaws, and any changes made to these documents;

(2) That the above company information and Gross Annual Revenue is accurate;

(3) That all necessary licenses for our company are valid, and that necessary insurance, bonds/trusts are on file;

(4) That the owners and senior management of the above-named TIA member company have no insolvency or ownership interest in a transportation related company which has become insolvent in the past year;

(5) That my company will maintain the credit rating required for all TIA members;

(6) That my company uses written contracts and written rate confirmations;

(7) That my company has a written carrier selection criterion;

(8) That I will actively participate in TIA activities, encourage and facilitate other logistics organizations to become TIA members, and will practice the professional standards outlined in the TIA Bylaws and the Code of Ethics;

(9) That the TIA and related logos are copyright protected and their authorized use is restricted to TIA members in good standing only;

(10) That TIA membership is held by the company and membership dues are non-refundable and are billed annually, and that dues are based on gross annual revenue of the member company;

(11) That TIA dues are deductible as a business expense, but not deductible as a charitable contribution for federal tax purposes. For 2021, 75% of the dues amount you pay may be deductible as a business expense from your federal taxes;

(12) If my company is a corporation, to allow the TIA Political Action Committee (TIAPAC) to solicit me and all other executive personnel of my corporation for contributions in 2021, with the understanding that, and under federal law, a corporate member of TIA may not provide this approval if it has already approved solicitation of that member corporation's executive personnel by another trade association for this calendar year (this permission applies only to my corporation that is a member of TIA, and does not apply to its separately incorporated parents, affiliates or subsidiaries).

\* In Renewing by Phone, You Agree to the  
Aforementioned Notice of Membership Renewal

**TRANSPORTATION INTERMEDIARIES ASSOCIATION**

1625 Prince Street, Ste. 200 | Alexandria, VA 22314

P: 703.299.5700 | membership@tianet.org | F: 703.836.0123





## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.C.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Discussion and action, if any, on the 33rd Annual RGV Partnership Foundation Tournament Bronze Level Sponsorship for \$1,500.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:** \$1,500

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



**Benefiting the RGV Partnership Foundation's Scholarship Program**

**TIERRA SANTA**  
GOLF CLUB

**Friday, November 6th, 2020**

Registration: 7:00 AM | Tee-OFF: 8:00 AM

**2 Mulligans \$20**

**1 Dustin Johnson \$20**

**\$500 Team of 3 includes:**

- Course Fees • Goodie Bag • Breakfast & Lunch
- Range Balls • Golf Cart • Adult Beverages

Pre-register or Sponsorship Opportunities: 956-968-3141 or [Monica@RGVpartnership.com](mailto:Monica@RGVpartnership.com)

*33<sup>rd</sup> Annual*  
**RGV**  
PARTNERSHIP  
FOUNDATION  
*Tournament*

Dear Partner:

The Rio Grande Valley Partnership Foundation's 33rd Annual Golf Tournament is scheduled to take place on Friday, November 6th. Proceeds will benefit our Scholarship Program (founded in 2013), among other things, which has distributed close to \$250,000 in scholarships. This is a profound opportunity to support local college students, many of whom will lead the Rio Grande Valley in the future.

Our scholarship program will benefit students from Starr, Hidalgo, Willacy, and Cameron counties - who will be attending one of our local higher education institutions. Scholarship assistance is critical for student success and we rely on sponsors, like yourself, to help grow the amount of scholarships we award.

This year's tournament will be held on Friday, November 6th at Tierra Santa Golf Course in Weslaco. With over 100 participants every year, this is a great opportunity to promote your business and reach the RGV's top business and community leaders.

We are offering a wide range of sponsorship opportunities for this year's golf tournament. These opportunities include sponsorships for teams, door prizes, goodie bags, shirts and caps, as well as, flags and tee boxes.

Your participation helps the RGV Partnership Foundation continue its work by making a difference in students' lives and, ultimately, the Rio Grande Valley.

Let's make a difference together and invest in our future.



**Lee Reed, IBC Bank  
RGVP Foundation, Chairman**



**Atanacio Hinojosa, Magic Valley Electric COOP  
Golf Committee Chair**

To Pre-Register or for Sponsorship Opportunities Contact Us

Phone: 956-968-3141 Fax: 956-968-0210

Email [Monica@rgvpartnership.com](mailto:Monica@rgvpartnership.com), Mail: P.O. Box 1499, Weslaco, TX 78599

# SPONSORSHIP OPPORTUNITIES

## TITLE SPONSOR \$10,000

- Inclusions in TV Ad
- Three 3-man Golf Teams
- 4 seats at Valley Proud Honors Banquet
- 1 table at Scholarship Banquet
- 1 prominent flag sponsorship
- FaceBook Advertisement
- 18 Mulligans (2 Mulligans per player)
- 3 Dustin Johnson (1 shot per team)
- Promotional item in goodie bag
- Recognition in promotional materials, including social media
- Banner recognition at Golf Tournament & Scholarship Banquet

## PLATINUM SPONSOR \$5,000

- Two 3-man golf teams
- 1 table at Scholarship Banquet
- 4 seats at Valley Proud Honors Banquet
- 1 prominent flag sponsorship
- Banner recognition at Golf Tournament & Scholarship Banquet
- Recognition in promotional materials, including social media
- Promotional item in goodie bag
- 10 minute presentation at a membership Meet & Greet Mixer

## GOLD SPONSOR \$3,500

- Two 3-man golf teams
- 4 seats at Scholarship Banquet
- 4 seats at Valley Proud Honors Banquet
- Flag sponsorship
- Banner recognition at Golf Tournament & Scholarship Banquet
- Recognition in promotional materials, including social media
- Promotional item in goodie bag

## SILVER SPONSOR \$2,500

- One 3-man golf team
- 2 seats at Scholarship Banquet
- 2 seats at Valley Proud Honors Banquet
- Flag sponsorship
- Banner recognition at Golf Tournament & Scholarship Banquet
- Recognition in promotional materials, including social media
- Promotional item in goodie bag

## BRONZE SPONSOR \$1,500

- One 3-man golf team
- 2 seats at Scholarship Banquet
- Banner recognition at Golf Tournament & Scholarship Banquet
- Recognition in promotional materials, including social media
- Promotional item in goodie bag

## TEAM SPONSOR \$500

One 3-man golf team

### SHIRT SPONSOR \$2,500

- Your logo displayed on shirt distributed to over 100 Players
- Opportunity to include promotional items in goodie bag

### CAP SPONSOR \$2,500

- Your logo displayed on cap distributed to over 100 Players
- Opportunity to include promotional items in goodie bag

### GOODIE BAG SPONSOR \$1,500

- Your logo displayed on goodie bag distributed to over 100 Players
- Opportunity to include promotional items in goodie bag

### FOOD SPONSOR \$1,500

- Logo displayed at registration tables and on each table

### BALL MARKER SPONSOR \$500

- Company Logo on Marker
- Opportunity to include promotional items in goodie bag

### FLAG SPONSOR \$250

- Company Logo on Flag
- Opportunity to include promotional items in goodie bag



# Registration Form

|              |  |               |           |
|--------------|--|---------------|-----------|
| Company Name |  | Contact Name  |           |
| Address      |  | City          | State Zip |
| Phone        |  | Email Address |           |

|                                                   |                                                     |
|---------------------------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> Title Sponsor \$10,000   | <input type="checkbox"/> Shirt Sponsor \$2,500      |
| <input type="checkbox"/> Platinum Sponsor \$5,000 | <input type="checkbox"/> Cap Sponsor \$2,500        |
| <input type="checkbox"/> Gold Sponsor \$3,500     | <input type="checkbox"/> Goodie Bag Sponsor \$1,500 |
| <input type="checkbox"/> Silver Sponsor \$ 2,500  | <input type="checkbox"/> Food Sponsor \$1,500       |
| <input type="checkbox"/> Bronze Sponsor \$1,500   | <input type="checkbox"/> Ball Marker Sponsor \$500  |
| <input type="checkbox"/> Team Sponsor \$500       | <input type="checkbox"/> Flag Sponsor \$250         |

## *Players Information*

|          |               |          |
|----------|---------------|----------|
| Player 1 | Email Address | Handicap |
| Player 2 | Email Address | Handicap |
| Player 3 | Email Address | Handicap |

### **Payment: Make Checks Payable to RGV Partnership Foundation**

|                      |                                  |
|----------------------|----------------------------------|
| Name on CC: _____    | CC# _____                        |
| Security Code: _____ | EXP. Date: _____ Zip Code: _____ |

Please Return Form By: **Friday, October 18, 2020**

Contact Monica@rgvpartnership.com Phone: 956-968-3141 Mail: P.O.Box 1499, Weslaco, TX 78599



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.D.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Discussion and action, if any, on Advertising with The Packer.  
(TABLED)

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:** Advertise with The Packer.

**Financial Consideration:** \$ 20,560

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020

# Pharr International Bridge 2020-2021 Proposal

## Print

At The Packer, we understand that there is a lot of pressure to invest in multiple channels in addition to print. We also know that many of the print publications reach similar audiences. To this effect, I believe that your print dollars will go much further if you consider moving them to The Packer vs. spread across the market. Here is why:

- The Packer reaches the largest audience of any produce publication (18,000)
- The Packer is the ONLY weekly publication in the market making it the first read and most read. Since Produce News comes out every other week, it is safe to assume that most of the information that they are covering has already been seen in The Packer.
- Not to mention, we still boast the highest levels of requested readers AND the highest number of readers who have been qualified in the last year (this can be seen in each of publication's third-party audits).
- ALL of these factors ensure that your ads will get far more impact and visibility in The Packer.

The Packer

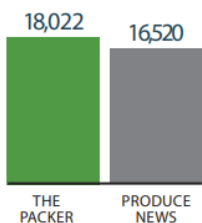
2020 Media Kit

## Our Advantage/Competitive Differentiation

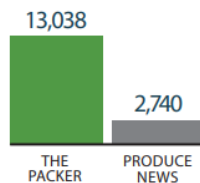
The Packer is the fresh produce industry's most-recognized, most-trusted and most-read publication. The Packer continually invests in ensuring you are offered the best market penetration in the produce industry.

### CIRCULATION QUALITY

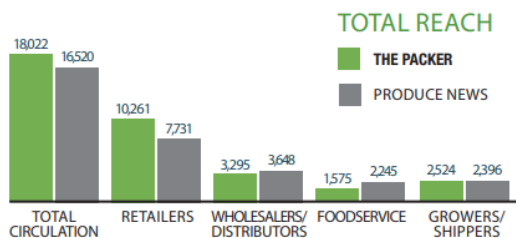
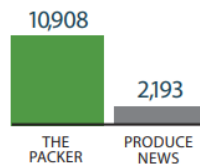
Total Qualified Circulation



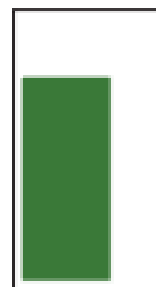
Qualified Within 1 Year



Direct Request

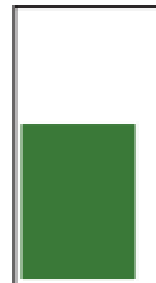


Source: Alliance for Audited Media



1/2 Page

6.61" x 16.12"



1/2 Page

8.3" x 12.87"

## Digital

The most-trusted news in produce also boasts the most widely read news site in the produce industry. ThePacker.com consistently holds the majority of audience market share, with a steady lead above the competition.

ThePacker.com offers:

- The latest industry news, including crops and markets; handling and distribution; retail and food service; event and expo news
- Video insight of the latest stories from our expert editorial team
- News coverage and information on more than 80 commodities
- Weekly stories about crops, sourced from growers and shippers
- Profiles of industry leaders
- Digital archives dating back to 1992
- Blogs from produce insiders Armand Lobato, The Packer's own industry expert Tom Karst, and other industry influencers

**We hold ourselves accountable to delivering your advertisement when advertising with ThePacker.com, you can trust your display ads.**



# Pharr International Bridge

2020-21 Advertising Proposal - The Packer Publications  
(October, 2020 through September, 2021)

## *The Packer newspaper - display ads*

| Publish Date  | Issue / Special Section                                    | Ad Size                 | Your Price         | Value              |
|---------------|------------------------------------------------------------|-------------------------|--------------------|--------------------|
| 11/9/2020     | Mexican Avocado                                            | 1/2 pg- 4c              | \$2,515.00         | \$7,295.00         |
| 2/8/2020      | Transportation Services                                    | 1/2 pg- 4c              | \$2,515.00         | \$7,295.00         |
| 2/15/2020     | Mexican Produce                                            | 1/2 pg- 4c              | \$2,515.00         | \$7,295.00         |
| 3/22/2020     | TexMex Fresh Connections- BONUS DISTRIBUTION at VIVA FRESH | Back Cover              | \$6,000.00         | \$10,200.00        |
| 3/22/2020     | TexMex Fresh Connections- BONUS DISTRIBUTION at VIVA FRESH | 2-pg Spread Advertorial | Included           | Included           |
| 8/23/2020     | Transportation Services                                    | 1/2 pg- 4c              | \$2,515.00         | \$7,295.00         |
| <b>Totals</b> | <b>5 x</b>                                                 |                         | <b>\$16,060.00</b> | <b>\$39,380.00</b> |

## *Digital*

| Month         | Product                                                               | Guaranteed Impressions    | Ad Position      | Your Price        | Value              |
|---------------|-----------------------------------------------------------------------|---------------------------|------------------|-------------------|--------------------|
| October, 2020 | The Packer website - ad to be placed run of site, evenly during month | 15,000 per month          | Medium Rectangle | \$900.00          | \$2,250.00         |
| January, 2021 | The Packer website - ad to be placed run of site, evenly during month | 15,000 per month          | Medium Rectangle | \$900.00          | \$2,250.00         |
| March, 2021   | The Packer website - ad to be placed run of site, evenly during month | 15,000 per month          | Medium Rectangle | \$900.00          | \$2,250.00         |
| May, 2021     | The Packer website - ad to be placed run of site, evenly during month | 15,000 per month          | Medium Rectangle | \$900.00          | \$2,250.00         |
| July, 2021    | The Packer website - ad to be placed run of site, evenly during month | 15,000 per month          | Medium Rectangle | \$900.00          | \$2,250.00         |
| <b>Totals</b> | <b>5 months</b>                                                       | <b>75,000 impressions</b> |                  | <b>\$4,500.00</b> | <b>\$11,250.00</b> |

**Total 2020-2021 Proposal: \$20,560      Value : \$50,630**



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.E.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Discussion and action, if any, on INDEX Reynosa / Fundación RAMMAC Charity Golf Fundraiser Sponsorship.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020

**Vanessa Guzman**

---

**From:** Mike Myers <mmyers@indexreynosa.org.mx>  
**Sent:** Monday, October 5, 2020 5:28 PM  
**Cc:** Carlos Espinosa; Luis Nemecio Méndez Benavides; Martha Ramos; 'Evelyn Cedillo Martínez'  
**Subject:** 2020 Golf Sponsorship levels CCN  
**Attachments:** 2020 Golf Sponsorship levels CCN.pdf

\*\*\*\*\* This is an email from an EXTERNAL source. DO NOT click links or open attachments without positive sender verification of purpose. Never enter USERNAME, PASSWORD or sensitive information on linked pages from this email. \*\*\*\*\*

Good afternoon sponsors,

Fundación de Reynosa Asociación de Maquiladoras y Manufactureras, A.C. will host our Charity Golf Fund Raiser presented by **CCN** on **Saturday, December 5, 2020** and we would like to invite your company to participate again & showcase your products and/or services to over 180 Maquiladora managers, their staff, suppliers, industry friends & local government officials.

The festivities will begin on Friday evening December 4<sup>th</sup>, 2020 (from 5-9 pm) at the Cambria Hotel & Suites with the golfer check-in and a get-acquainted Posada.

The **Charity Golf Fund Raiser** will tee-off Saturday morning at The Palm View Golf Course, located at 2701 South Ware Road in McAllen.

Last year our charity golf fund raiser contributed nearly \$60,000 to 3 local casa hogares, charities and ministries & our own **Fundación RAMMAC**. Our 2020 plan is to continue to support multiple children's charities & casa de hogares in the Reynosa & RGV areas.

