

THE STATE OF TEXAS §
COUNTY OF CAMERON §

BE IT REMEMBERED on the 7th day of December 2011, there was conducted a Special Meeting of the Cameron County Regional Mobility Authority, at the Dancy Courthouse thereof, in Brownsville, Texas, for the purpose of transacting any and all business that may lawfully be brought before the same.

THE BOARD MET AT:

11:00 A.M.

PRESENT:

DAVID E. ALLEX
CHAIRPERSON

MICHAEL SCAIEF
DIRECTOR

DAVID N. GARZA
DIRECTOR

YOLANDA VILLALOBOS
DIRECTOR

RUBEN GALLEGOS, JR.
DIRECTOR

JOHN WOOD
DIRECTOR

MARK ESPARZA
DIRECTOR

Secretary

ABSENT

ABSENT

ABSENT

The meeting was called to order by Chairman David E. Allex at 11:00 A.M. At this time, the Board considered the following matters as posted and filed for Record in the Office of the County Clerk on this December 1, 2011 at 8:36 A.M.

I. WORKSHOP

A. Discussion regarding the Strategic Plan for 2007-2011 and the updates and modifications needed for the Strategic Plan for 2012-2016

B. Discussion regarding the status of CCRMA projects

Mr. Pete Sepulveda, Jr., RMA Coordinator introduced the item and the purpose of the Workshop. Mr. Sepulveda went through the attached Power Point Presentation. Mr. Sepulveda mentioned that on March 9, 2006 the Board had met to discuss the Strategic Plan and to set goals and objectives. He also mentioned that the Cameron County Regional Mobility Authority (CCRMA) started with just two projects and in the course of the last six years partnered with the County, Cities and the Texas Department of Transportation (TxDOT) and developed a very comprehensive system of projects that are county wide. Mr. Sepulveda stated that in the last six years the Board has managed to stay focused on the projects and that part of the success the CCRMA has had is because of the roles the Board members have played. Mr. Sepulveda used U.S. 77 as an example of the persistence the Board has had. Initially, TxDOT had selected Zachry to develop U.S. 77 into an Interstate Highway via a Comprehensive Development Agreement at a cost of \$1 Billion. That process fell through and through value engineering the cost was reduced to \$600 Million. A private consultant then prepared a study for TxDOT which gave a cost of \$250 Million to upgrade U.S. 77 to interstate standards. The CCRMA worked with the District Engineers in Pharr and Corpus Christi as well as the Counties and Cities north of Cameron County to develop a plan on how to fund the \$250 Million needed for an interstate. This past October the Transportation Commission approved the plan and committed \$110 Million towards improvements on U.S. 77. Pending improvements are \$140 Million. At this time Mr. Sepulveda went over a map showing U.S. 77 and all funded improvements, which consist of 8 different projects from Cameron County to Nueces County. He also stated that according to TxDOT, the environmental document for the entire route is slated for a May 2012 environmental clearance from the Federal Highway Administration, which will open up additional funding opportunities.

Mr. Sepulveda went through the attached CCRMA Project Development List Spreadsheet. A detailed status was given on every project in the spreadsheet. Mr. Sepulveda went over the columns within the spreadsheet and showed where the system of projects at a cost of \$1.7 Billion and currently complete or under construction is \$288 Million. He also mentioned that of the \$288 Million 80% is state or federal funds.

Mr. Sepulveda then went over the funding sources that the CCRMA has worked on and have been successful over the last six years. Mr. Sepulveda discussed the TRZ and the commitment made by the Cameron County Commissioners Court. He also stated that with a constant rate over the next 50 years, a net present value of revenues will be \$151 Million, however, an escalating tax rate will provide net present value over the next 50 years of \$231 Million. Mr. Sepulveda then went over the funding sources that the CCRMA has worked on and being successful over the last six years went over the TRZ map contained in the presentation. A slide was also shown on overlaying the TRZ and economic development opportunities were discussed with the Board.

Mr. Sepulveda then went over the value of the CCRMA system of projects. A copy of the information is contained within the attached power point. The value of each project is as follows:

Outer Parkway - \$596 Million

West Parkway - \$435 Million

U.S. 281 Connector - \$366 Million

SH 550 - \$268 Million

SPI 2nd Access - \$168 Million

Driscoll Bypass - \$100 Million

Riviera Bypass - \$100 Million

These figures are after deducting construction and operations and maintenance and do not include right of way acquisition, utility relocation, design and construction inspection.

Mr. Sepulveda then told the Board that it was time to look into the future for the next six years and develop a list of projects that would be under construction or completed. He talked about the following remaining projects and gave a status of every project:

U.S. 77/I-69, Driscoll Toll Bypass and Riviera Toll Bypass

West Parkway Toll

Outer Parkway Toll

SPI 2nd Access Toll

281 Connector Toll

SH 550 Toll

SH32/East Loop

FM 803

General Brandt Road

Port Isabel Port Access Road

FM 509 Extension

North Rail Relocation

Mr. Sepulveda also discussed future projects such as the Flor de Mayo Bridge, Border Master Plan, Planning activities with the Brownsville Navigation District for the SH 550 Project, the future Port Bridge and economic development activities with Cities & EDC's.

Mr. Sepulveda then went over the Goals, Vision and Mission Statements. The Board provided feedback for the Goals as well as for the Vision and Mission Statement. Staff and the GEC will take into consideration the Board's recommendations and will modify the Goals, Vision and Mission Statements accordingly and present to the Board at a future meeting.

Mr. Sepulveda stated that they had received the input needed from the Board and that Staff and GEC would proceed with updating the Strategic Plan.

Director Garza made a motion to acknowledge the Workshop Presentation. The motion was seconded by Director Gallegos and carried unanimously.

SUPPLEMENTAL NOTICE AGENDA

ACTION ITEM

I. Approval of Claims

The attached claims were presented to the Board of Directors for approval.

Mr. Pete Sepulveda, Jr., RMA Coordinator advised the Board of the Claims being presented.

Director Garza made a motion to approve the Claims. The motion was seconded by Director Gallegos and carried unanimously.

The Claims are as follows:

II. ADJOURNMENT

There being no further business to come before the Board and upon motion by Director Scaief seconded by Director Esparza and carried unanimously the meeting was **ADJOURNED** at 12:21 P.M.

APPROVED this 20th day of December, 2011.



CHAIRMAN DAVID E. ALLEX

ATTESTED:



SECRETARY RUBEN GALLEGOS, JR.

AGENDA

Special Meeting of the Board of Directors of the Cameron County Regional Mobility Authority

**Joe G. Rivera and Aurora de la Garza County Annex
1390 W. Expressway 77
San Benito, Texas 78586**

Wednesday, December 7, 2011

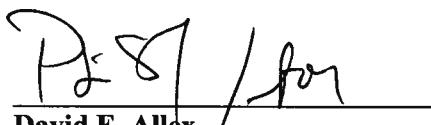
11:00 AM

I. WORKSHOP

- A. Discussion regarding the Strategic Plan for 2007-2011 and the updates and modifications needed for the Strategic Plan for 2012-2016**
- B. Discussion regarding the status of CCRMA projects**

II. Adjournment

Signed this 1st day of December 2011



David E. Alex
Chairman

FILED AND RECORDED
OFFICIAL PUBLIC RECORDS
On: Dec 01, 2011 at 08:36A

Joe G Rivera
County Clerk
By
Maggie Pena, Deputy
Cameron County

- I. DISCUSSION REGARDING THE STRATEGIC PLAN FOR 2007-2011 AND THE UPDATES AND MODIFICATIONS NEEDED FOR THE STRATEGIC PLAN FOR 2012-2016**
- II. DISCUSSION REGARDING THE STATUS OF CCRMA PROJECTS**



CCRMA

Strategic Plan Update Workshop

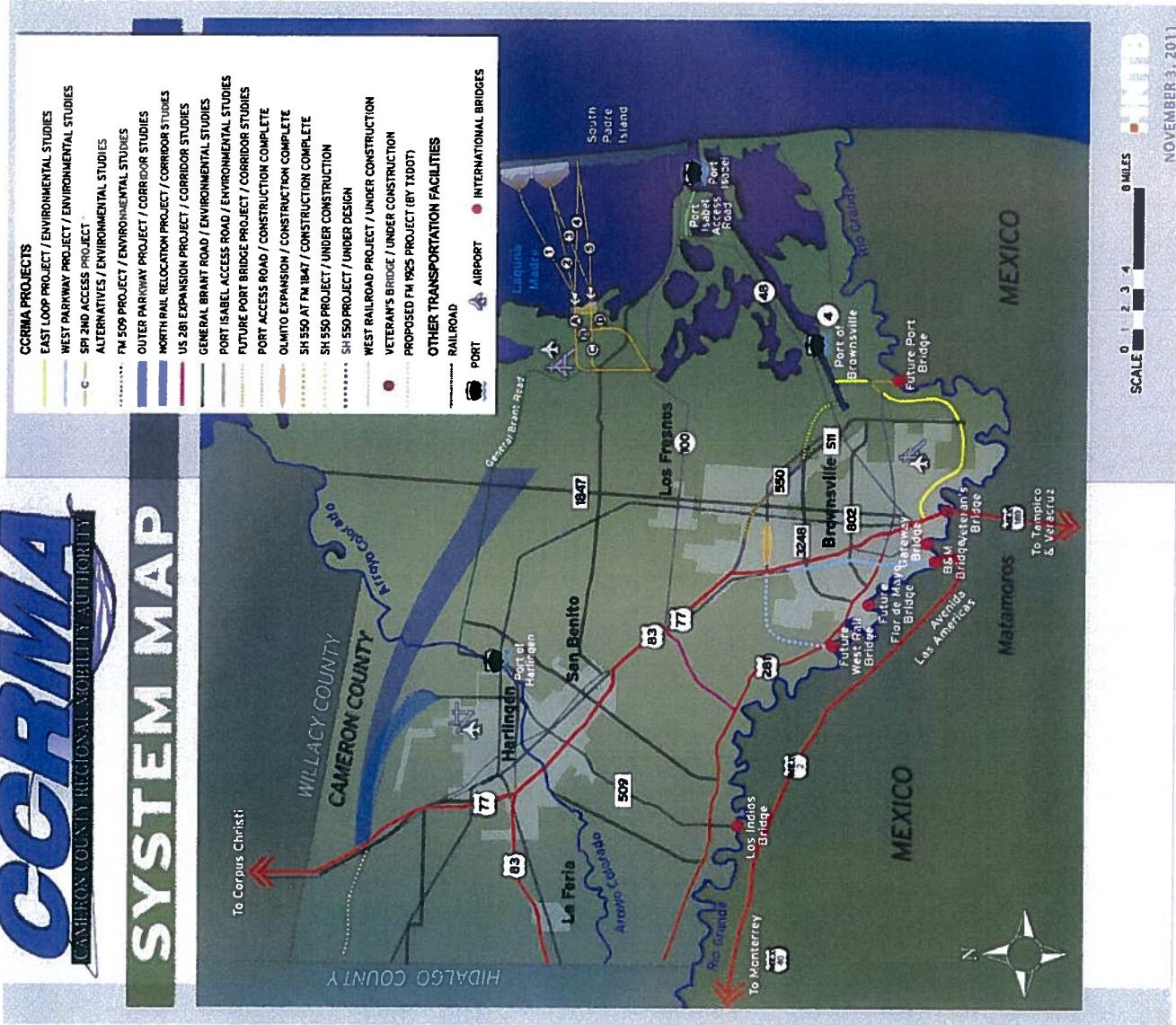
December 7, 2011

**Joe G. Rivera and Aurora de la Garza County Annex
San Benito, Texas**





SYSTEM MAP



SCALE 0 1 2 3 4 6 MILES

NOVEMBER 3, 2011

CCRMA Project Development List

Project Name	Project Limits	Project Costs	Complete/ Under Const.	State/Federal Funds	Status
TOLL ROADS OPEN					
SH 550 Phase I	Overpass at UPRR and FM 1847	\$ 7 Million	\$ 7.0 Million	\$ 7.0 Million	Toll Road Open
PROJECTS COMPLETED					
Olmito Switchyard Phase I	North Brownsville/Olmito	\$ 22 Million	\$ 17.0 Million	\$ 15.0 Million	Construction Complete
Port Access Road	SH 48/SH 550 to Capt. Donald Foust Road	\$ 3 Million	\$ 3.0 Million		Construction Complete
UNDER CONSTRUCTION					
West Railroad Relocation	U.S. 77/83 and Olmito Switchyard into Mexico	\$ 80 Million	\$ 80.0 Million	\$ 33.0 Million	65% Complete
SH 550 North Port Spur	FM 3248 to SH 48/New Port Entrance	\$ 34 Million	\$ 34.0 Million	\$ 34.0 Million	65% Complete
Veterans International Bridge Exp	Over Rio Grande River at U.S. 77	\$ 6 Million	\$ 6.0 Million	\$ 5.4 Million	70% Complete
Olmito Switchyard Phase II	North Brownsville/Olmito	\$ 3.6 Million	\$ 3.6 Million	\$ 3.0 Million	5% Complete
CE Spur 56 Willacy County	FM 1018 to FM 3168	\$ 28 Million	\$ 28.0 Million	\$ 28.0 Million	10% Complete
ENVIRONMENTALLY CLEARED					
U.S. 77 Sarita Overpass	Sarita School Area	\$ 12 Million			Sept 2013 Letting/PCI in Progress
SH 550 Direct Connectors	U.S. 77/83 to SH 48	\$ 40 Million			February 2012 Letting
ENVIRONMENTAL STUDIES					
I-69/U.S. 77	Brownsville to Corpus Christi	\$ 250 Million	\$ 110.0 Million	\$ 110.0 Million	Remaining Funds needed \$144 Million
SH 32 East Loop	Port of Brownsville to Veterans Bridge	\$ 90 Million			\$32.5M Available for Construction
General Brant Road	FM 1847 to FM 510	\$ 12 Million			Env. Clearance September 2012
South Padre Island 2nd Access	Mainland over Laguna Madre to Park Road 100	\$ 465 Million			Pending CE Submittal
West Parkway	U.S. 77 to B&M Bridge	\$ 160 Million			FHWA Legal Reviewing Adm. DEIS
FM 803	U.S. 77 to SH 100	\$ 6 Million			EA Process in Progress
North Cameron County Switchyard	North of Harlingen near U.S. 77	\$ 25 Million			EA Process in Progress
North Railroad Relocation	North Cameron County to SH 106	\$ 60 Million			Pending CE Preparation
Outer Parkway	U.S. 77 near N. County Line to FM 1847	\$ 180 Million			Preliminary Study Complete
FM 509 Extension	Outer Parkway to Current Section of FM 509	\$ 7 Million			Study in Progress
CORRIDOR STUDIES					EA Process in Progress
Port Isabel Access Road	SH 48 to Port of Port Isabel	\$ 3 Million			Design Phase
281 Connector	County Line to FM 1577 to U.S. 77/83 & SH100	\$ 140 Million			Planning Phase
Port International Bridge Project	Port of Brownsville/East Loop into Mexico	\$ 50 Million			Planning Phase with Mexico
TOTAL:		\$ 1.7 Billion	\$ 288.6 Million	\$ 235.4 Million	
<i>*Includes Mexico Side</i>					

Funding Sources

Toll Equity Funding	\$ 21.6 Million
SH 550 Project	\$ 36.0 Million
SH 550 Direct Connectors	\$ 25.5 Million
Veterans International Bridge Expansion	\$ 6.0 Million
West Rail Relocation Project	\$ 31.0 Million
Olmito Switchyard	\$ 17.0 Million
East Loop Corridor	\$ 40.0 Million
U.S. 77 Project	\$ 28.0 Million
FM 509 Project	\$ 1.5 Million
GSA Border Station	\$ 26.0 Million
TOTAL:	\$ 250.6 Million
TRZ Revenues 50 Years NPV Constant Tax Rate	\$ 151.0 Million
TRZ Revenues 50 years NPV Increasing Tax Rate	\$ 231.0 Million