If you would like to join in the fun again, **please fill out the attached "Sponsorship Commitment" form**. Then send us your completed form and payment **by November 1<sup>st</sup>, 2020**. There are only a few sponsorship opportunities still available; so get us your info in today to reserve your spot!

If you have any questions, please feel free to contact me, Mike Myers at (727) 431-5318 or Luis Mendez at the **RAMMAC Foundation** office (899) 922-2958. We thank you in advance for your support and look forward to seeing you again on December 4<sup>th</sup> and 5<sup>th</sup>.

***You can be sure that we will remain in contact with and follow all (municipal, county, state & federal) governmental social distancing rules and regulations.***

Sincerely,

Mike Myers

**indexReynosa** - BoD (HR committee & Fundación RAMMAC)

[www.indexreynosa.org.mx](http://www.indexreynosa.org.mx)



**Fundación RAMMAC Charity Golf Fund Raiser**  
**Palm View Golf Course** *Palm View* **December 5, 2020**

*Presented by* **CCN**

**CACHEAUX CAVAZOS & NEWTON**  
ATTORNEYS | ABOGADOS

**Sponsorship Opportunities**

**SOLD**

**Corporate Presenting Sponsorship \$6,000**

- As the Presenting Sponsor your firm is assured of highest visibility - Plus One Team of Golfers.

**Corporate Diamond Sponsorship \$5,000**

- Company recognition (company logo) on all event signage - Plus One Team of Golfers.

**Corporate Platinum Sponsorship \$4,500**

- Company recognition (company logo) on all event signage - Plus One Team of Golfers.

**Corporate Gold Sponsorship \$4,000**

- Company recognition (company logo) on all event signage - Plus One Team of Golfers.

**SOLD**

**Corporate Silver Sponsorship \$3,500**

- Company recognition (company logo) on all event signage - Plus One Team of Golfers.

**SOLD**

**Corporate Bronze Sponsorship \$3,000**

- Company recognition (company logo) on all event signage - Plus One Team of Golfers.

**Golf Cap Sponsorship \$3,000**

- Company recognition (company logo) on event golf cap to be given to all players.

**Hospitality Tent Sponsorship \$3,000**

- Company recognition (company logo) on hospitality tent, all event signage.

**Beverage Cart Sponsorships \$3,000**

- Company recognition (company logo) on stocked beverage cart(s).

**Golf Balls Sponsorships \$3,000**

- Company recognition (company logo) on golf balls to be given to all players.

**Golf Carts Sponsorship \$3,000**

- Company recognition (company logo) on all player golf carts and all event signage.

**Breakfast Sponsorship \$1,500**

- Company recognition (company logo) on signage in the Palm View snack bar/clubhouse.

**Golf-hole Sponsorships \$1,250**

- Golf-hole sponsorship = Company recognition (company logo) on event signage & golf cart @ event.

Company Name \_\_\_\_\_ Contact Person \_\_\_\_\_

Email Address \_\_\_\_\_ Phone \_\_\_\_\_

Sponsor Signature \_\_\_\_\_ Tax ID # \_\_\_\_\_

Please e-mail completed form to: [mmyers@indexreynosa.org.mx](mailto:mmyers@indexreynosa.org.mx)

Make check(s) payable to;

**Fundación RAMMAC, Children's Haven International, OR Rio Bravo Ministries**  
**P.O. Box 8730 Hidalgo, Texas 78557**





## Player Entry Form

**Date:** Saturday, December 5th, 2020  
**Place:** Palm View Golf Course 2701 S. Ware Rd. McAllen, Texas  
**Entry:** \$250.00/player *(includes: green fees, 1/2 golf cart, prizes, event cap and a dozen logo balls)*  
**Check-in:** Friday, December 4th, 2020 \* 5:00-9:00 pm (CAMBRIA)  
**Players:** RAMMAC Members, Family, Vendors & Sponsors  
**Format:** Modified scramble  
**Field:** 180 players *(first paid basis)*  
**Payment:** Make check payable to;  
Fundación de Reynosa Asociación de Maquiladoras y Manufactureras, A.C.

**Contacts for**  
**Golf Tournament:** Mike Myers [mmyers@indexreynosa.org.mx](mailto:mmyers@indexreynosa.org.mx) & Luis Nemecio Méndez [gerencia@indexreynosa.org.mx](mailto:gerencia@indexreynosa.org.mx)

**All player entry forms must be accompanied with payment to be accepted.**

Please mail completed forms and checks to:

Fundación de Reynosa Asociación de Maquiladoras y Manufactureras, A.C.  
PO Box 8730  
Hidalgo, TX 78557

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Email address: \_\_\_\_\_

Tax ID # \_\_\_\_\_

Phone: \_\_\_\_\_

Payment amount: \$ \_\_\_\_\_

\*Additional Donation: \$ \_\_\_\_\_

The Cheerful Giver

"Each one must give as he has decided in his heart, not reluctantly or under compulsion, for God loves a cheerful giver.

2 Corinthians 9:7 ESV

\* 100% of the donations accepted will be given directly to the selected orphanages and other charities RAMMAC will be supporting with this year's proceeds



## **AGENDA MEMORANDUM**



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.F.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Discussion and action, if any, on Advertising with Expansion Solutions.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:** Advertise with the Expansion Solutions.

**Financial Consideration:** \$ 15,725

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



# EXPANSION<sup>®</sup>

Where Progressive Companies Meet Growing Communities

SOLUTIONS

## MEDIA PLANNER

**Where Progressive Companies Meet Growing Communities.**



[ExpansionSolutionsMagazine.com](http://ExpansionSolutionsMagazine.com)

PRINT | DIGITAL | ANALYTICS

ONLINE | SOCIAL MEDIA | CUSTOM CONTENT

LEADGEN PROGRAM | eNEWSLETTER | AD DESIGN

CONFERENCE COVERAGE | MEDIA TOURS

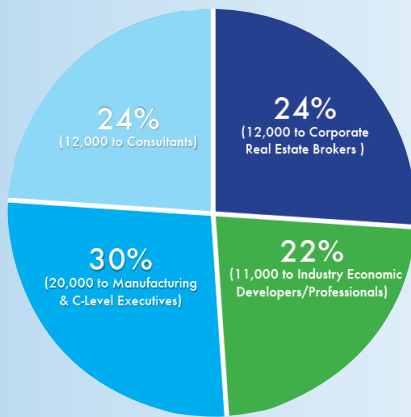
ONLINE BRANDING CAMPAIGNS

# About Expansion Solutions Magazine

55,000

20,000 Print Circulation

35,000 Digital Magazine Recipients



► Expansion Solutions (ES) is a leading media outlet for world-class economic development content, key industry-related trends, education, and breaking economic development news. ES facilitates connections between expanding companies and economic development professionals while assisting in the growth and maintenance of key relationships between a vital community of business professionals with their fingers on the pulse of economic development.

Through our bi-monthly digital and print magazine, website, LeadGen Program, eNewsletter, social media and digital campaigns – ES has created a multi-layer platform for C-level executives, site location consultants, commercial real estate brokers and economic development organizations to exchange ideas and collaborate.

As a full-service, multi-media company with a complete suite of tools available for branding, marketing, public relations, and business recruitment assistance, ES provides a full spectrum of services and assists in bridging the gap between corporate decision makers and public and/or private agencies seeking investment. Our mission is to provide outstanding, current event driven content to inform our readers of the latest trends, news, legislation, financial programs and insights crucial to facility planning.

## Circulation

The readership of Expansion Solutions Magazine is comprised of more than 55,000 of the most powerful decision makers involved in corporate expansion and site selection. Additionally, ES provides its advertisers with bonus distribution at key industry-related conferences which correspond with highly-targeted industries featured throughout the editorial calendar. The ES digital edition, as well as archived issues are available at [ExpansionSolutionsMagazine.com](http://ExpansionSolutionsMagazine.com).

## Digital Viewership 150,000 +/-

**[ExpansionSolutionsMagazine.com](http://ExpansionSolutionsMagazine.com)**

Average Website Views: 150,000 +/-

Newsletter Recipients: 35,000 +/-

Social Media Followers:

- Twitter — 2,200 +/-
- LinkedIn — 4,300 +/-

## Online

As a widely-used resource for professionals seeking content, information and research regarding site location or facility planning, industry trends, directory listings and much more, [ExpansionSolutionsMagazine.com](http://ExpansionSolutionsMagazine.com) yields an average yearly viewership of over two million. This ensures online content and advertisements will be seen by the most qualified professionals who are actively engaged in business expansion and facility planning projects.

## Digital Media Campaigns

Our Digital Media campaigns with real-time reporting, utilize the large, yet extremely targeted database of key decision makers and influencers developed by ES through numerous proprietary resources. Our unique database can direct your display or video ads to our exclusive audience through social media channels and millions of websites across the internet. This allows you to connect with ideal prospects on a tremendous scale while working together with print/digital advertising to create an unparalleled, cohesive marketing impact for your organization.

## LeadGen Program

At each industry-specific conference attended, the ES staff personally interviews companies to identify site/facility planning or expansion/relocation needs. This invaluable ground intelligence is shared with our advertisers through a secure portal, providing an exportable database and resource for the promotion of their locations, site/buildings, etc. across multiple channels (digital media campaigns, email marketing, eNewsletters, direct mail, cold calling, etc.). Consistent contact with these potential prospects can lead to more RFI's, RFP's and site visits. This added-value service has generated unrivaled results for ES advertisers, elevating their on-going business recruitment efforts to the next level.

# EDITORIAL CALENDAR

| 2020<br>2021 | Issue                         | Special Features                                                                                                                                          | Locations Featured                                                          | Shows/<br>Bonus Dist.          |
|--------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------|
|              | <b>November/<br/>December</b> | Advanced Manufacturing<br>Food Production & Processing<br>Healthcare<br>Opportunity Zones<br>Certified Sites<br>Reshoring<br>Oil, Gas and Coal Production | CO<br>ID<br>MI<br>MS<br>MT<br>ND<br>SC<br>WY<br>Upstate NY<br>Latin America | Materials Deadline: 10/18/20   |
|              | <b>January/<br/>February</b>  | Logistics<br>Data Centers<br>Medical Device Mfg.<br>Plastics<br>Cyber Security<br>Green Development                                                       | FL<br>IL<br>UT<br>KY<br>NE<br>OH<br>WA<br>Mexico                            | Materials Deadline: 12/11/2020 |
|              | <b>March/<br/>April</b>       | Aerospace & Defense<br>Automotive<br>Retail<br>Wind<br>Transportation<br>Shovel Ready Sites<br>Headquarters                                               | IN<br>LA<br>MN<br>NY<br>OK<br>TX<br>WI                                      | Materials Deadline: 2/19/2021  |
|              | <b>May/<br/>June</b>          | Biotech<br>Call Centers<br>Food Processing<br>Ports<br>Science & Tech Parks<br>Rail                                                                       | AK<br>CA<br>DE<br>GA<br>IA<br>NM<br>PA<br>SD<br>Ontario                     | Materials Deadline: 4/16/2021  |
|              | <b>July/<br/>August</b>       | High Tech<br>Warehouse & Distribution<br>Workforce Development<br>Forestry & Lumber<br>Agribusiness<br>Tourism                                            | AZ<br>KS<br>NC<br>NJ<br>TN                                                  | Materials Deadline: 6/18/2021  |
|              | <b>September/<br/>October</b> | Aviation<br>Digital Media<br>Metal Fabrication<br>Ports/FTZs<br>Outdoor Recreation<br>Back Office                                                         | AL<br>AK<br>AR<br>ID<br>MD<br>MO<br>NV<br>OR<br>VA<br>Canada<br>New England | Materials Deadline: 8/20/2021  |
|              | <b>November/<br/>December</b> | Advanced Manufacturing<br>Food Production & Processing<br>Healthcare<br>Reshoring<br>Certified Sites<br>Oil, Gas and Coal Production<br>Opportunity Zones | CO<br>MI<br>MS<br>MT<br>ND<br>SC<br>WV<br>WY<br>Upstate NY<br>Latin America | Materials Deadline: 10/15/2021 |



## PRINT ADVERTISING RATES

|                | 1 Issue  | 3 Issue  | 6 Issue  |
|----------------|----------|----------|----------|
| Full Page      | \$ 5,619 | \$ 5,059 | \$ 4,248 |
| 2/3 Page       | \$ 4,662 | \$ 3,641 | \$ 3,204 |
| 1/2 Page ls.   | \$ 3,962 | \$ 3,304 | \$ 2,939 |
| 1/2 Page Hrzs. | \$ 3,593 | \$ 3,067 | \$ 2,667 |
| 1/3 Page       | \$ 2,579 | \$ 2,347 | \$ 1,994 |
| 1/4 Page       | \$ 2,285 | \$ 2,079 | \$ 1,850 |

### Full Page Premium Positions

|                            |          |
|----------------------------|----------|
| Back Cover                 | \$ 7,586 |
| Inside Front Cover         | \$ 7,207 |
| Inside Back Cover          | \$ 6,846 |
| Facing Inside Front Cover  | \$ 6,505 |
| Opposite Table of Contents | \$ 6,180 |
| Opposite Editor's Letter   | \$ 5,871 |

### Terms and Conditions

- All advertisements are published by Cornett Publishing Co., Inc. with the understanding that the advertiser and/or agency is authorized to publish the entire contents and subjects included in the ad.
- All positioning is at the discretion of the Art Director.
- Cornett Publishing Co., Inc. reserves the right to reject any advertising. All copy and accompanying photos are subject to Publisher's approval.
- Cancellations and changes are not accepted after the closing dates of the current issue.
- Rates are subject to change upon Publisher's notice.
- Advertising agencies are held responsible for payments of all space they order.
- If materials are not high resolution (300 dpi), Cornett Publishing reserves the right to refuse agency commission.
- The views expressed in all articles and advertisements are solely those of the authors, our advertisers and may not be those of Cornett Publishing Co., Inc. / Expansion Solutions

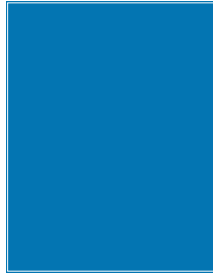
Follow Us



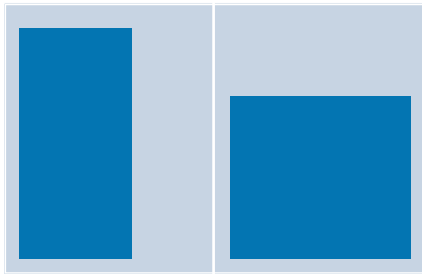
## Ad Requirements & Specs



2-Page Spread Bleed Size: 11" X 17" \*

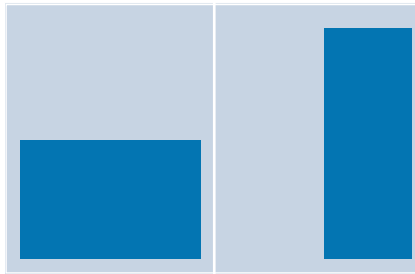


Full Bleed Size: 8.625" X 11" \*



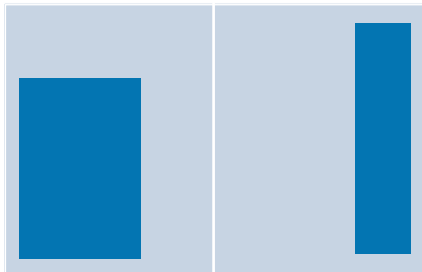
2/3 Vertical  
4.5" X 9.25"

2/3 Horizontal  
7.25" X 6.5"



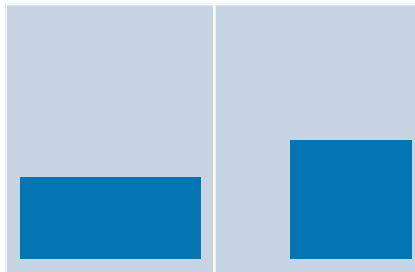
1/2 Horizontal  
7.25" X 4.75"

1/2 Vertical  
3.5" X 9.25"



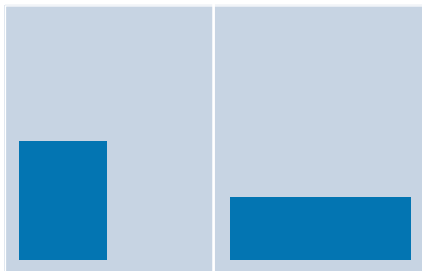
1/2 Island  
4.875" X 7.25"

1/3 Vertical  
2.25" X 9.25"



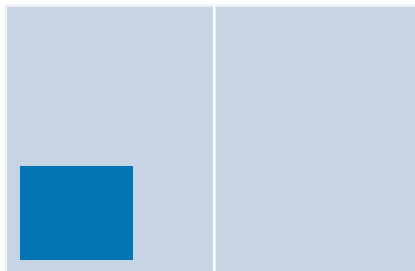
1/3 Horizontal  
7.25" X 3.25"

1/3 Island  
4.875" X 4.75"



1/4 Vertical  
3.5" X 4.75"

1/4 Horizontal  
7.25" X 2.5"



1/4 Island  
4.5" X 3.75"

### Bleed Ad Specs:

\* Please allow at least 1" all around from the edge for text

## Advertising Material Specs:

All editorial (Articles, Press Releases, Community Profiles, Artwork, etc.) should be submitted under these terms and criteria:

### Text:

Save in .txt or .doc format

### Advertising Artwork:

- Digital files must be submitted in the following file types: Pre-press quality PDF (300 dpi), CMYK - .jpg and CMYK - .tif

- For Pre-press quality PDFs, fonts need to be embedded/flattened and images need to be at a resolution of 300 dpi.

- All materials must be submitted on or before the issue material deadline to ensure placement in the requested issue. Publisher is authorized to prepare a new ad or run a previous ad if advertising materials are not furnished before material deadline.

### Photos/Images:

- Photos/images used for editorial must be at least 5" x 7" in size and at a resolution of 300 dpi. NOTE: Each 5" x 7" image will take the space of approximately 100 - 150 words from advertorial / editorial total word count.

- All digital images should be composed in CMYK (no spot or RGB colors) and saved as a .jpg, .tif or .eps file.

### Contract and Copy Regulations:

Advertising content is subject to publisher's approval. Publisher reserves the right to reject or cancel any advertisement, insertion order, space reservation, or position commitment. Publisher reserves the right to place the word "Advertisement" on ads which, in the publisher's opinion, resemble editorial matter.

### Artwork Sending Instructions:

- Send all artwork to: Cornettart@gmail.com
- Reference organization in subject line

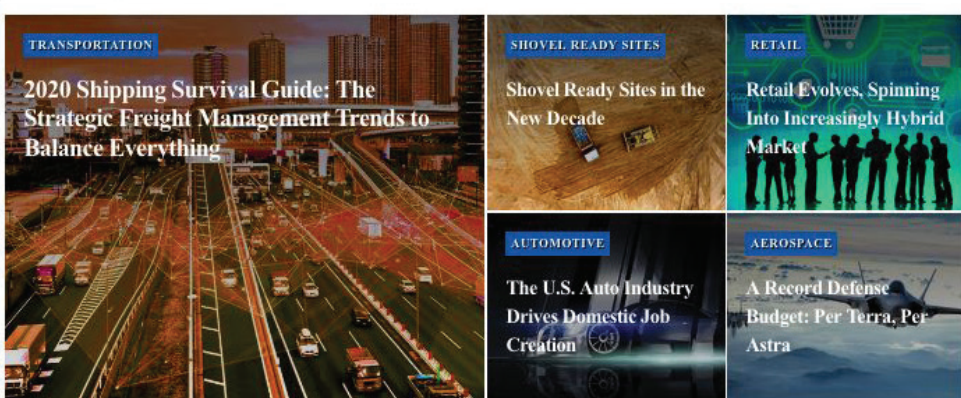


# 2020 HOME PAGE INVENTORY & RATES



728 X 90 Leaderboard  
Rate Card: 1 Mth - \$1,800 / 3 Mth - \$5,100 / 6 Mth - \$9,600

Home Magazine News Industries Location Resource Virtual Site Tours Directories Events & Training



Featured Sponsor Rectangle  
336 X 280

Rate Card:  
1 Mth - \$1,500 / 3 Mth - \$4,200 / 6 Mth - \$7,800

## Economic Development News



**U.S. Department of Commerce Invests \$6.7 Million to Expand Technology Park in San Luis Obispo, California**

Washington D.C. — U.S. Secretary of Commerce Wilbur Ross announced that the Department's Economic Development...



**Waxahachie, Texas's Comprehensive COVID-19 Local Stimulus Program**

Waxahachie, TX — The City of Waxahachie is implementing a COVID-19 Emergency Loan Program ("Program")...



**U.S. Department of Commerce Invests \$2.5 Million to Establish New Business Incubator in Valdosta, Georgia, Opportunity Zone**

Washington D.C. — U.S. Secretary of Commerce Wilbur Ross announced that the Department's Economic Development...

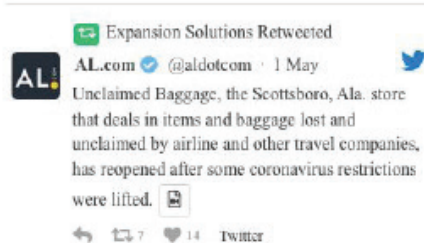


**U.S. Department of Commerce to Invest \$4.4 Million to Support Workforce Training in Bennettsville, South Carolina**

Washington D.C. — U.S. Secretary of Commerce Wilbur Ross announced that the Department's Economic Development...



Tweets by @ExpansionSolMag



1<sup>st</sup> Mid-Page Banner (728 X 90)  
Rate Card: 1 Mth - \$1,300 / 3 Mth - \$3,600 / 6 Mth - \$6,600

Sponsored Spotlights Article Sponsor — Rate Card: 2 Mths - \$3,000



**A Great Climate for Business**

Darlington County is the home of globally recognized companies and is always ready to showcase...



**Stop Searching, Start Building: Why Southern Idaho's Ideal Location Makes Doing Business Easy**

By Madeleine Burnstead, Southern Idaho Economic Development Businesses that have put roots down in Southern...



**Whiteside County/Northwest Illinois — It's Not a Place, It's a Solution.**

Like many rural American communities during the late 1990's and early 2000's, the Whiteside County/Northwest...



**Oswego County, New York: In the Heart of Upstate New York**

Situated in Upstate New York, Oswego County is located centrally to New York City, Boston,...

Mid-Page Rectangle

336 X 280

Rate Card:  
1 Mth - \$1,400 / 3 Mth - \$3,900 / 6 Mth - \$7,200

## Featured Videos

500 X 280

Rate Card:  
1 Mth - \$1,200 / 3 Mth - \$3,300 / 6 Mth - \$6,000

500 X 280

Rate Card:  
1 Mth - \$1,200 / 3 Mth - \$3,300 / 6 Mth - \$6,000

500 X 280

Rate Card:  
1 Mth - \$1,200 / 3 Mth - \$3,300 / 6 Mth - \$6,000

## Most Read Articles



**Post Holdings Subsidiary, Michael Foods, Announces Plan to Build \$85 Million Manufacturing Facility in Norwalk**

Project will create an initial 150 full-time jobs Norwalk, IA — Michael Foods, a \$2 billion manufacturer and distributor of food service, food ingredient and retail offerings and the nation's largest processor of value...



**Shovel Ready Sites in the New Decade**

By Don Moss, CCIM, SIOR — Senior Director, and Grant Miller, SIOR — Senior Director, Colliers International, Charlotte As the fundamentals of the corporate real estate landscape continue to change almost in real time...



**2020 Shipping Survival Guide: The Strategic Freight Management Trends to Balance Everything**

By Adam Robinson, Director of Marketing & Digital Marketing Consultant at Cerasis The state of freight management is continuously changing and evolving to reflect the needs of an increasingly complex supply-chain. S...



**IEDA Board Approves Projects from One Established Company, Four Startups in Iowa**

Des Moines, IA — The Iowa Economic Development Authority (IEDA) Board approved awards for one legacy company in Fort Madison, which will assist in the creation of 91 jobs and result in nearly \$32 million in new capital in...

## Current Issue



VIEW PREVIOUS ISSUES

## State & International Reviews



**Texas' Pro-Business Climate Continues to Promote Growth**

By Robert Allen, TxEDC President, CEO A Strong Pro-Business Climate Texas is one of the...



**New Mexico is the New Destination for Video Game Development**

New Mexico's economy is booming. The state added almost 15,000 jobs in 2019, placing it...



**Prime Time: Headquarters, Helicopter, Technology Wins Highlight Louisiana's Growth**

CenturyLink is a rare commodity: a global business with over \$60 billion in assets, headquartered...



**Indiana Set to Host Decision Makers and Trailblazers from Around the World**

We live in a rapidly-evolving economy, and Indiana continues to position itself at the forefront...



**Reach The World From Florida**

Sponsored by Enterprise Florida In Greater Gainesville, we see the power of the logistics industry...

2<sup>nd</sup> Mid-Page Banner (728 X 90)  
Rate Card: 1 Mth - \$1,100 / 3 Mth - \$3,000 / 6 Mth - \$5,400

## eNewsletter

Join 35K subscribers in receiving the latest economic development news and trends.

Select Top Industry Targets  
(must select at least one)

Advanced Manufacturing  
Aerospace  
Agribusiness  
Automotive  
Aviation  
Back Office  
Biotech  
Clean Technologies  
Data Centers  
Digital Media  
Electronics

ENTER EMAIL

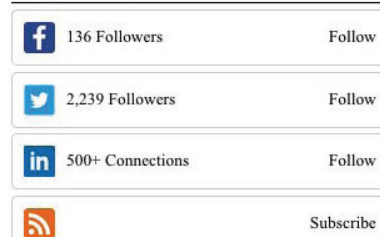
CONFIRM EMAIL

☒ I understand that subscribing to the email list means that I agree to receive emails from Expansion Solutions. I can update my preferences and unsubscribe at any time.

SUBSCRIBE

Footer Banner (728 X 90)  
Rate Card: 1 Mth - \$1,000 / 3 Mth - \$2,700 / 6 Mth - \$4,800

## Stay Connected



Sponsored Buttons — Rate Card: 1 Mth - \$1,000 / 3 Mth - \$2,700 / 6 Mth - \$4,800

## Expansion Solutions

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## **AGENDA MEMORANDUM**



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:** 3.G.

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Bridge

**DIRECTOR:**

**Agenda Item:** Discussion and action, if any, on Border Waiting Times, Traffic Demand and Revenue Assessment Proposal.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



**Pharr International Bridge  
Border Waiting Times,  
Traffic Demand, and  
Revenue Assessment  
Proposal**

Prepared by:



Submitted to:



September 27, 2020

This proposal has been formatted for double-sided printing.





*C&M Associates, Inc.*

15770 North Dallas Parkway, Suite 870

Dallas, TX 75248

Tel: 214-245-5300

[www.candm-associates.com](http://www.candm-associates.com)

## Cover Letter

**Date:** September 27, 2020

**To:** Luis Bazan  
Bridge Director  
Pharr International Bridge

**Subject:** **Pharr International Bridge - Border Waiting Times, Traffic Demand, and Revenue Assessment – Proposal**

---

Dear Mr. Bazan,

C&M Associates, Inc. (C&M) is pleased to present this proposal to support the Pharr International Bridge staff and assist with estimating future border waiting times, traffic demand, and revenue. After careful review of the required qualifications, and given C&M's extensive experience in various feasibility studies for International Ports of Entry (POE) along the U.S./Mexico border, we are confident in our ability to support the Pharr International Bridge in their planning and budgeting process, ensure that the Pharr International Bridge secures funding and is able to present future improvement projects with an reliable forecast, and support the Presidential Permit process.

C&M is a Texas-based corporation founded by local investors and Cal y Mayor y Asociados, S.C., a premier Latin-American engineering firm with offices and operations in 13 countries. C&M specializes in T&R studies of toll facilities and has completed over 100 T&R studies since 2004, including over 30 Investment Grade T&R studies that have supported \$18 billion in debt plus equity in U.S. and international financial markets. C&M's experience with transportation planning in states bordering Mexico includes binational travel demand modeling, integrating traffic flows between Mexico and the United States, understanding maquiladora traffic, projecting USMCA traffic flows, analyzing Mexican port alternatives for Asian commerce flows, evaluating Public-Private Partnership (P3) Projects, supporting CBP and the GSA Donations Acceptance Program Application, and supporting Presidential Permit applications (which C&M is currently doing for a new POE at the U.S./Mexico border).

We greatly appreciate the opportunity to submit this proposal. Please feel free to contact me with any questions you may have.

Respectfully,

Axel Herrmann, M.S. (Dipl.-Ing.)  
Principal Transportation Planner – C&M Associates, Inc.  
214-245-5300, ext. 408  
[aherrmann@candm-associates.com](mailto:aherrmann@candm-associates.com)

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# C&M Background

C&M Associates, Inc. is a Texas-based corporation with ample experience in transportation planning along the United States borders. The firm was founded in 2004 by U.S. investors and by Cal y Mayor y Asociados, S.C., an engineering firm with offices and operations in 13 countries.

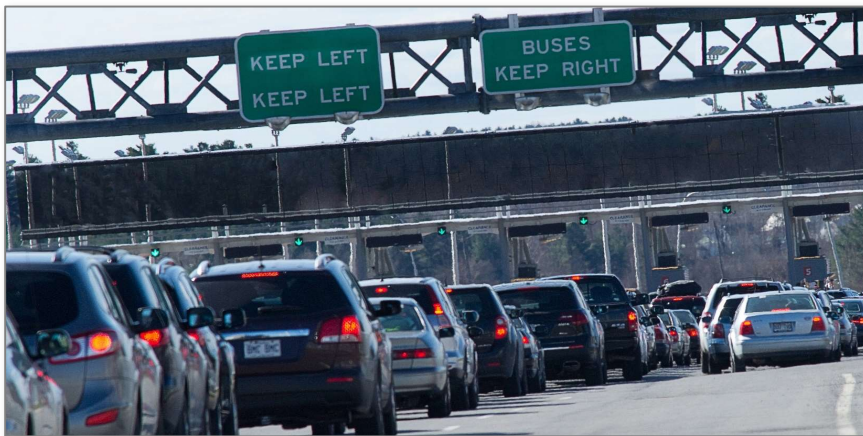
The combined experience of C&M Associates, Inc. and Cal y Mayor y Asociados, S.C. includes high-profile studies for the Mexican Communication and Transportation Ministry, and well as for Mexico's National Railroad System. Through this experience, C&M has become thoroughly knowledgeable about current freight flows and major truck and rail corridors in Mexico.

- **Dozens of Studies Conducted Along the U.S. Border Regions:**

- U.S. – Texas, Arizona, California, Michigan
- Mexico – Tamaulipas, Nuevo Leon, Coahuila, Chihuahua, Sonora, Baja California
- Canada – Ontario

- **C&M Staff:**

- Extensive experience in transportation planning, multimodal transportation, freight movement, and binational travel demand modeling
- English- and Spanish-fluent staff at various levels within the organization
- Specialists with expert knowledge in traffic and revenue forecasting, policy analysis, border crossings, transportation performance measures, mesoscopic and microscopic simulation, rail freight forecasting, trucking, public and stakeholder outreach, alternatives analysis, and program implementation



## C&M at a Glance

- ✓ Expertise in Binational Travel Demand Model Development
- ✓ Ample Experience in Border Highway Projects along the Mexican and Canadian Borders
- ✓ In-Depth Knowledge of USMCA/NAFTA Traffic Flows
- ✓ Developed Freight Planning Framework for the Secretaría de Comunicaciones y Transportes (SCT)
- ✓ Detailed Knowledge of P3 Procurement Process
- ✓ Proven Staff in the Analysis of Operational and Revenue Scenarios
- ✓ Over \$18 Billion in Debt Plus Equity Backed by Our Research

## Transportation Planning in States Bordering Mexico

**Binational Travel Demand Model Development** – C&M has developed dozens of binational travel demand models for several projects along the U.S./Mexico border, including projects in Nuevo Laredo/Laredo, Ciudad Acuña/Del Rio, and Tijuana/San Diego.