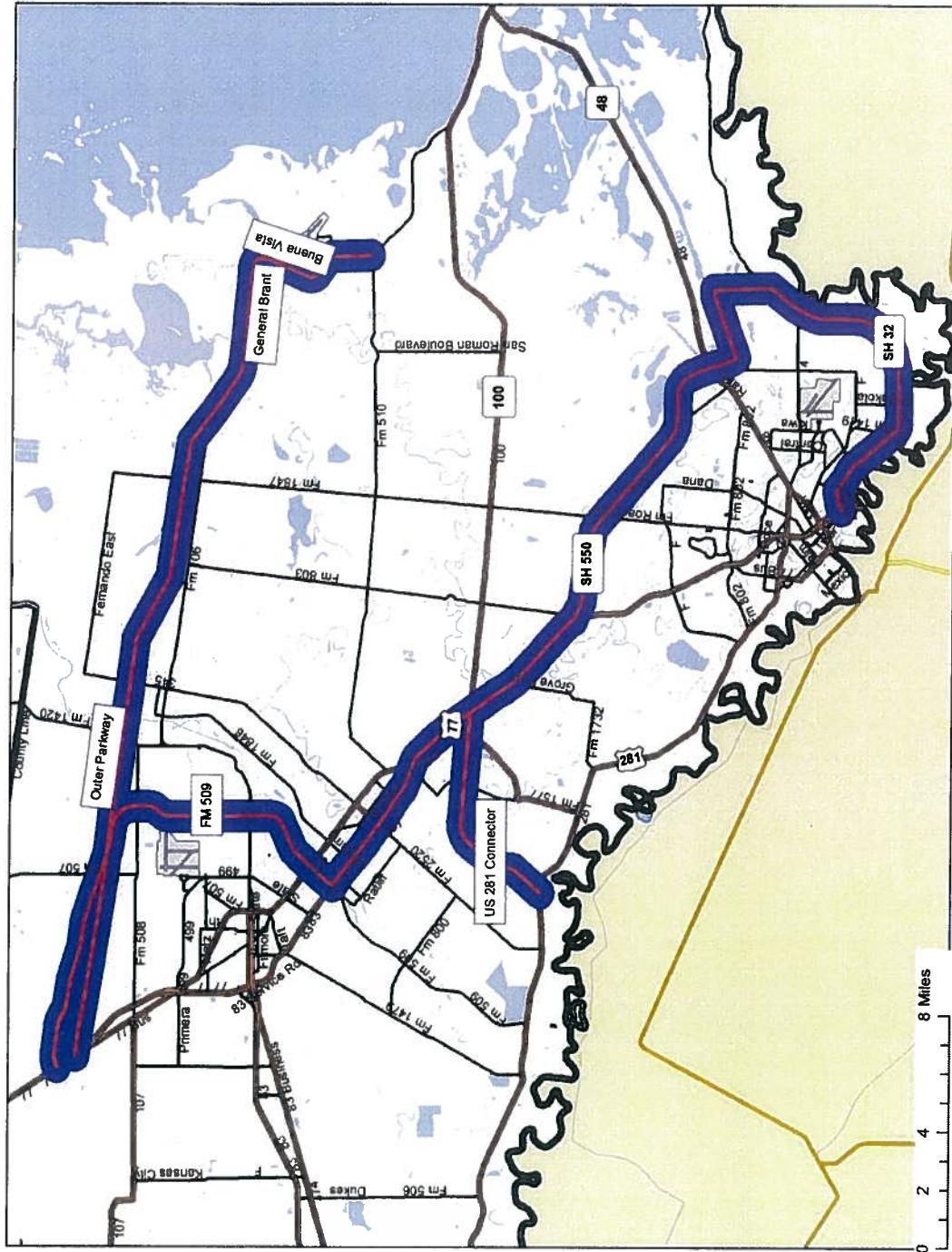
Value of System Projects

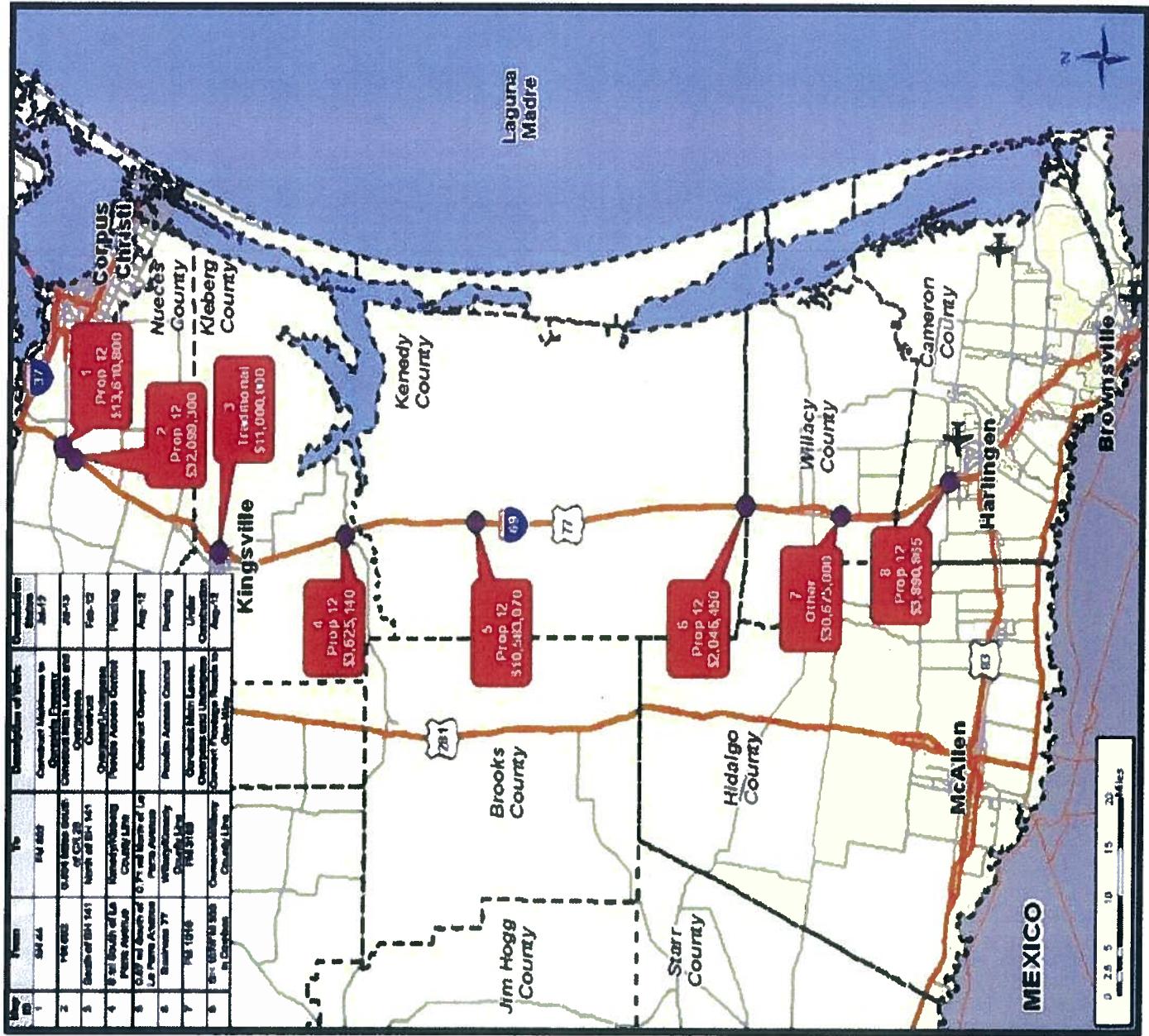
Outer Parkway Toll	\$ 596 Million
West Parkway Toll	\$ 435 Million
U.S. 281 Connector Toll	\$ 366 Million
SH 550 Toll	\$ 268 Million
South Padre Island 2nd Access Toll	\$ 168 Million
Driscoll By-Pass Toll	\$ 100 Million
Riviera By-Pass Toll	\$ 100 Million
TOTAL:	\$ 2.033 Billion

Note: After deducting Construction and Operations and Maintenance and not including ROW, Utility Relocation, Design and Construction Inspection. Deduction of an estimated 20% for these costs would result in a total (NPV (Low-End) of approximately \$1.6 Billion.

TRZ Analysis – 1/2 Mile Buffer

CCRMA Board Work Session





Existing Goals

- GOAL 1:** Develop and implement short and long-term organizational plans, by-laws and policies and procedures that promote the CCRMA objectives.
- GOAL 2:** Identify start-up system projects and develop schedules and budgets that ensure timely and cost effective project delivery.
- GOAL 3:** Develop financing options and plans that promote timely project completion.
- GOAL 4:** Provide and implement a Public Involvement Plan that provides meaningful, consistent access and constant, proactive communication with the public and the media.
- GOAL 5:** Maintain and enhance working relationships with TTA, TxDOT and all regional mobility agencies, participate in state and federal initiatives or policies affecting toll agencies, and work closely with international officials.
- GOAL 6:** Work closely with all transportation committees and organizations, local businesses and stakeholders throughout each project to ensure open, two-way communication and to promote economic development.
- GOAL 7:** Utilize technology and innovation to develop and implement toll operational roles and a comprehensive Information Technology (IT) Plan.
- GOAL 8:** Avoid or minimize potential impacts to the environment, to the extent possible, through sensitive and proactive consideration of the human and natural environment.

Existing Goals

Goal 1:

Develop and implement short and long-term organizational plans, by-laws and policies and procedures that promote the CCRMA objectives



Existing Goals

Goal 2:

Identify start-up system projects and develop schedules and budgets that ensure timely and cost effective project delivery

Existing Goals

Goal 3:

**Develop financing options and plans
that promote timely project
completion**



Existing Goals

Goal 4:

Provide and implement a Public Involvement Plan that provides meaningful, consistent access and constant, proactive communication with the public and the media



Existing Goals

Goal 5:

Maintain and enhance working relationships with TTA, TxDOT and all regional mobility agencies, participate in state and federal initiatives or policies affecting toll agencies, and work closely with international officials



Existing Goals

Goal 6:

Work closely with all transportation committees and organizations, local businesses and stakeholders throughout each project to ensure open, two-way communication and to promote economic development

Existing Goals

Goal 7:

Utilize technology and innovation to develop and implement toll operational roles and a comprehensive Information Technology (IT) Plan

Existing Goals

Goal 8:

Avoid or minimize potential impacts to the environment, to the extent possible, through sensitive and proactive consideration of the human and natural environment

Mission Statement

The Cameron County Regional Mobility Authority will make significant contributions to a high quality of life by providing our residents, businesses and state, national and international visitors with effective, accelerated mobility improvements to encourage economic development in South Texas . . . from borders to beaches.

The Cameron County Regional Mobility Authority will use local leadership, management and local business resources to build transportation projects sooner - providing alternatives to save time, increasing safety for the local traveling public and creating a more pleasing destination for business and leisure travelers - all of which support job creation.

The Cameron County Regional Mobility Authority will work in conjunction with local, state and federal planning and funding organizations to develop a strategy and plan to generate revenue for maintaining and improving the total transportation system.



Vision Statement

The achievement of an efficient, locally-managed mobility organization that supports economic development, saving medical and emergency services, and promotes the overall quality of life in our region.

The resourceful use of local, state, federal and other funding mechanisms that maximizes local business resources to prevent congestion, improve and maintain transportation assets, reduce commute time during peak hours, protect natural resources, and encourage business and tourist travel.