**Integration of Traffic Flows between Mexico and the United States.** C&M has conducted analyses of United States–Mexico–Canada Agreement (USMCA) and non-USMCA traffic flows (i.e., Asian imports) and their integration to U.S. east–west traffic flows.

**Analysis of Mexican Port Alternatives for Asian Commerce Flows.** Congestion at West Coast ports has fueled interest in the development of alternatives along the Pacific—from Vancouver, Canada to Lazaro Cardenas, Mexico. C&M’s talent pool includes consultants who have been at the forefront of Mexico’s port-planning efforts.

**Projection of USMCA Traffic Flows.** Commerce along the U.S./Mexico border has resulted in economic, legal, and development opportunities and challenges for both countries. C&M is well-positioned to address regional forecasting needs due to its presence in the southern United States and its experience in travel demand forecasting in the region.

**Understanding of Maquiladora Traffic.** The development of corridors between the United States and Mexico is both a response to and a driver of the dynamic maquiladora landscape along the border and in the Mexican heartland. C&M’s experience in analyzing how traffic flows are influenced by economic factors, including maquiladoras, can be an important asset to any border-planning effort.

**Evaluation of Public-Private Partnership (P3) Projects.** C&M’s experience with Mexican P3 projects on behalf of the Secretaría de Comunicaciones y Transportes (SCT) and private developers includes defining tender documents and the overall P3 economic and legal framework, assisting in the development or evaluation of bids, and developing traffic and revenue forecasts to serve as a basis for financing.

## Transportation Planning Along the U.S./Canadian Border

Bi-lateral trade between the United States and Canada is one of the largest in the world, and the majority of trade flows are concentrated at a few key border-crossing locations. The border crossings in southeast Michigan and southwest Ontario account for approximately one-third of the total bilateral trade between the United States and Canada. One of the main crossings in this area is the **Ambassador Bridge**, located west of the Detroit-Windsor tunnel and connecting southwest Detroit to western Windsor. On behalf of the Detroit International Bridge Company (DIBC), C&M developed traffic and revenue projections in 2013 for the Ambassador Bridge over a 25-year forecast period, taking into account the impact of the proposed New International Trade Crossing. C&M also reviewed the history of toll rate adjustments made by the DIBC to maintain toll rate parity between U.S. and Canadian dollar toll rates. These adjustments were compared with bridge traffic to estimate elasticity to toll rate adjustments.

## Relevant Experience in International Traffic Flows

As summarized below, C&M has extensive experience conducting studies for projects that involve analyzing, modeling, and forecasting international traffic flows.

| Project Description                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| HCMA 365 TOLL Investment Grade Traffic and Revenue Study                                                                                              |
| Laredo 4/5 POE Traffic and Revenue Study                                                                                                              |
| Donna Rio Bravo International Bridge Investment Grade Traffic and Revenue Study                                                                       |
| Flor de Mayo International Bridge Feasibility Study                                                                                                   |
| Southwebb POE and International Bridge Traffic and Revenue Study                                                                                      |
| Sunland Park International Bridge Intermediate Traffic and Revenue Study                                                                              |
| Del Rio-Acuna II International POE Level 2 Traffic and Revenue Study                                                                                  |
| Donna Rio Bravo and Anzalduas International Bridges Traffic Assessment Study                                                                          |
| Del Rio-Acuna International POE Feasibility Study                                                                                                     |
| Sketch-Level Assessment of Potential Demand for the Alliance International Bridge                                                                     |
| Sketch-Level Assessment of Potential Truck Diversion from Nogales-Mariposa POE to Texas                                                               |
| Otay Mesa POE Traffic and Revenue Study                                                                                                               |
| Hidalgo County International Bridge Trade Corridor Investment Grade Traffic and Revenue Study                                                         |
| El Paso Commuter POE Feasibility Study                                                                                                                |
| FARAC III Northeast Mexico Public-Private Partnership Demand Assessment                                                                               |
| SH 550 and US 281 Connector Intermediate Traffic and Revenue Study                                                                                    |
| Traffic Management System in the Baja California Border Region                                                                                        |
| Intelligent Transportation System (ITS) Border Corridor Study                                                                                         |
| NAFTA Study Update for the Texas Department of Transportation                                                                                         |
| SL 480 (Eagle Pass Outer Loop) Toll Feasibility Study                                                                                                 |
| West Loop Project Toll Feasibility Study                                                                                                              |
| Traffic and Revenue Study for the Laredo IV Bridge/World Trade Bridge                                                                                 |
| Investment Grade Traffic and Revenue Study for the Tecate-Tijuana Toll Road                                                                           |
| Analysis of International Commerce Trends for Binational JWC                                                                                          |
| Ambassador Bridge (U.S./Canada) Investment Grade Traffic and Revenue Study                                                                            |
| Laredo 4/5 POE Feasibility Study                                                                                                                      |
| International Bridge Trade Corridor Traffic and Revenue Study                                                                                         |
| Integrating a traffic simulation system with freight planning process in Mexico. Northern Border Application; STAN Phase IV                           |
| Integrating a traffic simulation system with freight planning process in Mexico. Northern Border Application; STAN Phase III                          |
| Integrating a traffic simulation system with freight planning process in Mexico. STAN Phase III                                                       |
| Integrating a traffic simulation system with freight planning process in Mexico. STAN Phase I                                                         |
| Freight Planning and Strategic Development of Logistics Infrastructure for the Northeast Mexican Region (Term Extension)                              |
| Freight Planning and Strategic Development of Logistics Infrastructure for the Northeast Mexican Region                                               |
| Analysis of the technical, operational, and economic feasibility of a system logistics terminals in San José de Cúcuta                                |
| Technical support for the application of licenses, permits, promotion and financial closure for a system of logistics terminals in San José de Cúcuta |
| Analysis and Evaluation of Regional Freight Transport in the City of Paso o Zumpango                                                                  |
| Demand study to determine freight corridors on the Urbanas-PAU highways and promotion of the Pilot Project in the D.F.                                |
| Study for the Planning and Programming of Border Transport in Mexico                                                                                  |
| Evaluation of U.S./MX International Trade During the Period of 1996-1998                                                                              |
| Methodology for the Conformation of a Traffic Management System in Binational Transport Corridors (Mexico/United States)                              |
| Analysis of Ports and Rail Network Status in Colombia                                                                                                 |
| Investment Grade Binational Study for the International Port Mesa de Otay II                                                                          |
| Transportation Master Plan for the State of Guanajuato                                                                                                |
| Preparation of the Study of the Integrated Freight Transportation System for the Caribbean Region                                                     |
| Border Master Plan for the Binational Region of San José de Cúcuta                                                                                    |
| Strategic Development Plan for the Logistics Infrastructure of the Northeast Mexico Region                                                            |
| Strategic Plan for Road Infrastructure Development                                                                                                    |



## Public-Private Partnership Expertise

In the Public-Private-Partnership (P3) space, C&M is proud of its unique 50%–50% experience as an advisor to private concessionaires and public project owners. For private developers, C&M has provided forecasts to supports private concession bids for Cintra, ACS Infrastructure, Citi Infrastructure Investors, Skanska ID, OHL Infraestructuras, Itinere Infraestructuras, Acciona, Isolux Corsan, Globalvia, and other local players for projects in the United States, Puerto Rico, Mexico, Colombia, Panama, Costa Rica, and Chile. For Public owners, C&M has provided T&R advice to VDOT on the I-66 Outside HOT Lanes project, Midtown Tunnel/Downtown Tunnel/MLK Freeway Extension project, the US 460 project, the I-495 HOT lanes project, and the I-64 project. Other public entities for which C&M has provided P3 T&R advice include the Georgia Department of Transportation, the Texas Department of Transportation, the government of Mexico at federal and state levels, and the governments of Colombia, Peru, and Costa Rica.

## Supporting CBP/GSA Donations Acceptance Program Application

The U.S. Border experienced an increase in international trade and travel. In order to accommodate the additional demand, Congress has authorized U.S. Customs and Border Protection (CBP), in collaboration with the U.S. General Services Administration (GSA), to enter into partnerships with the private sector and government entities at ports of entry for certain services and to accept certain donations under Section 559 of the Consolidated Appropriations Act, 2014, P.L. 113-76.

C&M helped with its traffic and revenue forecast to support the CBP and GSA Donations Acceptance Program Application and to secure donations to support the expansion and staffing of existing POE facilities. For example, C&M has provided forecasts to support positively the expansion of the commercial lanes at the Donna-Rio Bravo International Bridge.

## Financial Community Experience

C&M works closely with different agents involved in the successful placement of bonds or loan syndications. Over \$18 billion in bonds and loans plus equity investments have been backed by C&M's T&R studies. C&M's recognition by the financial community has enabled its rapid expansion throughout the United States.

In February 2016, VDOT obtained an indicative private rating from Fitch for senior private activity bonds and subordinate TIFIA loan in the hundreds of millions of dollars using C&M's T&R forecasts.

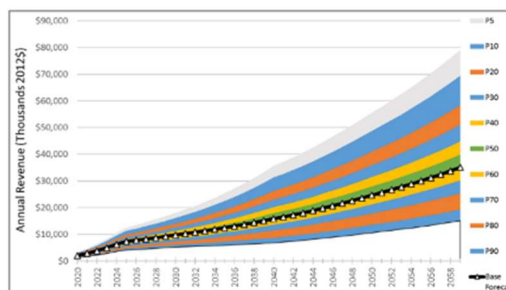
The Official Statement of the \$100 million in PABS that was published in September 20, 2015, for the I-77 HOT lanes project in North Carolina can be accessed [here](#) or via the adjacent QR code. The offering has been made by the North Carolina Department of Transportation (NCDOT), pledging revenue from the I-77 managed lanes. In addition, the financial close included a \$189 million TIFIA loan. The offering was rated BBB- by Fitch and BBB by DBRS.



The December 2012 Official Statement of \$231 million in Current Interest Bonds and \$62 million in Capital Appreciation Bonds issued by the Route 460 Funding Corporation of Virginia, Authorized by the Commonwealth Transportation Board of the Commonwealth of Virginia, can be accessed [here](#) or via the adjacent QR code. The issuance was assigned a Baa3 rating by Moody's Investor Service and a BBB- rating by Standard & Poor's Rating Services.

## Risk Analysis of Traffic Forecasts

C&M has developed a state-of-the-practice forecast analysis technique to assess the expected probability of a project achieving its forecasted traffic and revenue. This methodology has incorporated feedback from underwriters, credit enhancers, commercial banks, and rating agencies in the United States, Latin America, and Europe.



## Case Studies

### Laredo International Bridge System – Border Master Plan, TX (Ongoing)

**Client:** City of Laredo

**Contact:** Yvette Limon, Bridge  
System Director – (956) 721-2070;  
ylimon@ci.laredo.tx.us

The City of Laredo International Bridge System facilitates commercial vehicle, passenger vehicle, and pedestrian crossings. With the World Trade Bridge, the bridge system includes the most important commercial Port of Entry (POE) in the United States southern border. Trade corridors that traverse the international bridge system include I-35, US 59 (I-69), US 359, and US 83 (Ports-to-Plains Corridor) in the United States and the Mazatlán-to-Matamoros Highway and MEX 85 in México. This system connects Metropolitan areas like Dallas-Fort Worth, Minneapolis-Saint Paul, Minnesota, and Houston-Galveston in the United States and Monterrey and Mexico City in Mexico.

The objective of the Laredo Border Master Plan is to optimize the existing Webb County international bridge system and achieve the following:

- Relieve traffic congestion at Webb County international bridges
- Assess the conditions of each international bridge
- Assess the suitability and infrastructure of each international bridge
- Assess the operational efficiency of each international bridge
- Assess the compliance of each international bridge with statutory and other requirements

The goal is to reduce waiting times through expansions, conversions, and/or upgrades to maximize border crossings. Each bridge is to be optimized for the maximum number of crossings by diverting traffic between bridges if applicable.

As a subconsultant to S&B Infrastructure, C&M has been tasked with developing T&R forecasts for the four bridges of the City of Laredo International Bridge System to support the preparation of the Border Master Plan. In aiding in the preparation of the Border Master Plan, C&M is systematically identifying the City of Laredo's current and future traffic trends related to border crossings, assessing the current and future infrastructure needs of the City of Laredo International Bridge System, assessing the efficiency of processing border crossings, and will provide opinions on the need for additional capacity or specialization of bridges to certain types of traffic.

C&M will address all Laredo crossing modes including passenger vehicles, commercial vehicles, and pedestrians. C&M is also developing a binational TDM that will include an operational analysis of all the existing and proposed POEs of the Laredo Bridge System to address improvements to POE operations, components, and access.

### 365 TOLL Investment Grade Traffic and Revenue Study, TX (Ongoing)

**Client:** Hidalgo County Regional Mobility Authority (HCRMA)

**Contact:** Pilar Rodriguez, Executive Director – (956) 402-4762; [prodriguez@hcrma.net](mailto:prodriguez@hcrma.net)

The Hidalgo County Regional Mobility Authority (HCRMA) has engaged C&M to prepare an Investment Grade T&R study for the proposed 365 TOLL facility (the Project). The aim of the study is to develop an update to C&M’s 2016 Investment Grade T&R forecast for the Project, with results expressed in annual toll transactions and toll revenue over a 40-year period beginning in 2025, the first year

in which the facility will be tolled.

The Hidalgo County Loop System was proposed in 2008 to serve future transportation needs. Originally envisioned as a single project and now split into several projects, including 365 TOLL, the Hidalgo Loop will eventually result in the formation of a loop around the McAllen-Edinburg-Mission MSA.

The Project is a 14.9-mile tolled highway in Hidalgo County extending from US 281/Military Highway in the city of Pharr to FM 1016/Conway Avenue in the city of Mission, as well as 0.7 miles of toll-free freeway between US 281 and FM 2557. This facility is intended to relieve traffic congestion, facilitate international trade shipments across the U.S./Mexican border, and benefit local travelers by providing a high-speed connection between the Pharr-Reynosa International Bridge, the Anzalduas International Bridge, the McAllen Foreign Trade Zone (MCFTZ), and industrial areas and warehouses in McAllen, Mission, and Pharr. The Project will access the Pharr-Reynosa International Bridge through Spur 29 at Cage Boulevard and the Border Safety Inspection Facility (BSIF) Connector at Military Highway, which is a non-tolled road.

For this ongoing study, C&M is building upon its previous knowledge and efforts related to the Project with the following field work:

- Commercial vehicle origin-destination (OD) and stated preference (SP) survey on the U.S./Mexican border crossings
- Commercial company OD and SP survey
- Border crossing intercept and off-site OD and SP survey using person-to-person interview methods
- Bluetooth vehicle OD survey along the Project corridor
- International bridge traffic counts

Additionally, the scope of this study includes a socioeconomic review of the study area, which was previously conducted by a local economist from the University of Texas-Pan American (UTPA). The UTPA data, in conjunction with historical and forecasted socioeconomic data from several public and private sources, were used to develop the socioeconomic forecast for the current study. This forecast serves as input for developing the traffic demand for the Project and, ultimately, the final T&R figures.

C&M is updating its current travel demand model (TDM) with the latest available socioeconomic and traffic data. The newly available TxDOT Lower Rio Grande Valley (LRGV) TDM was reviewed and incorporated into C&M's modeling procedure. Additionally, C&M is developing an updated four-step TDM for the Mexican side of the border to estimate travel time delays on the international bridges.

## Sunland Park International Bridge Intermediate T&R Study, NM (2018)

**Client:** City of Sunland Park

**Contact:** Hector Rangel, Public Works Director – (575) 589-3631; hector.rangel@sunlandpark-nm.gov

C&M conducted an intermediate T&R study of the proposed Camino Real de Tierra Adentro POE in the city of Sunland Park, Doña Ana County, New Mexico. The primary aim of this study was to produce T&R forecasts of sufficient quality to assess the project's feasibility, conduct financial planning, meet the requirements for advancing the project's Presidential Permit process, and validate alternative scenarios for planning purposes. The results of this study were also intended to support plans by the city of Sunland Park to accommodate the forecasted passenger vehicle and commercial vehicle demand, such as determining the specific location of the POE, the number of lanes, the number of inspection booths, and other project specifications.

The project's location on the U.S. side of the border is south of Sunland Park's urban area. Its location on the Mexican side of the border is Puerto de Anapra in the northwestern portion of Ciudad Juarez, Chihuahua. The new international facility will provide access to I-10, allowing travelers to avoid congested urban areas on both sides on the U.S./Mexican border. The project is expected to open to traffic on January 1, 2022.

In developing its T&R forecasts, C&M took into account existing information (including historical traffic and border crossings within the study area, historical shipment data, border-crossing delays, and previously-developed traffic forecasts); field observations and data (including origin-destination and stated preference surveys); and historical, current, and projected socioeconomic data.

The T&R forecasts are the product of C&M's Binational Assignment Model, developed specifically for this study in the TransCAD 6.0 build 6025 platform. C&M prepared and evaluated all four steps of the Binational Assignment Model based on current transportation data, observed traffic patterns within the study area, and expected future road network improvements. The Binational Assignment Model was calibrated to existing traffic conditions within the study area and subsequently used to develop traffic forecasts for model years 2020 and 2040.





## Laredo 4/5 POE and International Bridge Traffic & Revenue Study, TX (2018)

**Client:** PINFRA-GEMCO

**Contact:** Glafiro E. Montemayor  
Quintanilla – (956) 206-3633

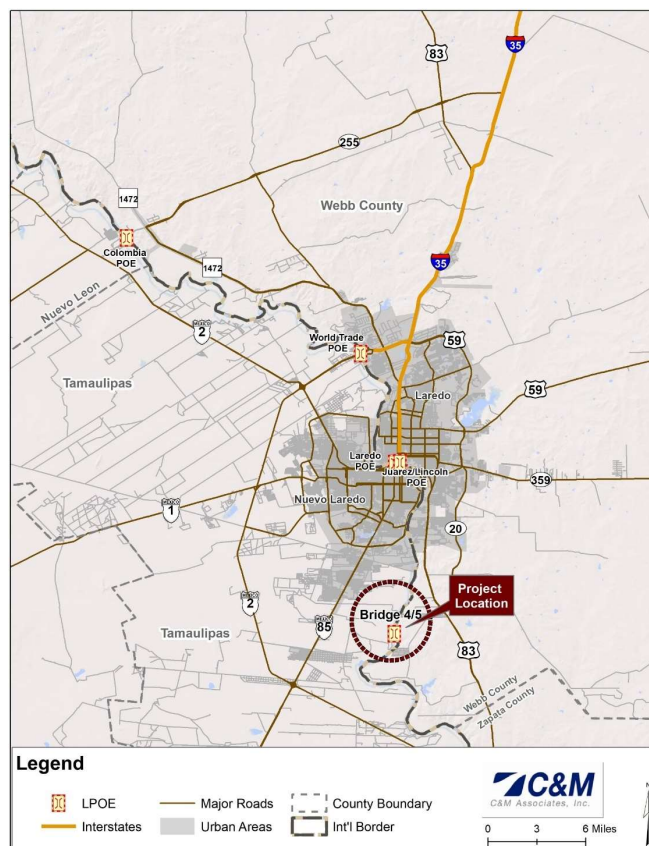
C&M conducted a T&R study of the proposed Laredo 4/5 international bridge and POE in Webb County, TX. The purpose of this study was to produce T&R forecasts of sufficient quality to assess the project's feasibility, conduct financial planning, and meet the requirements for advancing the project's Presidential

Permit application. The results of this study were also intended to support plans to accommodate the forecasted commercial and passenger vehicle demand, such as determining the project's number of lanes, inspection booths, and other border facility features.

The construction of an additional Laredo POE is one possible solution to accommodate increasing demand on Texas border crossings, especially for commercial vehicles. After passing NAFTA in 1994, commercial vehicle traffic dramatically increased across all Texas commercial border crossings, and freight exchange is expected to increase considerably in the years to come, surpassing the capacity of the transportation network. The project is planned to be built to the latest standards of border-crossing technologies to optimize the border-crossing process.

The project is part of an approximately 4,000-acre land development plan in Webb County by the Southwebb Development Company. The Southwebb development includes the construction of warehouses, logistics centers, and a new binational foreign trade zone, as well as access to the project in the United States. Similar commercial developments are planned on the Mexican side of the border in the vicinity of the project.

In developing its T&R forecasts, C&M took into account the following: existing information (including historical traffic and border crossings within the study area, historical shipment data, border-crossing delays, and previously-developed traffic forecasts); field observations and data (including origin-destination and stated preference surveys); and historical, current, and projected socioeconomic data. The resultant T&R forecasts are a product of TDM developed and adopted for the purposes of this study.



C&M developed a four-step TDM for the city of Nuevo Laredo to use in combination with an existing TDM for the Laredo MPO area to develop the **Binational Assignment Model** in the TransCAD 7.0 Build 12390 platform. C&M evaluated all four TDM steps based on current transportation data, observed traffic patterns within the study area, and expected future road network improvements. The final Binational Assignment Model was calibrated to existing traffic conditions within the study area and used to develop traffic forecasts for 2025 and 2045.



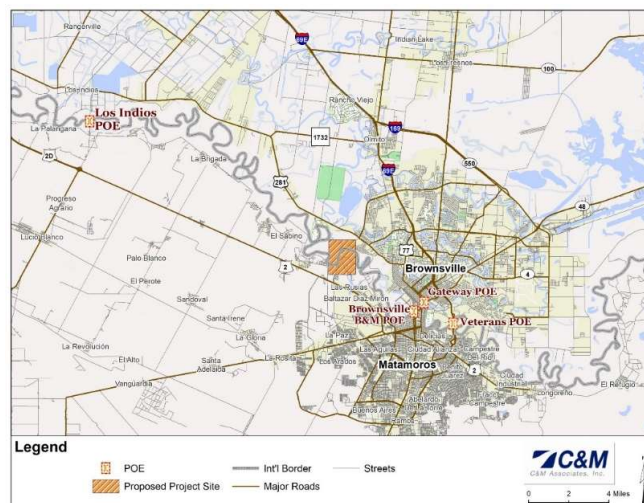
## Flor de Mayo International Bridge Feasibility Study, TX (2019)

**Client:** Cameron County Regional Mobility Authority (CCRMA)

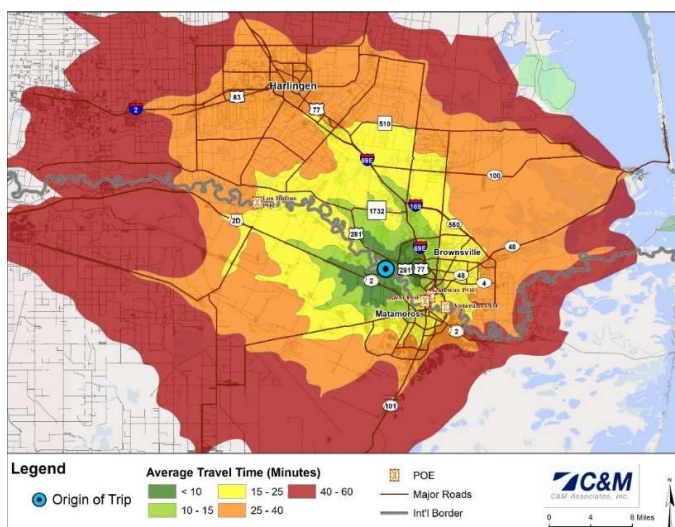
**Contact:** Pete Sepulveda, Jr.,  
Executive Director – (956) 621-5571

C&M conducted a sketch-level feasibility study of the proposed Flor de Mayo International Bridge/POE in the city of Brownsville, Cameron County, TX to produce T&R forecasts of sufficient quality to assess the project's feasibility. The results of this study were also intended to support plans by the Cameron County Regional Mobility Authority (CCRMA) to accommodate the forecasted passenger vehicle and commercial vehicle demand, such as determining the specific location of the project, the number of lanes, the number of inspection booths, and other project specifications.

The project is located on Flor de Mayo, off US 281 in west Brownsville, about 8 river miles upstream from the B&M Express International Bridge and 35.6 river miles downstream from the Los Indios Free Trade International Bridge. The project's location on the U.S. side of the border is south of the US 281/FM 3248 intersection. Its location on the Mexican side of the border is just north of MEX 2, north of the colony Las Rusias of the city of Matamoros, Tamaulipas. The new international facility will provide access to US 281 and MEX 2, allowing travelers to avoid congested urban areas on both sides on the U.S./Mexico border. The project is expected to open to traffic on January 1, 2025.



Given the continuing demographic growth within the study area, strategically planning infrastructure to serve future demand is essential to ensuring a competitive transportation network favoring regional economic growth. This study contributed to this effort by providing a T&R forecast for the project over a 30-year period, taking into consideration the region's competing and contributing infrastructure and existing POEs.



In developing its T&R forecasts, C&M took into account existing information, including historical traffic and border crossings within the study area, historical shipment data, border-crossing delays, and previously-developed traffic forecasts; field observations and data, including an origin-destination (OD) survey; and historical and projected socioeconomic data.

The T&R forecast is the product of C&M's binational route choice model. C&M incorporated current transportation data, observed traffic patterns within the study area, and revised future road network improvements in the model to develop the T&R forecast.

## Donna-Rio Bravo International Bridge Investment Grade T&R Study, TX (2020)

**Client:** City of Donna

**Contact:** Jesus Rene Reyna,  
Bridge Director – (956) 246-3956;  
jreyna@cityofdonna.org

C&M developed a 40-year Traffic and Revenue forecast for proposed extensions to accommodate northbound CVs on the Donna–Rio Bravo International Bridge. The project was developed as a “model” CV POE, including Unified Cargo Processing (UCP) inspection and the latest inspection technology. C&M liaised with CBP officers to determine the benefits of the UCP inspections in

terms of crossing time savings.

For the U.S. side of the border, C&M adopted the existing Rio Grande Valley MPO’s regional TDM. For the Mexican side of the border, C&M developed the Reynosa–Rio Bravo TDM. The development of the Binational Assignment Model included an extensive data collection program that included a border crossing time assessment, interviews with cross-border freight shipping companies, and the development, execution, and administration of a stated preference survey. C&M developed and evaluated all four steps of the Binational Model based on transportation data, observed traffic patterns in the study area, and expected future road network improvements.

## Del Rio-Acuña II International POE Level 2 T&R Study, TX (2016)

**Client:** City of Del Rio

**Contact:** Bruno "Ralphy" Lozano,  
Mayor – (830) 774-8558;  
smoreno@cityofdelrio.com

C&M conducted a Level 2 T&R study of the proposed Del Rio-Acuña II International POE at the U.S./Mexico border near the city of Del Rio in Val Verde County, TX. The project consists of a new international bridge and a roadway connecting to US 90/US 79 north of Del Rio. The proposed bridge is assumed to be open by 2020. The roadway between the proposed POE and US 90 is over 7 miles long

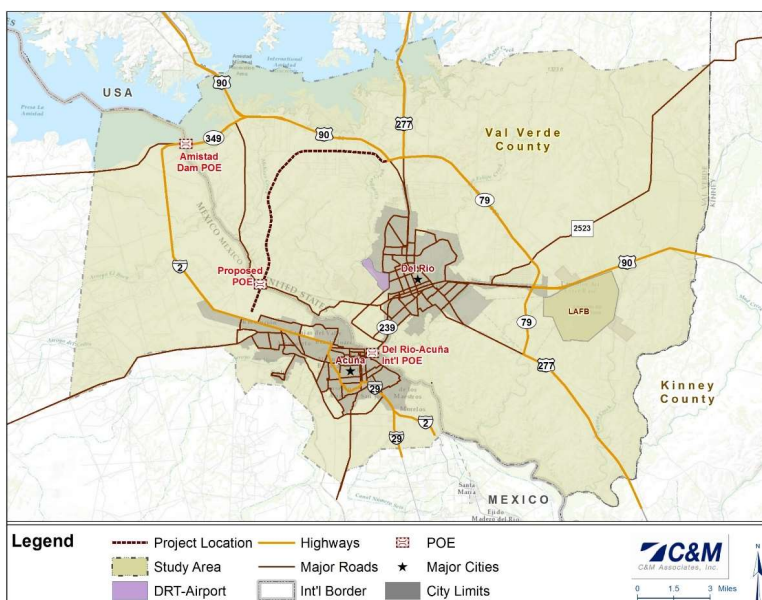
and is assumed to have two lanes in each direction. This study built upon C&M’s Phase 1 Feasibility Study, which was completed in April 2014. The feasibility study included econometric-model-based forecasts using historical data, demographic forecasts, and socioeconomic conditions within the study area.

The aim of this Level 2 analysis was to develop T&R forecasts for the project over a 30-year period beginning in 2020. In developing the T&R forecasts for this study, C&M analyzed historical traffic data and trends—in the form of annual average daily traffic (AADT)—seasonality factors, vehicle classification data, and the current traffic patterns of the roadway networks and international bridges within the study area. Given the unique characteristics of the study area, C&M also analyzed commodity shipment data—to gain a better understanding of commercial vehicle activity—and border traffic information, including border crossing trends, automotive industry trends, and U.S./Mexican border policies. Additionally, travel time data was collected for major roadways on both sides of the border via Google’s database for use in calibrating travel times for the TDM base year.

One major improvement over the previous study is the development of a TDM to develop the final T&R forecast by modeling future traffic (passenger and commercial vehicles) for all major and minor roadways within the study area—including the distribution between the existing and proposed international bridges—while replicating existing travel conditions. Since there was no pre-existing TDM for the study area, C&M developed its own complete, traditional four-step TDM focusing on the Del Rio and Acuna areas: the **C&M Del Rio–Acuña Travel Demand Model** (CMDATDM). The CMDATDM was calibrated to

base year 2014 conditions using the newly-collected data described above, as well as the latest socioeconomic data from the project’s surrounding region.

The modeling area of the CMDATDM covers most of Val Verde County and the Acuña municipality. This coverage area was critical to the study since the project’s expected traffic will be influenced by demographic and economic characteristics on both sides of the border. In addition, including the Acuña area aided in analyzing long-distance commercial vehicle traffic that services maquiladoras beyond the Acuña region in Monclova, Torreon, and Monterrey. The traffic analysis zone (TAZ) coverage comprises 251 TAZs in Del Rio, of which 8 are external zones, and 267



TAZs in Acuña, of which 9 are external zones. Each major highway that crosses the modeling area boundary is represented by one external zone. Thus, the 17 external zones represent “gateway roads” to and from the modeling area.

In addition to the base year 2014, the CMDATDM includes future model years 2020 (the opening year of the project) and 2035. C&M developed the base year network using available roadway layers from OpenStreetMap, with modifications and adjustments to the structure of the network to reflect the current conditions and to better serve the specific purposes of the study. For the future year networks, the *Del Rio Comprehensive Master Plan* and the *Programa Nacional De Infraestructura 2014-2018* were reviewed to check for any planned improvements in the study area.

All components of the TDM—such as the TAZ layer, roadway layer, and socioeconomic inputs—were developed separately for the Del Rio and Acuña areas. Trip generation and trip distribution were performed separately for Del Rio and Acuña areas. After these two steps were completed and the final trip tables were developed, the two models were combined into one homogenous study area model capable of assigning trips from one side of the border to the other.

## Alliance International Bridge T&R Study (2015)

**Client:** Globalvia Infraestructuras

**Contact:** Alicia Sánchez-Crespo Santos  
– asanchezcrespo@globalvia.com

C&M was contracted to produce T&R projections for bridge traffic and determine the potential commercial demand for the Alliance International Bridge (Alliance POE). The objective of C&M’s study was to estimate the Alliance POE’s potential to capture a portion of the southbound commercial vehicle traffic

crossing between Mexico and Hidalgo County in addition to the expected growth in car traffic. This study built upon other studies performed for the Hidalgo County Regional Mobility Authority (HCRMA) and, therefore, utilized available data collected in the Rio Grande Valley.