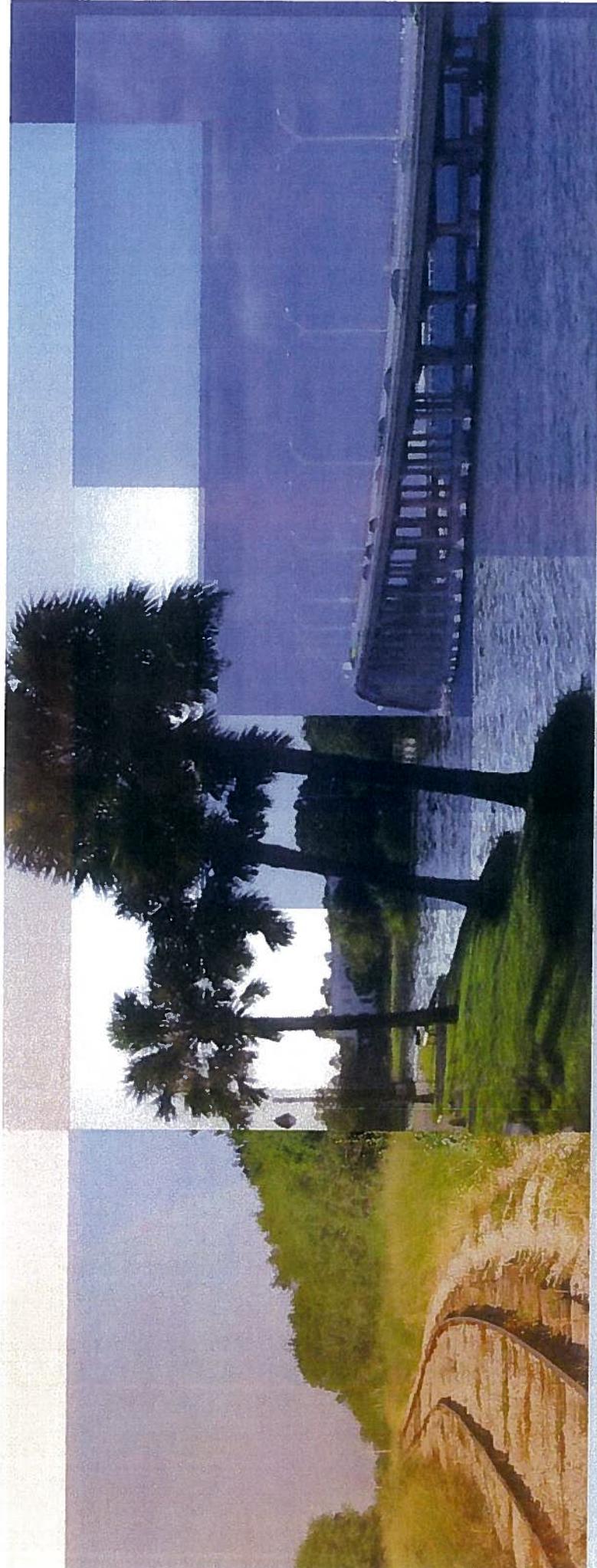
The development of a customer-focused, market-driven, mobility organization - utilizing local leadership, technical excellence, ethical business practices and two-way communication with our public - to build a transportation system that inspires creativity and encourages social and business interaction for the benefit of the region.

Initiatives

- Economic Development Initiatives
- Planning Initiatives
- Marketing Initiatives

Public Involvement Plan

- Community Development Needs Survey
- Media Training Manual
- Individual Project Specific Public Involvement Plan



WHAT AMERICA THINKS ABOUT INFRASTRUCTURE INVESTMENT

As Pete Rahn highlights in his new point of view, the decline of the federal gas tax has direct implications for state departments of transportation as well as average citizens who use the nation's highway and transit systems every day.

HNTB Corporation is encouraging greater understanding of the issues and greater dialogue regarding potential solutions through its series of infrastructure surveys called America THINKS.

Findings from throughout this year point to a public that understands the cost of underinvestment and desires to support projects essential to U.S. safety, efficiency and global competitiveness. For example:

PAYING FOR ROADS AND BRIDGES

51% More than half of Americans think that federal and state gas taxes are no longer enough to pay for the maintenance of our roads and bridges.

INFRASTRUCTURE LIFESPAN

66% Two thirds of Americans think most U.S. infrastructure is past its intended lifespan.

GRADING OUR INFRASTRUCTURE

81% More than 4 in 5 Americans would give our country's infrastructure a C grade or lower.

INVESTING IN INFRASTRUCTURE

58% Nearly 3 in 5 think investing in significant infrastructure projects is a better way out of the current recession than cutting expensive public works projects to pay down deficits.

FUNDING LONG-TERM PROJECTS

69% Nearly 7 in 10 Americans would be likely to support funding long-term improvements of interstate highways designated as part of the Corridors of the Future program (Interstates 5, 10, 15, 69, 70 and 95).

MORE TOLLS

Almost half of Americans prefer more tolls as the way to pay for their local bridges in the future. Previous America THINKS research also has shown many Americans prefer tolling over increased gas taxes as a method of funding road infrastructure.

INTERSTATE HIGHWAY UPGRADES

More than half of Americans would prefer taxes and highway toll money went to long-term interstate highway upgrades, such as creating truck-only lanes or high-occupancy lanes than short-term highway maintenance projects.

For more information on America THINKS, please visit www.hntb.com/AmericaTHINKS.

To read more insights from Pete Rahn and other HNTB thought leaders, visit www.hntb.com/point-of-view.

HNTB's America THINKS surveys poll a random nationwide sample. They are conducted by Kelton Research, which uses an e-mail invitation and online survey. Quotas are set to ensure reliable and accurate representation of the total U.S. population ages 18 and over. The margin of error is typically +/- 3.1 percent. For more information, visit www.hntb.com.

Maintaining Our Infrastructure Investment

By stretching available resources, states have the power to partially offset deep cuts in federal funding

Over the past 20 years, the United States should have been increasing funding to maintain and improve its vital highway and transit systems. Instead, our nearly 60-year-old interstate system largely has been neglected, bringing us to the point where we'll either have to endure congested, deteriorating, unsafe roadways or spend billions more than would have been necessary if we had consistently maintained them.

In the next round of federal funding, states are likely to experience cuts of 35 percent or more. Faced with losing hundreds of millions of dollars when they already are squeezed financially, most will be forced to prioritize "light" maintenance, delaying or cancelling projects that require reconstruction or address congestion.

Even so, states won't be able to maintain the entire system. The result will be a patchwork quilt of roadways around the country, half a million fewer jobs, more congestion, reduced safety and higher vehicle maintenance costs.

HNTB is calling on Congress to make the infrastructure investments that are essential to U.S. efficiency and global competitiveness. The firm also is working with state departments of transportation to help them better use their assets and get more out of the dollars they will have. Specifically, DOTs can consider:

- Using practical design to identify and deliver projects from an overall systems need view.
- Implementing radical cost controls to stretch existing resources. DOTs must cease accepting the idea, for instance, that keeping project change orders under 10 percent is adequate. Unless tight budget discipline limits change orders, states are losing resources already in their control.

- Employing technology, rather than relying on hard structure, to gain efficiencies. Going forward, DOTs will have to view technology as a solution, rather than an enhancement.
- Tolling. Those who use our roads and transit systems should be expected to pay for the cost of those systems. This is true not only of tolling, but also of the fuel tax.

DOTs also have no choice but to determine whether they can continue to afford all the infrastructure for which they are responsible, or whether some roads or facilities need to be abandoned or turned over to other governments.

This is not the transportation environment we would choose. It is, however, our reality for the foreseeable future. As industry leaders, while we work to help legislators understand that a sound transportation system is imperative for safety and economic success, we also must be the system's stewards, using every available resource to maintain the investment in our national infrastructure. ▀

POINT OF VIEW

Pete K. Rahn

Leader National Transportation Practice
HNTB Corporation



As leader of HNTB's national transportation practice, Rahn develops and directs strategies that enhance HNTB's service to state departments of transportation across the country. Before joining HNTB, he served as director of the Missouri Department of Transportation and as cabinet secretary for the New Mexico State Highway and Transportation Department. He is a former president of the American Association of State Highway and Transportation Officials.

A handwritten signature in black ink that reads "Pete K. Rahn". The signature is fluid and cursive, with "Pete" and "K." being more stylized and "Rahn" being more legible.

Cameron County Regional Mobility Authority

Effective Mobility from borders to beaches

Final Version
July 28, 2006

Strategic Plan
2007-2011



Effective Mobility from borders to beaches

cerma
CAVERON COUNTY REGIONAL MOBILITY AUTHORITY

The Cameron County

The Cameron County Regional Mobility Authority

Mission Statement

The Cameron County Regional Mobility Authority will make significant contributions to a high quality of life by providing our residents, businesses and state, national and international visitors with effective, accelerated mobility improvements to encourage economic development in South Texas . . . from borders to beaches.

The Cameron County Regional Mobility Authority will use local leadership, management and local business resources to build transportation projects sooner - providing alternatives to save time, increasing safety for the local traveling public and creating a more pleasing destination for business and leisure travelers - all of which support job creation.

The Cameron County Regional Mobility Authority will work in conjunction with local, state, and federal planning and funding organizations to develop a strategy and plan to generate revenue for maintaining and improving the total transportation system.

Effective Mobility

from borders to beaches
accelerated mobility
encourage economic growth
South Texas
from borders to beaches.
Using local leadership.

Effective mobility

resources to build
projects sooner

Effective Mobility
to save time,

increasing safety

for the local traveling public

from borders to beaches
support economic development

Effective Mobility

from borders to beaches
support economic development

The Cameron County Regional Mobility Authority

R egional Mobility Authority

The Cameron County Regional Mobility Authority

Effective Mobility

from borders to beaches

accelerated mobility

encourage economic growth

South Tex S

from borders to beaches

Using local leadership,

Effective mobility

resources to build

transportation projects

Effective Mobility

to save time

increasing safety

for the local traveling public

Project Bridge

from borders to beaches.