The Alliance POE opened in November 2010 to passenger vehicle traffic only. Its location at the intersection of FM 493 and US 281/Military Highway—and between the two existing commercial crossings of Pharr-Reynosa International Bridge and Progreso International Bridge in Hidalgo County—makes it an attractive option for commercial vehicles crossing the U.S./Mexico border. The newly finished infrastructure in Mexico, along with the infrastructure under construction in the United States serving this bridge, helps commercial vehicles avoid the urbanized and congested areas of Reynosa and Matamoros within Mexico, and McAllen/Pharr in the United States.

C&M has been collecting field data in the study area since 2008. Based on these data, C&M not only developed a user profile but also gained a better understanding of traffic characteristics and travel patterns within the study area, all of which provided critical support for the travel demand model. The field work utilized for this study included field reconnaissance, automatic traffic recorder counts, travel time monitoring, origin-destination surveys, and a commercial vehicle survey. C&M also purchased data regarding over 40 socioeconomic indicators in order to develop the project's traffic demand. After producing the T&R forecast, C&M performed a risk analysis that analyzed variables such as Gross Regional Product, Maquiladora industry growth, marketing efforts, future development, and facility ramp-up.

### SR 11 and Otay Mesa East POE T&R Study and Data Collection Program (2012)

C&M was contracted by the San Diego Area Association of Governments (SANDAG), in partnership with the Government of México via the Secretaria de Comunicaciones y Transportes (SCT), to analyze demand and produce traffic and revenue projections for dynamically priced SR 11 access and a new tolled port of entry (POE) between the Tijuana and San Diego regions. This project marks, perhaps for the first time, a unique approach to solving persistent traffic congestion problems along the U.S./México border. The approach integrates—as a single system—an international POE and its “ecosystem” of users, providers, technology, and facilities. This is crucial considering that, for 2008, SANDAG estimated that border wait times at the San Diego-Tijuana POEs resulted in a loss of 30,000 jobs in the United States and 11,000 jobs in México. It is within this context that SANDAG and the SCT intended to develop this project.

**Client:** San Diego Area Association of Governments

**Contact:** Maria Rodriguez-Molina –  
maria.rodriguezmolina@sandag.org

As part of this analysis, C&M designed and conducted an extensive data collection program that included interviews with 100 maquiladora companies, freight shipping companies, and produce distributors. C&M developed and oversaw the administration of a sophisticated stated preference survey to assess willingness to pay, estimate value of time, and estimate the value that users place on having a reliable transportation alternative. The survey was applied to 10 distinct passenger vehicle market segments and 5 distinct truck market segments.

C&M developed a preliminary binational border-crossing travel demand model (TDM). The model was produced in TransCAD and was intended to help forecast the share of the three POEs in the San Diego-Tijuana system. The TDM feeds congested travel times and a simplified trip table to an external spreadsheet-based toll diversion model. The toll diversion model distributes the border-crossing demand across POEs based on the travel times and OD patterns obtained from the TDM. The model then iteratively reassigns trips across the POEs based on type of user and wait times, all while calculating project toll rates that equilibrate demand across all POEs. Equilibrium is achieved when toll rates, demand, and wait times are such that all users are satisfied with their choice and additional iterations do not produce significant changes to the trip assignment.

# Project Understanding

The Pharr International Bridge at the U.S./Mexico border is one of five International Bridges that provide access from the state of Tamaulipas, Mexico to Hidalgo County in the United States. The Pharr International Bridge connects US 281 (Military Highway)—which runs parallel to the border—with the Highway MEX 2, making Pharr one of the most attractive logistical points in the region. The Pharr International Bridge measures 3.2 miles long and has the fastest commercial crossing time in the Lower Rio Grande Valley.

The bridge facilitates commercial vehicle and passenger vehicle crossings. It serves as one of the most important commercial POEs into the U.S. and is one of three international bridges implementing the Free and Secure Trade (FAST) program. The Pharr International Bridge has state-of-the-art cold storage units to keep produce fresh, safe, and consumable for distributors on both sides of the border. International trade corridors that traverse the Pharr International Bridge include I-69, US 281, I-10, I-35, and US 77 in the United States and the Mazatlán-to-Matamoros Highway and MEX 101 in México. The Mazatlán-to-Matamoros Highway traverses five Mexican States: Sinaloa, Durango, Coahuila, Nuevo León, and Tamaulipas. MEX 101 runs parallel to the Mexican Gulf coast. The international trade corridors relevant to this project are illustrated in Figure 1.

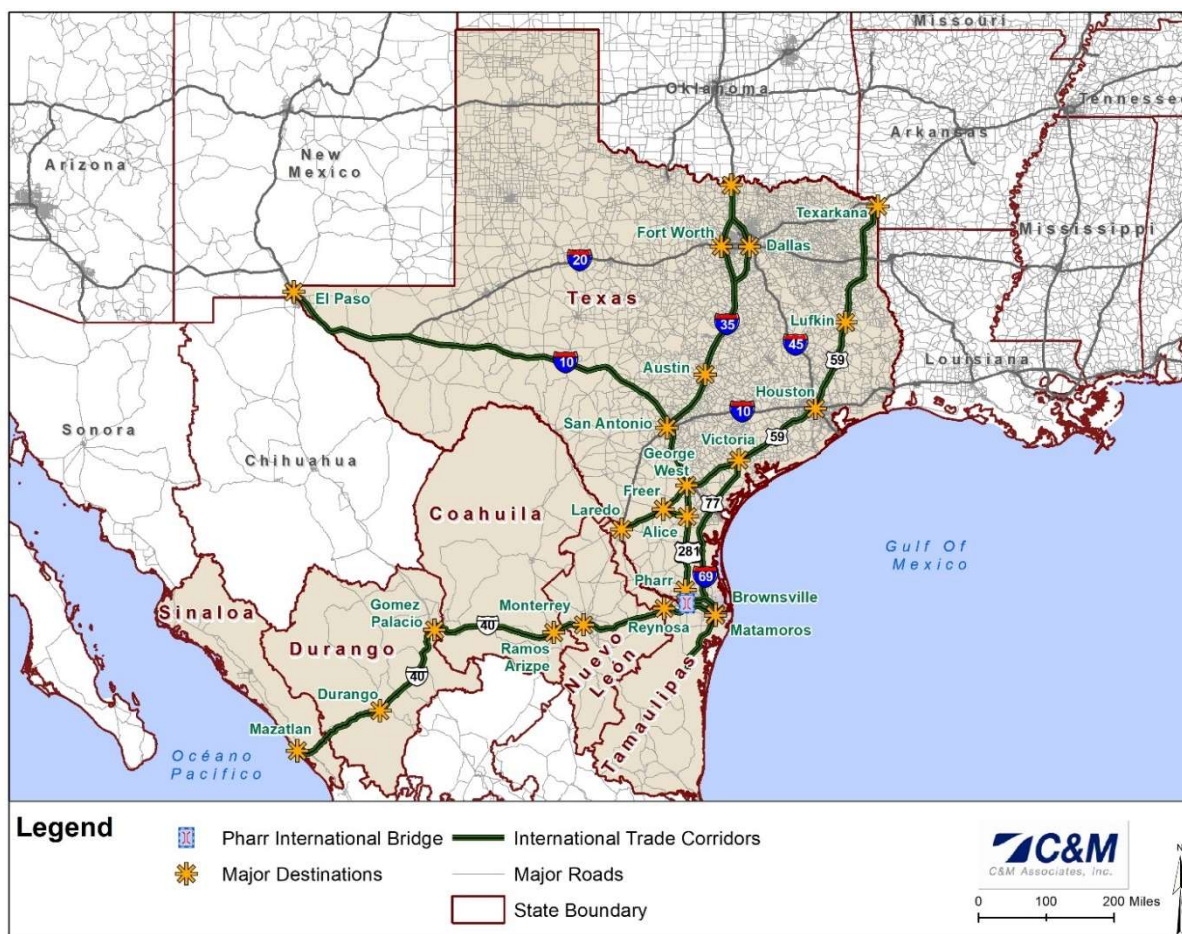
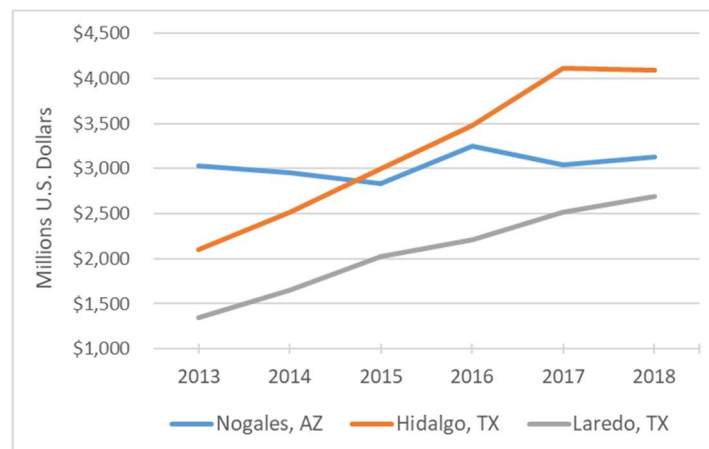


Figure 1. International Trade Corridors



It is important to note that the Durango-Mazatlán Highway, open to traffic in 2013, is a high-performance east–west connection between the Pacific Coast near the Mexican cities of Mazatlán and Durango in the northern/center of Mexico. This road cuts a direct route across the Sierra Madre Occidental Mountains and grants the Pharr International Bridge access to the seaports of the Mexican Pacific Coast (Mazatlán) and, more importantly, to the center of Mexican produce production in the states of Sinaloa, Sonora, Jalisco, and Michoacán.

It is also important to note that the weight magnitude of imports is much higher in Hidalgo compared to other POEs. In fact, as shown in Figure 2, the Hidalgo POE surpassed the Nogales, Arizona POE in 2015 as the top importer of fresh produce from México in terms of dollar value.<sup>1</sup> This change has primarily been driven by fruit imports to Hidalgo County. This is also due to produce shippers using the existing transportation and logistics infrastructure that allows Texas—as one of the primary U.S. agricultural producers—to distribute produce imported from México throughout the entire United States. Additionally, many Texas produce shippers have invested in farming operations in México as produce crosses the border into the Lower Rio Grande Valley for distribution throughout the United States and Canada.<sup>2</sup>



Source: The University of Arizona<sup>1</sup>

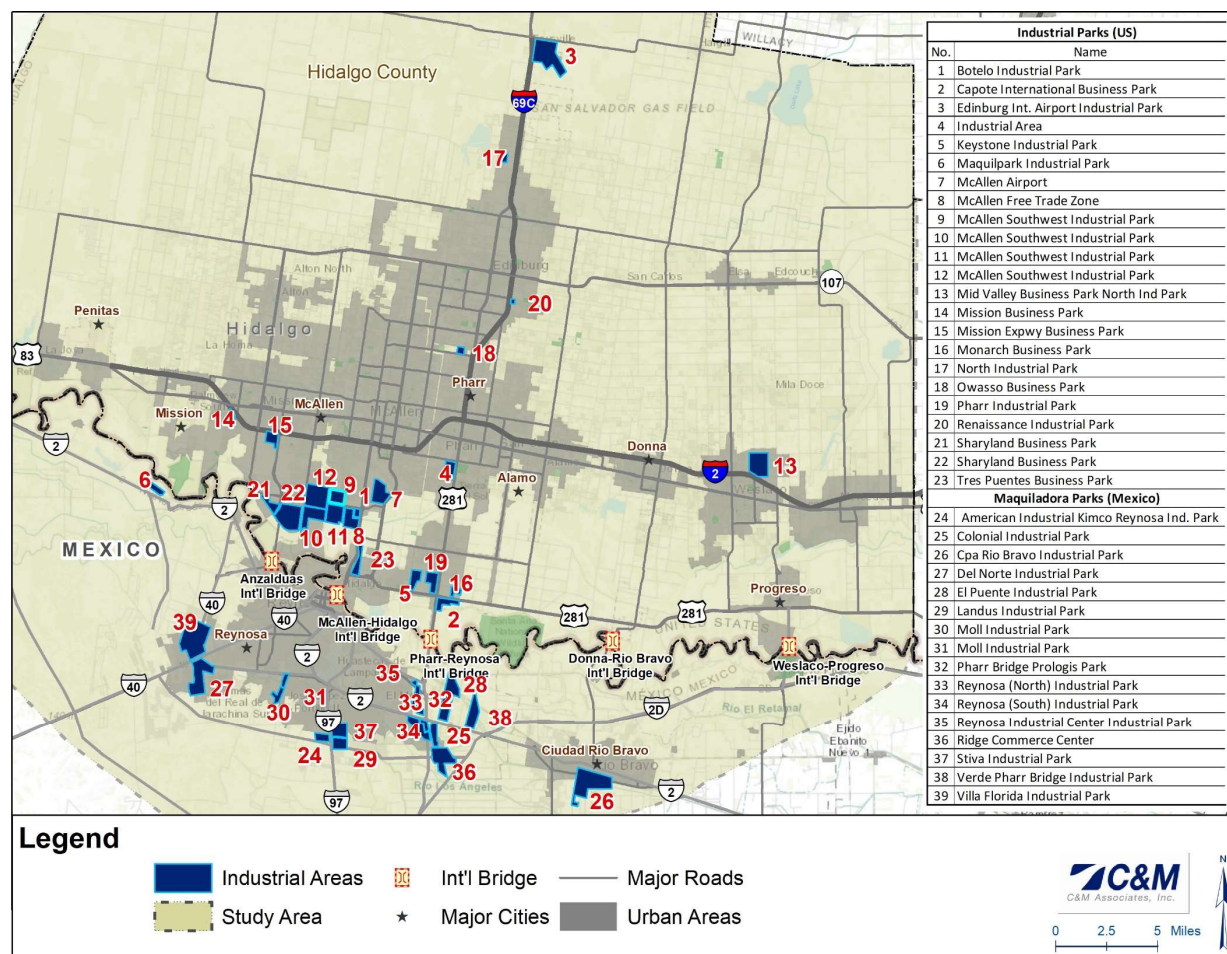
**Figure 2. Mexican Fresh Produce Imports (millions\$) by Selected POEs – 2013 to 2018**

The other main market of the Pharr International Bridge is the local Maquiladora trade. Commercial vehicle travel patterns between the Mexican city of Reynosa and Hidalgo County in the United States are generally short-haul in nature, known within the industry as “cartage” or “transfer” hauling. The less frequent long-haul commercial vehicle movements typically originate further south in Monterrey, México’s leading industrial city and capital of the northern state of Nuevo Leon. The maquiladora trade activity is accomplished by means of short-haul commercial vehicle movements; typically, these commercial vehicles pick up products from their origins at maquiladora plants in the Mexican city of Reynosa and haul them across the border to interim distribution centers in Hidalgo County and

<sup>1</sup> The University of Arizona, Eller College of Management (n.d.). Arizona-Mexico Economic Indicators: Commodity Flows. Retrieved November 25, 2019 from <https://azmex.eller.arizona.edu/commodity-flows-overview>

<sup>2</sup> Martin, B. (2012, October 1). Texas produce shipments to loom larger in future. Retrieved from <http://haulproduce.com/2012/texas-produce-shipments-to-loom-larger-in-future/>

surrounding areas. Conversely, commercial vehicles on the U.S. side of the border pick up components from warehouses in Hidalgo County and surrounding areas and deliver them to maquiladora plants in Reynosa to the south. Figure 3 presents the industrial parks in the United States and the maquiladora parks in México.<sup>3,4</sup>



**Figure 3. Industrial and Maquiladora Parks around the Pharr International Bridge**

The Pharr International Bridge's commercial vehicle border crossings have continually increased over the last 20 years. To accommodate the increase in commercial vehicle demand, the Pharr International Bridge was recently able to fund five International Bridge expansion projects by using the U.S. Customs and Border Protection (CBP) and General Service Administration (GSA) Donations Acceptance Program.

Furthermore, recent changes at the U.S./Mexico border—including the new USMCA regulations, the Chinese U.S. Trade dispute, the need include in international productions lines more near shoring due to the results of the COVID-19 Pandemic and/or the development of new border infrastructure—have created a more opportunities and competitive environment for commercial trade between the U.S. and Mexico.

<sup>3</sup> International Community Publications, LLC (n.d.). Mexico industrial maps. Retrieved August 9, 2016 from <http://www.mexicoindustrialmaps.com/>

<sup>4</sup> Hidalgo County Metropolitan Planning Organization (HCMPO) (n.d.). Geographic information system: Land use map. Retrieved September 5, 2017 from <http://www.hcmpo.org/gis.html>

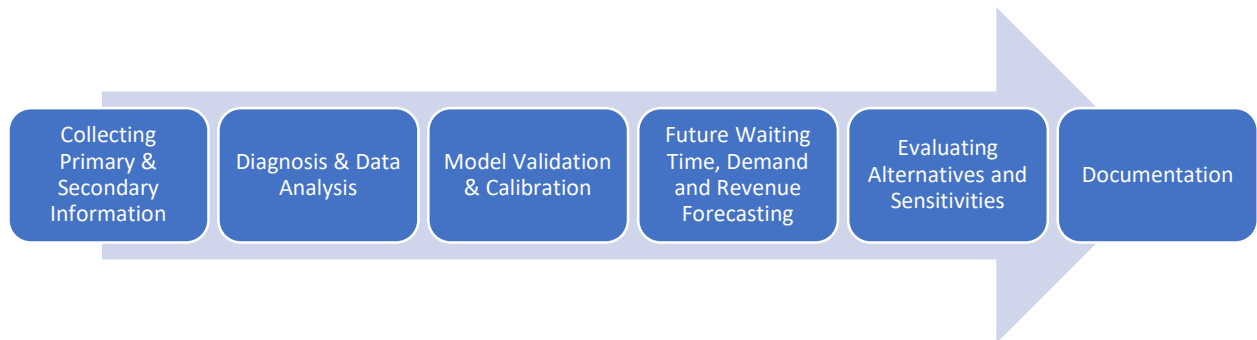
C&M is confident that its proposed scope of work will support the Pharr International Bridge in responding appropriately to recent changes in commercial trade by providing reliable waiting time and commercial vehicle crossing projections for both short- and long-term planning processes. Through its T&R assessment, C&M will provide the tools needed to support the future development and growth of the Pharr International Bridge.

## Proposed Project Approach and Scope of Work

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### A: Adapt C&M's Binational Travel Demand Model to the Needs of the Pharr International Bridge

C&M will adopt its priority Hidalgo County Binational Travel Demand Model to reflect the specific needs of the Pharr International bridge and to forecast border waiting times, traffic demand, and revenue. The following section outlines C&M's proposed approach to produce reliable forecasts for the Pharr International Bridge. In addition to the tasks described below, throughout the course of the study, C&M will coordinate with its subconsultants as needed to gather required data.



#### Task 1: Project Management/Mobilization

C&M will mobilize immediately upon receiving the Notice to Proceed (NTP). This task includes a kick-off meeting with the Pharr International Bridge staff, The Bridge Director, and key stakeholders to determine important issues relevant to this study and define any alternatives, the study's overall methodology, and data requirements.

C&M's Project Manager will issue a notice to stakeholders regarding study commencement and may request assistance in gathering existing data, traffic reports for the area, and details regarding the Project and/or other planned projects in the area of influence, if applicable.

C&M's hands-on management of the study will include the following:

- Participating in monthly progress meetings/teleconferences to appraise the Pharr International Bridge Director of progress and identify key issues;
- Analyzing the impact of various physical scope considerations on the waiting time, traffic demand, and revenue forecasts;

- Attending key working group meetings to discuss preliminary forecast results and provide input on any requirements to optimize the analysis;
- Providing the Pharr International Bridge Director with progress reports on a periodic basis and providing minutes of meetings held with project stakeholders; and
- Presenting results to Pharr International Bridge staff and providing responses to their questions.

## **Task 2: Review of Existing Information**

C&M will review and re-validate the existing documentation and traffic information that was previously collected by C&M around the Pharr International Bridge. Since 2008, C&M has been collecting field data in Hidalgo County for the 365 TOLL project on behalf of the HCRMA. 365 TOLL's southern terminus will connect directly to the Pharr International Bridge, which makes most of the collected traffic data also suitable for the Pharr International Bridge Expansion Project. Prior to this proposal, C&M aided Pharr International Bridge staff in obtaining public survey data that were collected at the Pharr International Bridge or were related to Hidalgo County border crossings. Based on the analysis of these data, C&M will prepare a Project Needs Assessment and, in coordination with Pharr International Bridge staff, identify data/resource requirements and develop a data collection program.

The available data will help C&M develop a user profile and demonstrate the traffic characteristics and travel patterns of the Pharr International Bridge crossings, all of which provide critical support for travel demand modeling and forecasting.

C&M will incorporate in its modeling procedure available waiting and crossing time observations collected on the Pharr International Bridge to improve model performance.

C&M is aware of existing traffic studies and micro simulation models that have already been developed under the leadership of the Pharr International Bridge staff. These will be revised and adapted into C&M's analysis. New information relevant to the Project will also be collected, including but not limited to traffic reports, the latest traffic volumes, historical and forecasted border crossing volumes of relevant international bridges, existing origin-destination (OD) surveys, and relevant socioeconomic data regarding the study area. Data will be updated from the appropriate government information repositories and other available sources such as the Texas Department of Transportation (TxDOT), the cities of Hidalgo County, international bridge operators, the Hidalgo County Metropolitan Planning Organization (MPO), the HCRMA, and trucking companies, among others. C&M will update its existing Project-related database with the latest public data.

## **Task 3: Socioeconomic Data Review**

C&M proposes including a socioeconomic analysis component as part of its comprehensive analysis. The unique nature of the study area and the specific role of the Project requires the consideration of numerous socioeconomic variables at the traffic analysis zone (TAZ) level. It is important to have a clear understanding of current and future developments within the study area, particularly the potential growth of the maquiladora, warehousing, and distribution centers in Hidalgo and Cameron Counties.

Based on the information provided by the Hidalgo County MPO and Sistema de Información Regional de México S.A. de C.V. (SIREM), supplemented as needed by additional data collection and/or purchase, C&M will analyze the current socioeconomic conditions of the study area and develop projections for future developments at the TAZ level. The results of this analysis will serve as vital inputs to the travel demand modeling process, as detailed in Task 5.

For the Mexican portion of the study area, in the Reynosa-Rio Bravo Metropolitan Area, C&M will require SIREM to conduct a socioeconomic data review due to the lack of existing socioeconomic forecasts at the TAZ level and due to the effects of the current COVID-19 pandemic. Future forecasting of industrial developments in the Reynosa area at a local disaggregated level is one of the key variables required for any commercial vehicle border crossing forecast.

## Task 4: Border Demand Forecast

C&M will begin this task with a review of existing forecasts for the Pharr International Bridge for the HCRMA previously developed as part of C&M's 365 TOLL studies. In this process, C&M will prepare a needs assessment to address forecast needs and possible improvements to the previous forecasting methodology, including a review, analysis, and update of the independent variables employed in the existing forecasts.

C&M will analyze historical data and identify and identify long-term trends pertinent to forecasting truck volumes over the U.S./Mexico border. This analysis includes but is not limited to the following:

- Analyze historical trends in U.S. trade by major commodity groups.
- Identify trends in U.S. imports from Mexico by commodity group, within the context of total U.S./Mexico trade.
- Analyze and identify trends in trade with Mexico by tonnage.
- Identify pertinent trends in loaded/empty truck crossings and payload factors for loaded trucks.
- Evaluate pertinent trends in truck crossings by Customs Districts and identify structural factors for change.

C&M will develop, validate, and implement the most statistically valid model to estimate Hidalgo County and Texas border crossing demand for vehicles (passenger and commercial) and rail (container and trains). The econometric modeling procedure can be summarized as follows:

- **Trend Analysis:** C&M will collect, review, and summarize several socioeconomic indicators within the Project's study area, as well as other relevant information, from various sources.
- **Model Development:** C&M will run combinations of explanatory variables to search for significant correlations by using standard, stepwise forward, stepwise backward, and iterative multiple regression forecast methodologies. Several dummy variables will be also tested to account for the impact of events and policy changes (e.g., the effects of USMCA and the Great Recession).
- **Demand Forecast:** Out of a variate of models, C&M will select the most representative econometric model for the Project to estimate the preliminary demand forecast and subsequent T&R forecast.



As part of C&M's QA/QC procedure, and to further evaluate the econometric model results, C&M will reproduce historical transactions and revenue trends for the Project to ensure the strongest correlation between forecast model results and historical data.

C&M will include at least three different scenarios that will analyze the COVID-19 pandemic's effect on the border demand forecasts for commercial vehicles. These scenarios will include different assumptions regarding the public health situation, restrictions to cross-border travel, and the duration of and recovery from the current economic recession. Additionally, C&M will also include assumptions regarding the U.S./China trade dispute and possible changes to production chains for Mexican nearshoring opportunities.

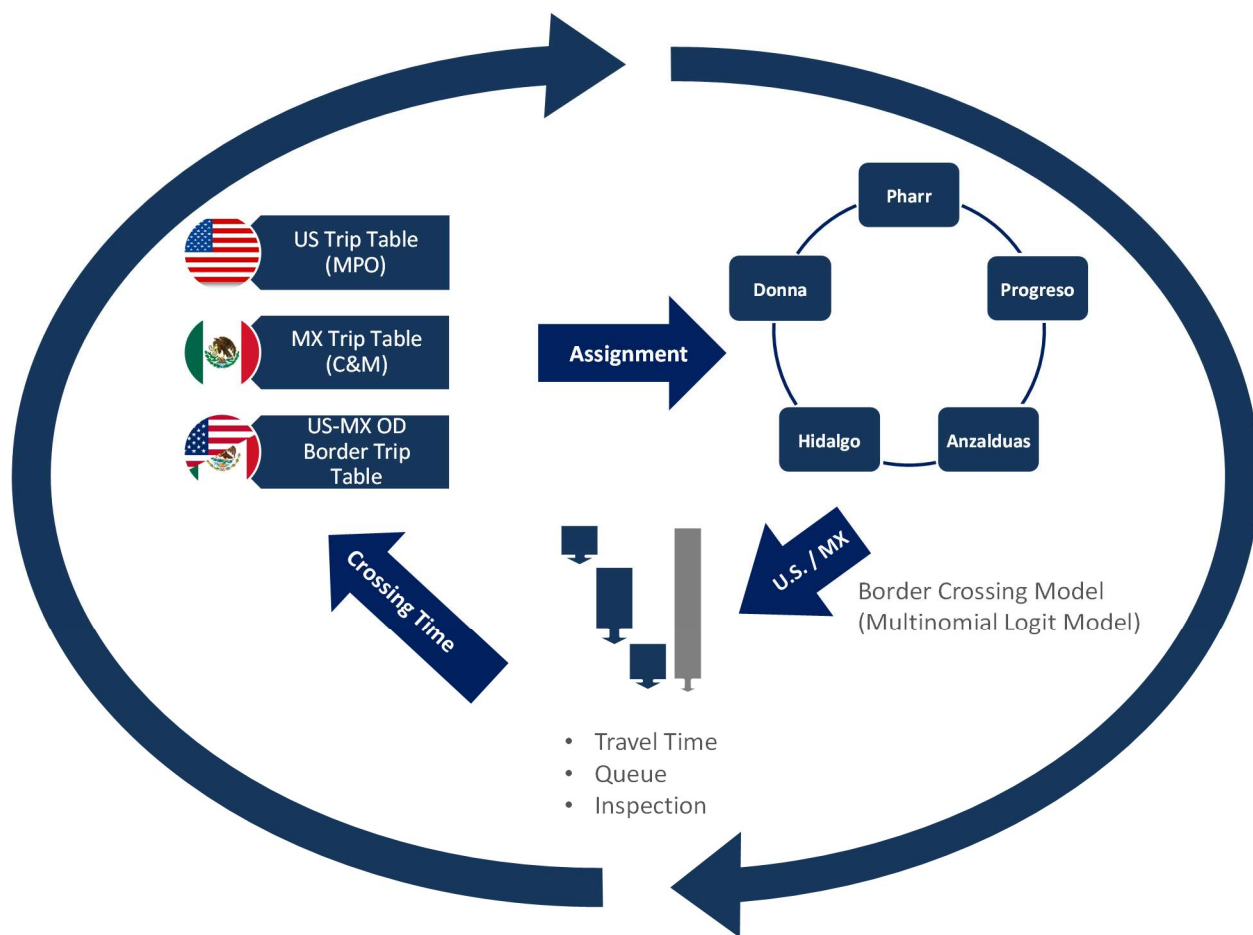
To further evaluate the econometric model results, C&M will reproduce historical transaction and revenue trends for the Project to ensure the strongest correlation between forecast model results and historical data.

## **Task 5: Travel Demand Model Update**

C&M will obtain and update the HCRMA Binational Assignment Model, which was originally developed by C&M for the 365 TOLL project. The socioeconomic data gathered in Task 4 will serve as new input to the trip generation component of the Mexican TDM, which will be used to generate new trip tables for the Binational Assignment Model. The U.S. TDM that will be adopted for this study is the recently updated Lower Rio Grande Valley (LRGV) TDM. The LRGV TDM is a classic four-step trip-based model developed in the TransCAD environment, utilizing TripCal5 software for trip generation and was developed through a cooperative process between the HCMPO, the Harlingen-San Benito MPO, the Brownsville MPO, The Texas Department of Transportation's (TxDOT) Pharr District, and TxDOT's Transportation Planning and Programming (TP&P) Division. The LRGV TDM supports the development of the long-range Metropolitan Transportation Plan (MTP) in the region, and it is used to identify transportation system deficiencies and evaluate potential improvements. The LRGV TDM provides future design traffic for the model area to support the locally developed Texas Mobility Plan. As part of the development process for the LRGV TDM, a household survey, an external travel survey, a commercial vehicle survey, and a workplace survey were conducted within Hidalgo and Cameron Counties.

C&M will develop the model roadway networks based on the requirements of the Pharr International Bridge to evaluate certain project implementation schedules, taking into consideration the Rio Grande Valley MPO's 2045 Long-Range MTP and the Transportation Improvement Program (TIP) outlined in the MTP. Additionally, C&M will contact the Municipality of Reynosa to obtain future development plans for the Mexican portion of the Binational Assignment Model. Figure 4 illustrates the iterative process of the binational assignment.

In each iteration, the model assigns three different trip tables (i.e., matrices that display the number of trips going from each origin TAZ to each destination TAZ) to the binational network: the two trip tables corresponding to each side of the U.S./Mexico border and a trip table for vehicles crossing the U.S./Mexico border. Based on the congestion of the five existing Hidalgo County area POEs and the study area road network, the assignment step distributes border-crossing trips to each of the POEs and to the new Madero-Reynosa POE by reaching a user equilibrium. The assignment not only considers the travel times of the road network but also the queuing and inspection time at each POE.



**Figure 4. C&M Binational Assignment Process**

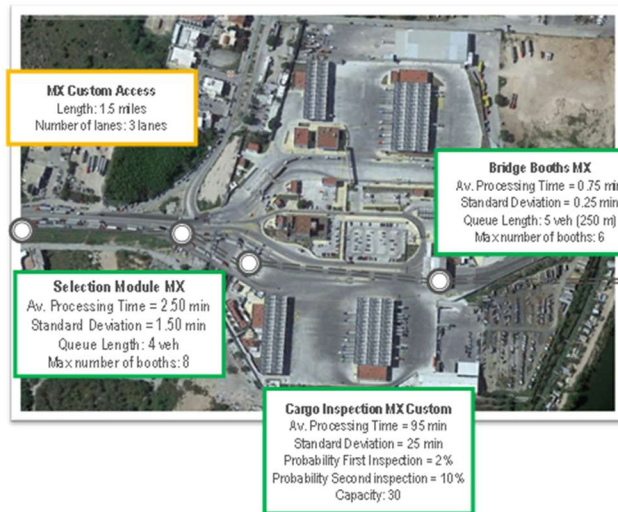
The queuing and inspection times within the C&M's Binational Travel Demand Model will be obtained from a Discrete Event Simulation (DES) Model, which will simulate border operations at each of the existing POEs and all future proposed Hidalgo County POEs. DES is an appropriate method for modeling complex environments. C&M's DES model for the Pharr International Bridge is presented in Figure 5, including the location of the required service stations and their respective parameters. C&M's macroscopic assignment model will assign the border crossing volume to each of the POEs based on toll rate and time savings. The DES model will simulate arrivals and crossing times at each POE and will iteratively feed the resulting waiting times back to the macroscopic model.