Effective Mobility

support economic development

from borders to beaches

The Cameron County Regional Mobility Authority

Vision Statement

The achievement of an efficient, locally-managed world class regional mobility organization that supports economic development, facilitates life-saving medical and emergency services, and promotes the overall quality of life in our region.

The resourceful use of local, state, federal and other funding mechanisms that maximizes local business resources to prevent congestion, improve and maintain transportation assets, reduce commute time during peak hours, protect natural resources, and encourage business and tourist travel.

The development of a customer-focused, market-driven mobility organization - utilizing local leadership, technical excellence, ethical business practices and two-way communication with our public - to build a transportation system that inspires creativity and encourages social and business interaction for the benefit of the region.



Cameron County Regional Mobility Authority Strategic Plan

TABLE OF CONTENTS

Message from the Chairman	1
Executive Summary	2
Cameron County Regional Mobility Authority (CCRMA)	2
Our Mission	4
Our Vision	5
Cameron County Regional Mobility Authority Board of Directors	5
Organizational Chart	6
System Map	7
Potential Toll Projects Identified in the Petition to Form RMA	8
Goals	9
Goal 1 - Develop and implement short and long-term organizational plans, by-laws and policies and procedures that promote the CCRMA objectives	10
Goal 2 - Identify start-up system projects and develop schedules and budgets that ensure timely and cost effective project delivery	12
Goal 3 - Develop financing options and plans that promote timely project completion	13
Goal 4 - Provide and implement a Public Involvement Plan that provides meaningful, consistent access and constant, proactive communication with the public and the media	15
Goal 5 - Maintain and enhance working relationships with TTA, TxDOT and all regional mobility agencies, participate in state and federal initiatives or policies affecting toll agencies, and work closely with international officials	16
Goal 6 - Work closely with all transportation committees and organizations, local businesses and stakeholders throughout each project to ensure open, two-way communication and to promote economic development	17
Goal 7 - Utilize technology and innovation to develop and implement toll operational roles and a comprehensive Information Technology (IT) Plan	18
Goal 8 - Avoid or minimize potential impacts to the environment, to the extent possible, through sensitive and proactive consideration of the human and natural environment	19
The Importance of Transportation Partnerships	20
Acknowledgements	21

Cameron County Regional Mobility Authority Strategic .lan

MESSAGE FROM THE CHAIRMAN

I would like to welcome everyone to the advent of a new age of transportation planning and economic development for the South Texas transportation network. On behalf of the Board of Directors of the Cameron County Regional Mobility Authority, we are excited to present our Strategic Plan for the future of economic development in Cameron County - from Borders to Beaches.

The Rio Grande Valley has seen a tremendous surge of economic development and interest from those residing outside the County - both to visit, to live and to do business in our historic area. Those engaged in the discussion on how to best take advantage and manage this growth must first consider how to enhance the quality of life for South Texas residents, expedite economic opportunities, increase safety to the driving public, and protect natural resources.

The purpose of the Cameron County Regional Mobility Authority is to respond to both the changes taking place in transportation management in Texas and the exciting growth and economic possibilities in Cameron County. In 2004, the Texas Department of Transportation (TxDOT) moved decision-making to the local level through the Texas Metropolitan Mobility Plan, and authorized a Regional Mobility Authority - one of the first five formed in Texas - for Cameron County. Cameron County has enjoyed a favorable relationship with TxDOT for many years. The CCRMA takes that relationship one step further as it improves mobility throughout the region.

These changes mean that a whole new responsibility for our mobility needs and the economics of good transportation planning now reside with local governments instead of at the state level. However, this also means that the responsibility for funding mobility needs also rests squarely with citizens of Cameron County.

This Strategic Plan, therefore, focuses on eight, very critical goal areas:

- Organizational Documents
- Start-up Projects
- Financing Options
- Public Involvement
- Relationships with TxDOT and all Regional Mobility Groups
- Relationships with Local Transportation Stakeholders in the United States and Mexico
- Technology Utilization
- Environmental Impacts



David E. Alex

As we work through each goal over the coming months and years, we will partner with the general public, other local, state, and federal transportation agencies, area elected officials, economic development experts and many more to make sure we provide innovative, regional solutions to our new mobility challenges. In doing this, we will enhance the economic vitality and quality of life in South Texas which will positively affect our ability to compete in the state, national and global marketplace.

Cameron County Regional Mobility Authority Strategic Plan

EXECUTIVE SUMMARY

The passing of House Bill 3588 by the Texas Legislature in 2003 brought about major innovative reform in how essential transportation projects can be funded. The traditional methods of financing to develop local transportation systems, particularly the gas tax, can no longer be relied upon to keep pace with rising transportation costs. The Texas Legislature approved the establishment of Regional Mobility Authorities (RMAs) as an innovative transportation tool to accelerate projects and create new revenue streams for local transportation system projects. The Texas Transportation Commission (TTC) approved the creation of the Cameron County Regional Mobility Authority (CCRMA) on September 30, 2004 to promote and improve regional mobility within Cameron County, South Texas and internationally with the Northern Tamaulipas region of Mexico.

The Cameron County Regional Mobility Authority (CCRMA) is embarking on an exciting and ambitious Program, focusing on a number of capacity projects and highway network improvements. The adoption of a long-range Strategic Plan in the early stages of formulation of the CCRMA's proposed System is critical to the success of its program. This Plan not only outlines the basic elements of the System, but it will serve to focus the efforts of Public Information and Involvement and serve to guide the sequencing, development and implementation of all of the anticipated projects within the region in the future.

This initial Strategic Plan of the CCRMA establishes the basic framework toward its mission of developing regional solutions for improving the transportation infrastructure and economic development in Cameron County. Working with other regional, state and international transportation agencies - particularly the Texas Department of Transportation (TxDOT) - CCRMA has selected the first projects to relieve traffic congestion in Cameron County. These critically needed projects include the West Loop Project, the Second Causeway to South Padre Island and the North Rail Relocation Project. Additionally, there are nine pass-through finance projects under consideration in Cameron County which can permit a viable financing structure that is responsive to the characteristics and needs of these particular projects. Collectively, these initial projects will provide a springboard to other regional projects that are under consideration, including collaborative regional transportation corridors into Mexico.

Cameron County Regional Mobility Authority Strategic Plan

EXECUTIVE SUMMARY

This Strategic Plan presents eight major goals of CCRMA which will provide the critical foundation for addressing the future of transportation needs in Cameron County, South Texas and the Northern Tamaulipas regions.

1. Develop and implement short and long-term organizational plans, by-laws and policies and procedures that promote the CCRMA objectives
2. Identify start-up system projects and develop schedules and budgets that ensure timely and cost effective project delivery
3. Develop financing options and plans that promote timely project completion
4. Provide and implement a Public Involvement Plan that provides meaningful, consistent access to the environmental process and constant, proactive communication with the public and the media
5. Maintain and enhance working relationships with TTA, TxDOT and all regional mobility agencies, participate in state and federal initiatives or policies affecting toll agencies, and work closely with international officials
6. Work closely with all transportation committees and agencies, local businesses and stakeholders throughout each project to ensure open, two-way communication and to promote economic development
7. Utilize technology and innovation to develop and implement toll operational roles and a comprehensive Information Technology (IT) Plan
8. Avoid or minimize potential environmental impacts, to the extent possible, through sensitive and proactive consideration of the human and natural environment

The ultimate goal of the CCRMA is to make significant contributions to a high quality of life by providing our residents and visitors with effective, accelerated mobility to encourage economic growth in South Texas from borders to beaches.

Each of these goals will require an ongoing collaborative effort with all area transportation agencies that will emphasize the importance of an effective public outreach campaign and fiscal responsibility. This Strategic Plan, covering a five-year period, will be updated bi-annually with input from all area transportation agencies. We welcome and will seek the input of the public when updating our Strategic Plan.

Cameron County Regional Mobility Authority Strategic Plan

CAMERON COUNTY REGIONAL MOBILITY AUTHORITY (CCRMA)

The purpose of the Cameron County Mobility Authority is to provide the Cameron County area with a local entity to make mobility decisions for the community, to accelerate needed transportation projects, and to enhance economic vitality and the quality of life for the residents in the Cameron County area.

On September 30, 2004, the Texas Transportation Commission (TTC) approved the creation of a Regional Mobility Authority (RMA) for the Cameron County region. The first official meeting of the CCRMA Board was held February 25, 2005. CCRMA became the first international RMA in the United States.

The CCRMA will help usher Cameron County into a new transportation era. It will build transportation projects faster, bring congestion relief to the community sooner and provide motorists alternatives to save time, increase safety, and improve the quality of life for residents and their families.

The CCRMA has developed a Strategic Plan that sets specific goals for meeting the mobility challenges facing this region. The Strategic Plan includes a blueprint for creating and developing financing alternatives for needed transportation improvements.

Chapter 370 of the Texas Transportation Code requires the following:

“An authority shall make a strategic plan for its operations. A majority of the Commissioner’s Courts of the counties composing the authority shall by concurrent resolution determine the types of information required to be included into the strategic plan. Each even-numbered year the authority shall issue a plan covering the next five fiscal years.”

This Strategic Plan serves as a:

- Planning document to address mobility issues within the region.
- Business plan to guide the evolutionary development of the authority.
- Educational tool to inform and involve the community.
- Resource to the investment community.

Cameron County Regional Mobility Authority Strategic Plan

MISSION STATEMENT

The Cameron County Regional Mobility Authority will make significant contributions to a high quality of life by providing our residents, businesses and state, national and international visitors with effective, accelerated mobility improvements to encourage economic development in South Texas . . . from borders to beaches.

The Cameron County Regional Mobility Authority will use local leadership, management and local business resources to build transportation projects sooner - providing alternatives to save time, increasing safety for the local traveling public and creating a more pleasing destination for business and leisure travelers - all of which support job creation.

The Cameron County Regional Mobility Authority will work in conjunction with local, state and federal planning and funding organizations to develop a strategy and plan to generate revenue for maintaining and improving the total transportation system.

VISION STATEMENT

The achievement of an efficient, locally-managed world class regional mobility organization that supports economic development, facilitates life-saving medical and emergency services, and promotes the overall quality of life in our region.

The resourceful use of local, state, federal and other funding mechanisms that maximizes local business resources to prevent congestion, improve and maintain transportation assets, reduce commute time during peak hours, protect natural resources, and encourage business and tourist travel.

The development of a customer-focused, market-driven mobility organization - utilizing local leadership, technical excellence, ethical business practices and two-way communication with our public - to build a transportation system that inspires creativity and encourages social and business interaction for the benefit of the region.

Cameron County Regional Mobility Authority Strategic Plan

BOARD OF DIRECTORS

In 2001, the Texas Legislature passed SB 342, a bill that authorized the creation of regional mobility authorities (RMAs) to construct, operate and maintain toll road projects in the state. The Cameron County Regional Mobility Authority was created on September 30, 2004 to promote and improve regional mobility both within Cameron County and internationally with Mexico.

The first Chairman of the Authority is David E. Allex who has a background in development, tourism and commerce. Mr. Allex also has served on the Texas Economic Development Department Strategic Planning Commission and is a member of the State of Texas Border Trade Advisory Committee, among others. In addition to the Chairman, the Authority's Board of Directors includes six other members appointed by the Cameron County Commissioner's Court.

The CCRMA Board of Directors appointed Ray Ramon as Vice Chairman. Mr. Ramon has a background in policy and public administration. His experience ranges from administrative work with the United States Congress to serving as County Judge of Cameron County. Laura L. Betancourt is the appointed Treasurer and Secretary and is an attorney-at-law. Other appointees include Victor Alvarez who is a board member of the Community Development of the City of Brownsville; Scot Ruskin Campbell who has a background in real estate and has developed projects in Cameron, Hidalgo and Willacy Counties; David Noe Garza who is the owner of Gulf Aviation Company, a supplier of aviation services; and Michael F. Scaief, President of Investor Loan Services.