C&M will develop the DES model with the following parameters for each POE:

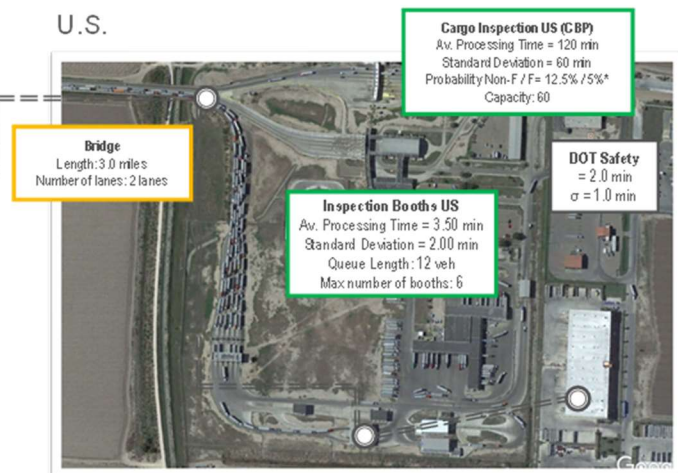
- Processing rates by lane type
- Daily business schedule
- Queue length
- Waiting time

After calibrating each POE to observed conditions in the DES model, C&M will develop the required future assumptions for the Project in coordination with the Pharr International Bridge staff and border stakeholders (CBP and GSA).

Mexico



U.S.



**Figure 5. Previous DES Model Setup of the Pharr International Bridge**

C&M's proposed DES Model has several benefits to simulations performed in other applications, such as the Border Wizard or Vissim. The DES can be incorporated within any macro modeling software (TransCAD, CUBE, EMMIE, Visum), and the results can be produced much faster while providing the same output as microsimulations from the previously mentioned applications (e.g., queue length, vehicle volumes by time and bridge location, detailed statistics about processing times, etc.). After the project kick-off meeting, C&M will adopt the DES Model to the needs of the Pharr International Bridge staff. We can easily add and modify service station locations and performance.

As previously described, the binational macro model will provide the demand for each POE—based on a multinomial logit function, trip ODs, travel times to the POEs, and crossings at each POE (existing or proposed). Based on the configurations and the operational policies of each POE, the crossing times will be estimated via hundreds of simulations.

With the Binational Travel Demand Model, C&M will provide Pharr International Bridge staff and possible decision makers with a tool that can react to changes to the Pharr Bridge's operational policies and show the global response to this in terms of border waiting times, traffic demand, and the revenue of all existing and proposed future border crossings in Hidalgo County.

## Task 6: Border Wait Times, Traffic Demand, and Revenue Forecast

C&M will use travel demand and toll diversion methodologies to develop traffic forecasts for several horizon years, as requested by Pharr International Bridge staff and depending on the availability of networks and socioeconomic forecast structures. Based on these efforts, C&M will report projected traffic annually for the entire forecast period.

Future year daily traffic demand for each Hidalgo POE will be forecasted via C&M's Binational Assignment Model. Seasonal variations in traffic will be determined based on information obtained in Task 2 and Task 3. These factors will be used to convert the model's daily traffic into AADT values for each vehicle class.

C&M will update its toll sensitivity analysis based on the newly developed traffic projections by varying the proposed toll rates and determining the resulting impact on traffic volumes. As a result, a set of toll sensitivity curves will be developed. A preferred toll rate will be determined from this analysis based on a specific criterion that is compatible with the goals and policies of the Pharr International Bridge (e.g., maximizing traffic, maximizing revenue, striking a balance between the two, or earning sufficient revenue while maintaining a certain operational level of service).

Following the process described above, C&M will develop annual traffic estimates for a forecast period of 40 years. The traffic projections will be adjusted to reflect monthly variations and will take into account other possible variations found as a result of the traffic pattern investigation, such as holidays and other seasonal effects.

### **Task 7: Alternative Analysis / Sensitivity Analysis**

C&M will develop up to three alternative forecasts to the Base Case border waiting time, traffic demand, and revenue forecasts. The Base Case forecasts consider traffic infrastructure developments that are already funded or under construction by the Pharr International Bridge staff or are presented in either the Hidalgo County MPO TIP or MTP, as well as border policies that are in effect at the time the forecasts are developed. C&M will analyze up to three possible alternatives in this study as requested from the Pharr International Bridge staff.

C&M will conduct a sensitivity analysis to test the forecasted border waiting times, traffic and revenue sensitivity to varying toll rates and changes to assumptions of the most important model input variables: VOT, forecasted border-crossing demand growth, border waiting time, socioeconomic growth, revenue days for POVs and CVs, processing times, and others. These tests are designed to assist in developing an improved operating plan, identify risks, and to understand the impacts of potential changes in assumptions.

As a result, a set of toll sensitivity curves will be developed. A preferred toll rate will be determined, and an elasticity will be applied to each of the model input variables.

### **Task 8: Documentation**

C&M deliverables will be electronically submitted to the Pharr International Bridge Director. C&M's Draft Report for the T&R Assessment will include, at a minimum, the following:

1. A description of the facility, study objectives, and other generalities about the Pharr International Bridge;
2. Existing travel conditions and border crossing trends within Hidalgo County and Reynosa, Tamaulipas;
3. The study methodology and approach, including the tasks identified in this scope;
4. Forecasting assumptions;
5. Waiting time, demand, and revenue forecasts;
6. Alternatives analysis;
7. Sensitivity analysis; and
8. Concluding remarks.

C&M will address any comments from the Pharr International Bridge staff regarding the Draft Report and submit a Final Report reflecting any necessary changes.

When required by the Pharr International Bridge Director, C&M will prepare, print, and bind its report in a plastic ring binder with semi-hard front and back covers and deliver the same along with an unbound master copy.

## B: Retainer Contract or On-Call Scenario Analysis

In order to support the Pharr International Bridge staff, C&M can be available via a retainer contract (serving as an extension of staff) with a monthly delivery basis or on-call for any alternative analysis that is required using the Binational Travel Demand Model.

C&M can produce monthly forecasts of waiting times, traffic demand, and revenue forecasts for the first five years of the full forecast period. To facilitate this task, C&M proposes establishing a Pharr International Bridge crossing monitoring system, which can be developed in a dashboard application. This will include the review and analysis of observed waiting times via the Pharr International Bridge internal camera system. C&M's monthly forecasts for border waiting times, traffic demand, and revenue will also include vacation/holiday periods, weather events, traffic incidents, and other events that can affect border waiting times and transactions on the Pharr International Bridge.

As part of the retainer contract, C&M will monitor and report the following regarding the Pharr International Bridge:

- Hourly waiting times, transactions, and (if possible) demand.
- Daily transactions and revenue to determine changes in travel patterns throughout the week, average revenue days, etc.
- Oversize and Overweight commercial vehicle percentages on the bridge to determine changes in truck demand over time;
- Total monthly transactions and revenue of the Pharr International Bridge and other Hidalgo County international bridges to determine changes in monthly demand.
- Comparison of actual transactions to C&M's estimates.
- Comparison of recent transactions and revenue to historical trends to detect changes in travel demand patterns.
- Monitoring of key economic indicators for the entire Texas border area—including but not limited to consumer price index, unemployment rate, home sales, and gasoline prices—to keep track of changes in the local economy and its potential impact on the Pharr International Bridge's transactions and revenue.
- Commodity shares that cross the Pharr international Bridge.

C&M will incorporate the data analyses described above and provide the following deliverables:



- Pharr International Bridge Monthly Performance Reports
- Pharr International Bridge Quarterly Performance Reports
- Pharr International Bridge Annual Performance Estimates
- Annual Evaluation of the Pharr International Bridge Toll Rates

During the performance of these tasks, C&M will provide not only advanced performance measures for the Pharr International Bridge staff but will also help develop a better understanding of the bridge's operations and trends. The aim for C&M in this task is to develop an comprehensive Pharr International Bridge performance metric that is not limited to transactions on the bridge but also looks at its performance from the perspective of border trade, including overall border crossings and socioeconomic trade indicators.

On-call alternatives analysis will be defined on a case-by-case basis as required.

## Deliverables/Schedule

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C&M estimates a schedule of sixteen (16) weeks to complete the adoption of the Binational Travel Demand Model, beginning immediately after receiving the NTP. The study deliverables are as follows:

- Future Border waiting time, traffic demand, and revenue estimates: 14 weeks after receiving NTP
- Draft Report: 16 weeks after receiving NTP
- Final Report: 2 weeks after receiving comments on Draft Report
- Pharr International Bridge Performance Monitoring reports: as scheduled (Monthly – Quarterly – Annually)
- On-Call Alternative Analysis: To be defined on a case-by-case basis

# Proposed Project Budget

As summarized in Table 1, C&M proposes a labor lump sum budget of \$96,453 for the development of the Traffic and Revenue Assessment, including estimated direct expenses.

**Table 1. Proposed Budget by Task**

| Task Description                 |                                 | Budget by Task   |
|----------------------------------|---------------------------------|------------------|
| 1                                | Project Management/Mobilization | \$9,061          |
| 2                                | Review of Existing Information  | \$14,713         |
| 3                                | Socioeconomic Data Review       | \$7,274          |
| 4                                | Border Demand Forecast          | \$12,197         |
| 5                                | Travel Demand Model Update      | \$40,000         |
| 6                                | Traffic and Revenue Forecast    | \$7,604          |
| 7                                | Alternative Analysis            | \$23,373         |
| 8                                | Documentation                   | \$13,132         |
| <b>Total Hours</b>               |                                 |                  |
| Hourly Loaded Rate               |                                 |                  |
| <b>Sub-Total Labor</b>           |                                 | <b>\$127,354</b> |
| <b>Direct Expenses*</b>          |                                 |                  |
| Travel                           |                                 | \$2,000          |
| Mexico Socioeconomic Data Review |                                 | \$10,000         |
| <b>Sub-Total Direct Cost</b>     |                                 | <b>\$12,000</b>  |
| <b>Total Budget</b>              |                                 | <b>\$139,354</b> |

Note: \* Direct Expenses shown here are estimates and will be billed at-cost.

C&M understands that the adoption of the Binational Travel Demand Model is only the first step in aiding Pharr International Bridge staff in their extended scenario analysis and their performance review. Therefore, C&M proposes a retainer budget of \$9,000 a month for the development of Pharr International Bridge monitoring services.

# Proposed Key Personnel

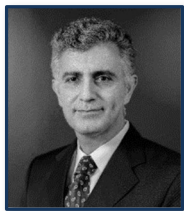
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## **Carlos Contreras, M.B.A. – Associate in Charge**



Mr. Contreras has been involved in the transportation industry in the United States and Latin America since 1994. He has promoted transportation infrastructure projects in the United States, Canada, Mexico, and Peru, and he has led a consortium of international players in the pursuit of transportation projects. As President of C&M Associates, Inc. since 2004, he is responsible for overall business strategy, execution, and project quality. Since the founding of the firm, Mr. Contreras has overseen contracts with toll authorities such as the North Texas Tollway Authority, Florida's Turnpike Enterprise, the Hidalgo County Regional Mobility Authority, and the Departments of Transportation of Texas, Virginia, Georgia, South Carolina, Maryland, and Washington State, as well as leading European and Australian Toll Road Concessionaires, for the development of Travel Demand Feasibility and Traffic and Revenue studies.

## **Sam Bohluli, Ph.D., P.E. – QA/QC Director**



Mr. Bohluli has over 20 years of toll facility modeling, transportation planning, and engineering experience within private consulting and public planning organizations. His experience includes developing sophisticated models for the production of Investment Grade Traffic and Revenue studies and various toll feasibility projects throughout the United States. In his recent involvements with P3 projects in Virginia, Texas, Puerto Rico, Georgia, and Florida, Mr. Bohluli has been directly in charge of managing projects, performing quality assurance/quality control, and corresponding with rating agencies and financial auditors. Through his career in NCTCOG (MPO for the Dallas-Fort Worth area) and through C&M's modeling practice, he has overseen the use of GIS and transportation macroscopic modeling software in combination with mesoscopic and microscopic simulation models, risk analysis, and discrete choice modeling to forecast demand in managed lane applications. He is an expert in the use of Cube and TransCAD, @Risk for risk analysis, and SPSS, ALOGIT and Biogeme for discrete choice modeling.

## **Axel Herrmann, M.S. – Project Manager**



Mr. Herrmann has over 13 years of public and private consulting engineering experience in the fields of travel demand modeling, traffic and revenue analysis of toll roads, traffic and revenue forecast development, and transportation planning for projects in the United States, Europe, and Latin America. He obtained his Master of Civil Engineering (Dipl.-Ing.) in Braunschweig, Germany. His role at C&M as project manager includes the supervision of modeling activities, ranging from the development and analysis of travel demand models to estimating final project traffic and revenue. He is an expert in the use of several travel demand modeling software packages, the design and implementation of traffic data collection programs, traffic forecasting, and statistical data analysis. Mr. Herrmann has extensive experience as Project Manager with border projects, almost all C&M border projects have been led by him.

### **Juan Pablo Zimbron Ramirez, M.S. – Travel Demand Modeling Lead**



Mr. Zimbron has 6 years of experience in the consultancy sector in the development and analysis of transportation planning and traffic engineering projects. For 3 years, he has been in charge of the processing and development of macroscopic and microscopic travel demand models for International Bridges at the U.S. – Mexico Border.

### **Luis Fernando Escobar Flores, M.S. – Travel Demand Modeling Support**



Mr. Escobar has over 13 years of experience working in traffic and transit projects for private and public sectors clients. His experience covers the areas of travel demand modeling and data collection and analysis. he has worked on traffic and revenue studies for roadway projects at national and international levels, as well as survey design and data collection for transportation planning studies.



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:**

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Pursuant to Section 551.071, the Board may convene in a closed, non-public meeting with its attorney and discuss any matters related **to legal advice on pending or contemplated litigation, settlement offer, and/or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020





## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:**

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Pursuant to Section 551.072, the Board may convene in a closed, non-public meeting to discuss any matters related to **real property and deliberate the purchase, exchange, lease, or value of real property as such would be detrimental to negotiations between the City and a third party in an open meeting.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:**

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Pursuant to Section 551.074, the Board may convene in a closed, non-public meeting to discuss any matters related to **appointment, employment, evaluation, reassignment, duties and discipline or dismissal of a public officer or employee and to hear any complaints or charges against an officer or employee**. The City and its attorney may also discuss such issues with the appropriate staff including members so as to obtain necessary and relevant information so that such discussion is informative and developed.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:**

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Pursuant to Section 551.076, the Board may convene in a closed, non-public meeting to discuss any matters on the **deployment, or specific occasions for implementation, of security personnel or devices**. The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:**

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Pursuant to Section 551.084, the Board may convene in a closed, non-public meeting to discuss any matters involving an **investigation and may exclude a witness from hearing during the examination of another witness in the investigation.** The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

---

**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020



## AGENDA MEMORANDUM



**BOARD:** Pharr International Toll Bridge Board

**AGENDA ITEM #:**

**DATE SUBMITTED:** October 16, 2020

**MEETING DATE:** October 21, 2020

**FROM:** Vanessa Guzman, Administrative Assistant

**DEPARTMENT:** Administration

**DIRECTOR:**

**Agenda Item:** Pursuant to Section 551.087, the Board may convene in a closed, non-public meeting to discuss any matters regarding **economic development issues**.

The City and its attorney may also discuss such issues with the appropriate staff so as to obtain necessary and relevant information so that such discussion is informative and developed.

**Classification:** Regular

(\* If closed session, City Attorney must review and approve.)

**Exclude Material from Public Packet?** No

**Reason:**

**Issue:**

**Financial Consideration:**

**Staff Recommendation:**

**Alternatives:**

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**ROUTING:**

Vanessa Guzman

Created/Initiated - 10/16/2020