David E. Allex



Ray Ramon



Laura L. Betancourt



Victor Alvarez



Scot Ruskin Campbell



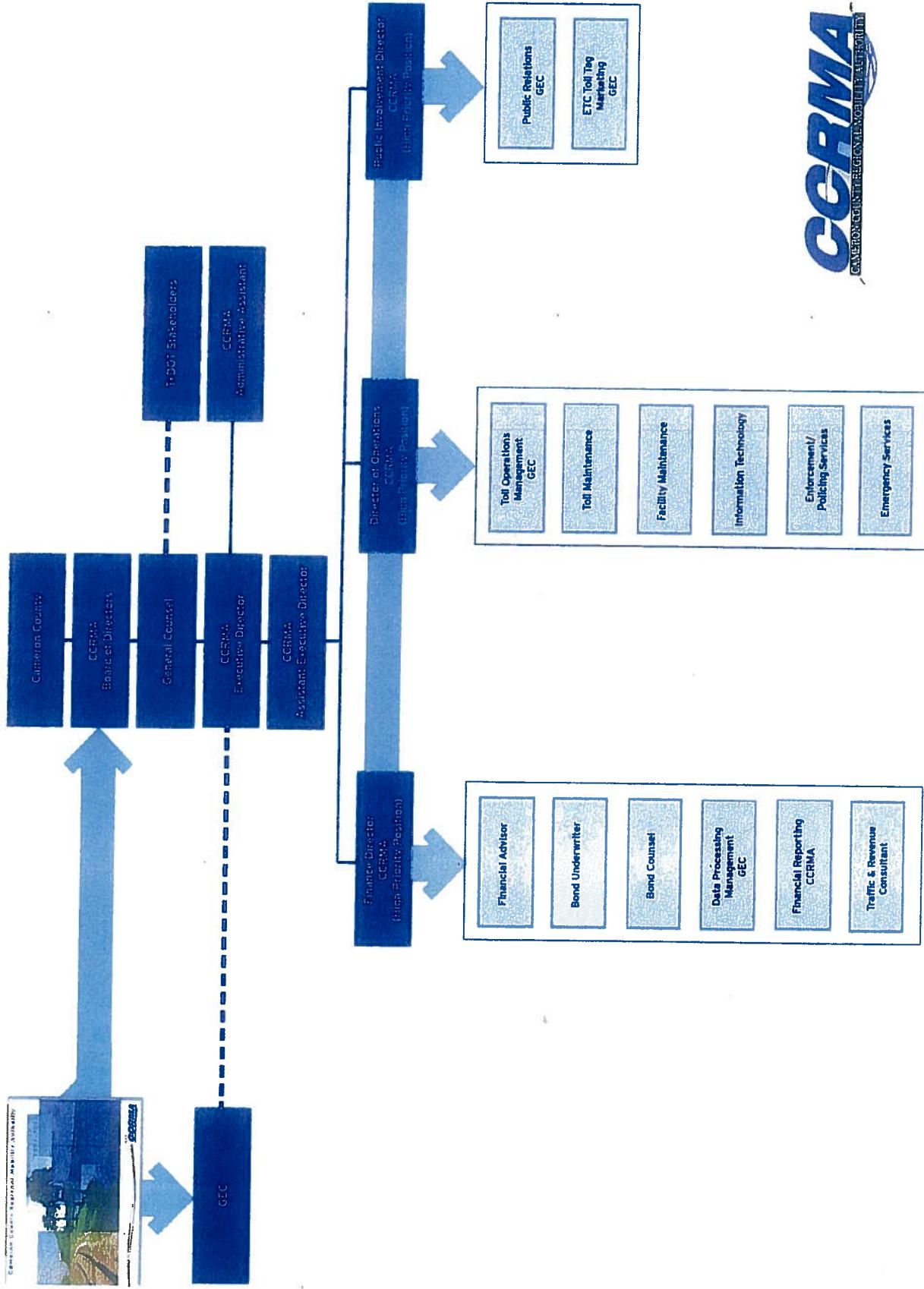
David Noe Garza



Michael F. Scaief

Cameron County Regional Mobility Authority Strategic Plan

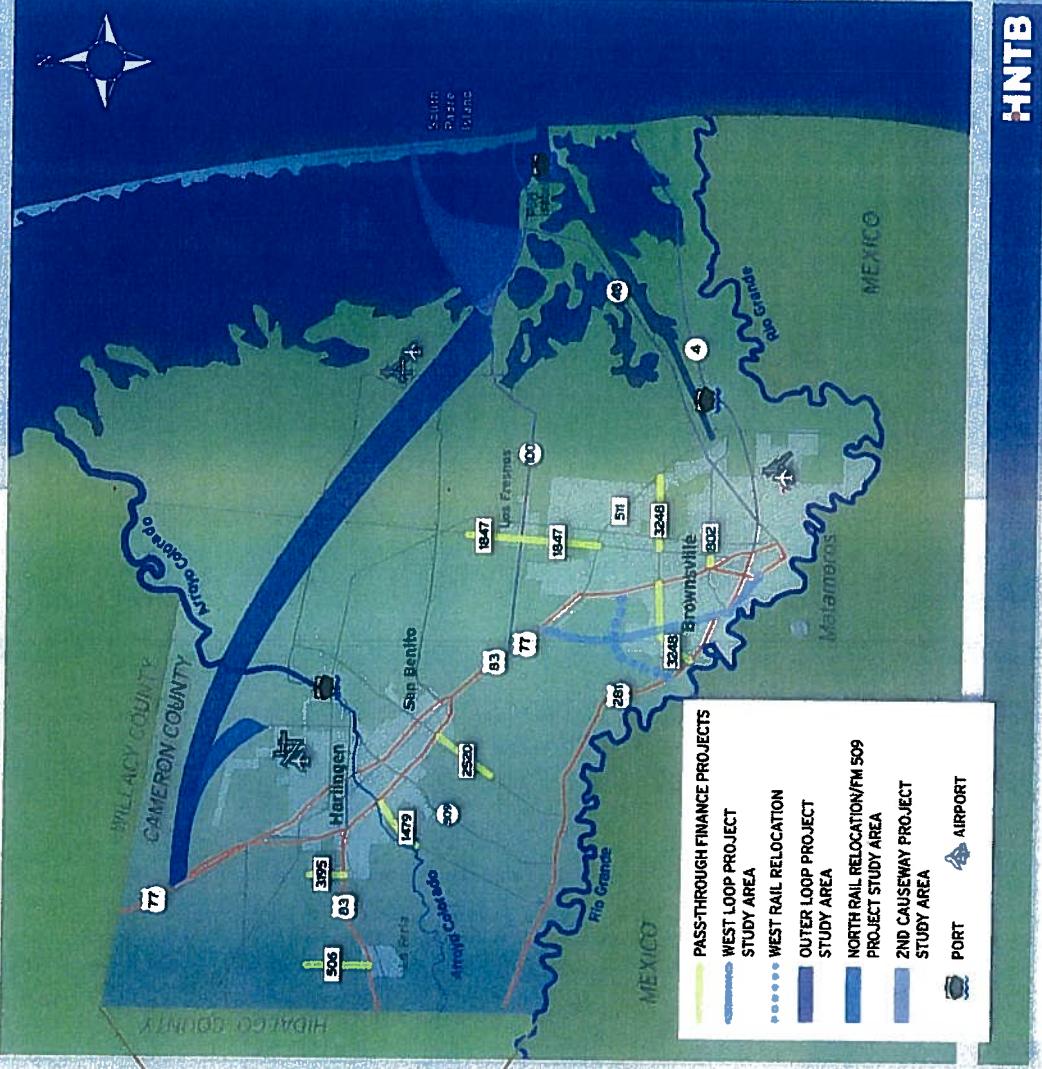
ORGANIZATIONAL CHART



Cameron County Regional Mobility Authority Strategic Plan



SYSTEM MAP



System Map



Cameron County Regional Mobility Authority Strategic Plan

POTENTIAL PROJECTS

West Loop

The West Loop Project will include 4 lanes within the existing West Rail right-of-way. As part of this project, the West Rail Project will be relocated to a rural area in Brownsville.

Second Causeway to South Padre Island

The Second Causeway to South Padre Island Project will involve a second crossing on a new location to South Padre Island to provide a much needed alternate route from the island to the mainland. The second causeway also would facilitate evacuation of South Padre in the event of a hurricane or other natural disaster.

US 77

This collaborative multi-county project will extend existing US 77 from Corpus Christi to Brownsville. This potential project is under consideration as a multi-modal Corridor.

North Cameron County Rail Relocation

The North Rail Relocation Project will involve the relocation of the existing rail system to a new location, by-passing the north area of Harlingen and San Benito.

FM 509

FM 509 will be reconstructed to add new 4 lane capacity highway from US 77 to FM 508 / FM 509 intersection.

Pass-Through Finance Projects

- FM 802 - Expressway 77 to Paredes Line Road
- FM 1847- FM 511 to SH 100
- FM 3248 - Paredes Line Road (FM 1847) to FM 511 (N. Indiana Avenue)
- FM 3195 - Expressway 77 to Wilson Road
- FM 1479 - End of existing C&G to Thieme Road
- FM 3248 - Expressway 77 to Military Highway (FM 281)
- FM 2520 - Expressway 77 to Pennsylvania Ave.
- FM 1847 - SH 100 to Henderson Road
- FM 506 - Expressway to Clark Street

Cameron County Regional Mobility Authority Strategic Plan

GOAL 1

DEVELOP AND IMPLEMENT SHORT AND LONG-TERM ORGANIZATIONAL PLANS, BY-LAWS, AND POLICIES AND PROCEDURES THAT PROMOTE THE CCRMA OBJECTIVES.

The CCRMA was formed by Cameron County, operating pursuant to Chapter 370 of the Texas Transportation Code and 43 Tex. Admin. Code 26.01. The formation of the Authority was authorized by a minute order of the Texas Transportation Commission approved on September 30, 2004. The Texas Legislature further defined the powers of the RMA's through House Bill 3588. This gave the RMA's the power to construct, operate and maintain transportation projects in the state. The enabling legislation outlined the broad powers of RMAs as a viable mechanism to develop and implement critically needed mobility improvements.

The CCRMA is governed by a 7-member Board of Directors, with six representatives from Cameron County and the Chairman who is appointed by the Governor. On February of 2005, Governor Perry named Mr. David E. Allex as the Board's presiding member, and the CCRMA Board of Directors are beginning the process of developing the structure and policy components for a successful RMA including its By-Laws, Procurement Policies, and Employment Policies.

Management and administrative policies and procedures are being established to ensure that the operation of the CCRMA is carried out in accordance with State law and the requirements of trust indentures securing the bond financing. It is anticipated that each aspect of operations, including administration, finance, auditing and accounting, purchasing, toll collection, enforcement, safety and security, public outreach, information technology and maintenance will have its own policies and procedures. These policies and procedures will be refined and modified, as required, to accommodate the particular requirements as the CCRMA is developed into the future.

All of these policies and procedures will be directed to developing an organization focused on streamlining implementation, developing aggressive project schedules, and maintaining strict fiscal accountability in an efficient, business-like environment.

Organizational Plan. The ultimate goal of the CCRMA is to transition to staff-based management operations. The CCRMA will identify key management positions necessary to develop a core staff team. These positions will include an Executive Director, a Chief Financial Officer, a Director of Operations, a Public Involvement Director and Executive Administrative Support.

The operations of the CCRMA will be managed by the Executive Director who is appointed by the Board. The Executive Director will serve as the Chief Executive Officer of the CCRMA. The Board will meet as outlined in the by-laws, on the second Thursday of the month, to discuss and determine policies affecting the operation and maintenance of the CCRMA. The Executive Director will report directly to the Board. The Executive Director will have overall responsibility for the operation and maintenance of CCRMA facilities, as well as serving as the primary point of contact for CCRMA in all dealings with the public and the liaison for all interagency communication and coordination.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 1 CONT'D

The staff of the CCRMA will be organized into functional departments, the managers of which will report to the Executive Director. Certain functions necessary for the operation of the Authority's facilities, including toll collection, operation, maintenance, law enforcement, auditing and accounting, initially will be contracted out by the CCRMA. These contracted activities, however, will be managed and closely monitored by CCRMA staff or their consultants. Local law enforcement agencies and State Police will provide law enforcement on the facilities through interagency agreements.

For the initial operations of the starter projects, the CCRMA will employ the Cameron County Director of Transportation as the Interim Executive Director, and other staff members. The Authority plans to further employ a Chief Administrative Officer, a Director of Operations, a Public Involvement Director and other key staff members as deemed necessary. As the CCRMA develops and matures, any number of the functions will be managed by additional in-house staff or supplemented by additional contracted services, as experience dictates.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 2

IDENTIFY START-UP SYSTEM PROJECTS AND DEVELOP SCHEDULES AND BUDGETS THAT ENSURE TIMELY AND COST-EFFECTIVE PROJECT DELIVERY.

These critical projects include the West Loop Project, the Second Causeway to South Padre Island and the North Rail Relocation Project. Additionally, there are nine pass-through financing projects under consideration in Cameron County which can permit a viable financing structure that responds to the characteristics and needs of these projects. Collectively, these starter projects will provide a springboard to other regional projects that are under consideration, including collaborative regional transportation corridors into Mexico.

CCRMA will identify project screening criteria, determine project timeline/development, determine project feasibility, and determine method of project delivery.

As projects are identified, the General Engineering Consultant (GEC) will develop schedules and budgets to ensure a cost effective project. With the implementation of a sophisticated Quality Control/Quality Assurance program, projects will be closely monitored to achieve quality work that is on time, within budget, and to the client's satisfaction.

SHORT TERM PROJECTS

Pass-Through Finance Projects

West Loop

US 77 Extension

2nd Causeway Bridge

North Cameron County Rail Relocation Project

LONG TERM PROJECTS

Rail Extensions

Border Crossings

Cameron County Regional Mobility Authority Strategic Plan

GOAL 3

DEVELOP FINANCING OPTIONS AND PLANS THAT PROMOTE TIMELY PROJECT COMPLETION.

Financing Options

Federal and State legislation have created a number of funding options available for implementation of needed transportation projects. Any number or combination of these funding options will be considered in developing the financial plan for implementation of the various projects identified. In addition to Texas HB 3588, which granted regional mobility authorities the power to borrow money and to issue toll revenue bonds, a number of options to be considered include, but are not limited to:

HB 3588

- Toll Revenue Bond Financing - Issuance and sale of bonds, with maturity not exceeding 40 years, payable solely from toll revenues of a transportation project.
- Interim Bonds - Bonds issued under Chapter 370, before issuing definitive bonds to accelerate projects, exchangeable for definitive bonds payable from revenues of a transportation project.
- Comprehensive Development Agreements (CDA) - An agreement with a private entity providing for the design and construction of a transportation project which may also provide for the financing, acquisition, maintenance or operation of a transportation project.
- Texas Mobility Funds Equity Grant - Pursuant to Section 222.103 of the Transportation Code, TxDOT is authorized to participate through the expenditure of money from any source in the acquisition, construction, maintenance or operation of a toll facility.
- Pass-Through Financing - Pursuant to Section 222.104 of the Transportation Code, TxDOT may enter into an agreement with a public or private entity that provides for the payment of pass-through projects to the public or private entity as reimbursement for the design, development, financing, construction, maintenance, or operation of a toll or nontoll facility on the state highway system by the public or private entity.

Other Methods

- Proposition 14: Bonding - TxDOT is authorized to borrow money on a short-term basis to improve cash flow and cash management and to issue general obligation bonds secured by the state highway fund to accelerate transportation projects.
- Federal Transportation Infrastructure Finance and Innovation Act (TIFIA) Loans - The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA), enacted as part of the Transportation Equity Act for the 21st Century (TEA-21), established a Federal program under which the U.S. Department of Transportation (USDOT) provides credit assistance to major surface transportation projects of national or regional significance.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 3 CONT'D

Evaluation of the economic feasibility of proposed toll projects - including the review and/or evaluation of traffic models and forecasts, traffic and revenue trends, capacity analyses and projected toll revenue forecasts - will be performed. Financial feasibility analyses of the potential financing created by the issuance of toll revenue bonds will be conducted jointly among the Authority, the GEC, the traffic and revenue engineers, financial advisors, general counselors, bond counselors, and investment bankers separately retained by the Authority.

A Preliminary Financial Plan will be developed with the Financial Consultant, indicating sources of funding, necessary construction costs, scheduling and traffic information of the viable alternatives for each of the proposed projects.

Project Delivery Options

The CCRMA will evaluate various project delivery alternatives and determine the most appropriate method of project implementation, whether by conventional design and construction, a privatized exclusive development agreement, or other project delivery system. Alternatives for splitting of the projects into multiple construction projects will be considered to develop the system in phases, if determined appropriate. The basis for the construction phasing will be to create efficient projects to build as toll facilities that are financially viable and minimize impacts on existing traffic.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 4

PROVIDE AND IMPLEMENT A PUBLIC INVOLVEMENT PLAN THAT PROVIDES MEANINGFUL, CONSISTENT ACCESS AND CONSTANT, PROACTIVE COMMUNICATION WITH THE PUBLIC AND THE MEDIA.

The transportation projects being developed by the Cameron County Regional Mobility Authority (CCRMA) are primarily for the benefit of the citizens of Cameron County, yet they will benefit the vacationing drivers and commercial trade as well. It is imperative that the traveling public is provided with meaningful opportunities to be involved in the development of the CCRMA's new transportation network and be able to review all information used to plan and prioritize projects.

The CCRMA will provide readily accessible communication channels for the expression of thoughts, opinions, desires and concerns in regard to its decision-making process.

The CCRMA will develop proactive communications channels to keep the Cameron County residents and businesses well informed and to allow the traveling public the opportunity for input during the development and planning of transportation projects. The CCRMA will ensure adequate communities understanding and maximum input through bilingual communications.

The CCRMA will maintain an open dialogue with elected officials, individual communities, local businesses and other residents during the planning and construction of all projects. A website will be established to maintain effective outreach campaigns for public education and information.

The CCRMA will adequately address the issues raised by the projects' multiple stakeholders.

The CCRMA will implement an aggressive outreach program to key communities and the general public, through open houses, public meetings, and speakers' bureau attendance at community events, to educate the public about the need and the purpose of the CCRMA. A strong public relations campaign, media interviews, article placement, and other program development will support this program. Presentation materials will include various types of media, including brochures, PowerPoint presentations, 3D animation, videos, etc. All material will be high quality, user-friendly and community appropriate.

The CCRMA will follow the highest industry principles to achieve informed public consent when working with communities and will respond to resident inquiries promptly with honest and accurate information.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 5

MAINTAIN AND ENHANCE WORKING RELATIONSHIPS WITH TTA, TXDOT AND ALL REGIONAL MOBILITY AGENCIES, PARTICIPATE IN STATE AND FEDERAL INITIATIVES OR POLICIES AFFECTING TOLL AGENCIES, AND WORK CLOSELY WITH INTERNATIONAL OFFICIALS.

CCRMA will continue to work closely with TxDOT, TTA, and other regional mobility agencies. This close working relationship and open communication will ensure that the transportation needs of the community are identified.

CCRMA will proactively participate on any appropriate state initiatives to benefit Regional Mobility Authorities - both in our area and across the state. We will work closely with our state senator and representatives and maintain good communication with these elected officials as they work to support other CCRMA goals.

In addition, we will be involved in federal initiatives or policies affecting toll agencies, including pursuing federal grants and other funding types where possible.

Additionally, CCRMA will work closely with international officials to include collaborative transportation corridors into Mexico. These corridors will include highway, rail and multi-modal systems.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 6

WORK CLOSELY WITH ALL TRANSPORTATION COMMITTEES AND ORGANIZATIONS, LOCAL BUSINESSES AND STAKEHOLDERS THROUGHOUT EACH PROJECT TO ENSURE OPEN, TWO-WAY COMMUNICATION AND TO PROMOTE ECONOMIC DEVELOPMENT.

The success of CCRMA is strongly dependent on maintaining and enhancing the working relationship with local community leaders and stakeholders.

The CCRMA will maintain interaction and collaboration with all local transportation entities, elected officials and community and business leaders that represent the region in various capacities at the local, state and federal level.

A top priority of the CCRMA is outreach to municipalities, counties, chambers of commerce, businesses, civic groups and Mexico.

The CCRMA will solicit the participation of community leaders, chamber leadership, economic development corporations and other business and civic stakeholders in the development and disbursement of accurate, effective and timely information. The CCRMA will work with these leaders to ensure feedback from its communication programs is utilized in its decision-making and planning.

The CCRMA will work with transportation planners and elected officials to prioritize and provide transportation options that will improve mobility while supporting growth management objectives. This will involve a series of one-on-one interviews with key community persons, message development and spokesperson training, materials and database development.

Cameron County Regional Mobility Authority Strategic Plan.

GOAL 7

UTILIZE TECHNOLOGY AND INNOVATION TO DEVELOP AND IMPLEMENT TOLL OPERATIONAL ROLES AND A COMPREHENSIVE INFORMATION TECHNOLOGY (IT) PLAN.

The Cameron County Regional Mobility Authority will employ innovation and high quality technological solutions to develop and implement toll operational roles.

The Cameron County Regional Mobility Authority will develop a comprehensive Information Technology (IT) Plan which will enable the Authority to provide reliable and innovative solutions to mobility issues throughout the region.

The Cameron County Regional Mobility Authority will deliver state-of-the-art technologies to its customers to maintain a high level of customer service and enhance customer safety.

Cameron County Regional Mobility Authority Strategic Plan

GOAL 8

AVOID OR MINIMIZE POTENTIAL IMPACTS TO THE ENVIRONMENT, TO THE EXTENT POSSIBLE, THROUGH SENSITIVE AND PROACTIVE CONSIDERATION OF THE HUMAN AND NATURAL ENVIRONMENT.

Establish a proactive environmental policy

The CCRMA will adopt policies to ensure the environmental effects of its actions are considered at all levels of the organization and during all aspects of project development, delivery, and implementation.

Develop optimal solutions

The CCRMA will work to develop optimal solutions that will be functional, efficient and effective for years to come, balancing the protection of our natural resources and regulatory requirements with innovative, reliable and cost-effective solutions that facilitate community and industrial growth.

Utilize innovation and technology

The CCRMA will take a comprehensive approach to utilization of innovation and technology to achieve environmental excellence.

Coordinate with community stakeholders

The CCRMA will identify and coordinate with key community stakeholders to obtain invaluable input and direction on the preservation of environmental, scenic, cultural, aesthetic, and historic resources while achieving safety and mobility.

Ensure environmental compliance

The CCRMA will plan, design, construct, operate, and maintain CCRMA projects strictly in accordance with local, state, and federal environmental policies.

Cameron County Regional Mobility Authority Strategic Plan

IMPORTANCE OF TRANSPORTATION PARTNERSHIPS

The ultimate success of the tolled lane system requires that the Cameron County Regional Mobility Authority, TxDOT, Brownsville and Harlingen/San Benito Metropolitan Planning Organizations (MPO), Cameron County, the Cities of Brownsville, Harlingen, San Benito, Port Isabel, South Padre Island, Hidalgo County and its RMA, along with other South Texas communities and agencies work together as partners. Additionally, pertinent communication with various Mexican government representatives - the Secretariat of Communications and Transportation of Mexico, the State of Tamaulipas and the City of Matamoros - will be necessary to ensure effective coordination of CCRMA projects and existing and proposed Mexico transportation infrastructure. As the system moves from concept to reality, each agency must be prepared to accept various roles and responsibilities.

Initially, TxDOT will provide the funding to develop the tolled lane system, while Cameron County and the Cities of Brownsville, Harlingen, San Benito, Port Isabel and South Padre Island will provide grants to help get the CCRMA established. The respective MPO's are including the proposed tolled lane system in the region's long range transportation plans so that state and federal funding will be available. As the tolled lane system becomes operational and a revenue stream is established, the CCRMA will become a locally controlled, self-sustaining organization with its own project development, construction, operations and maintenance capabilities.

Cameron County Regional Mobility Authority Strategic Plan

ACKNOWLEDGEMENTS

The 2007-2011 Cameron County Regional Mobility Authority (CCRMA) Strategic Plan is prepared under direction of the CCRMA Board of Directors, Cameron County staff and TxDOT Pharr District staff, and it has been adopted by the Cameron County Regional Mobility Authority (CCRMA) Board of Directors.

The following board members and staff representatives assisted the development of the CCRMA Strategic Plan:

- David E. Alex
- Ray Ramon
- Laura L. Betancourt
- Victor Alvarez
- Scot Ruskin Campbell
- David Noe Garza
- Michael F. Scaief
- Pete Sepulveda, Jr.
- David Garcia
- Mario R. Jorge, P.E.
- Homer Bazan, Jr., P.E.
- Cameron County Regional Mobility Authority
- Cameron County Department of Transportation
- Cameron County Department of Transportation
- Texas Department of Transportation, Pharr District
- Texas Department of Transportation, Pharr District

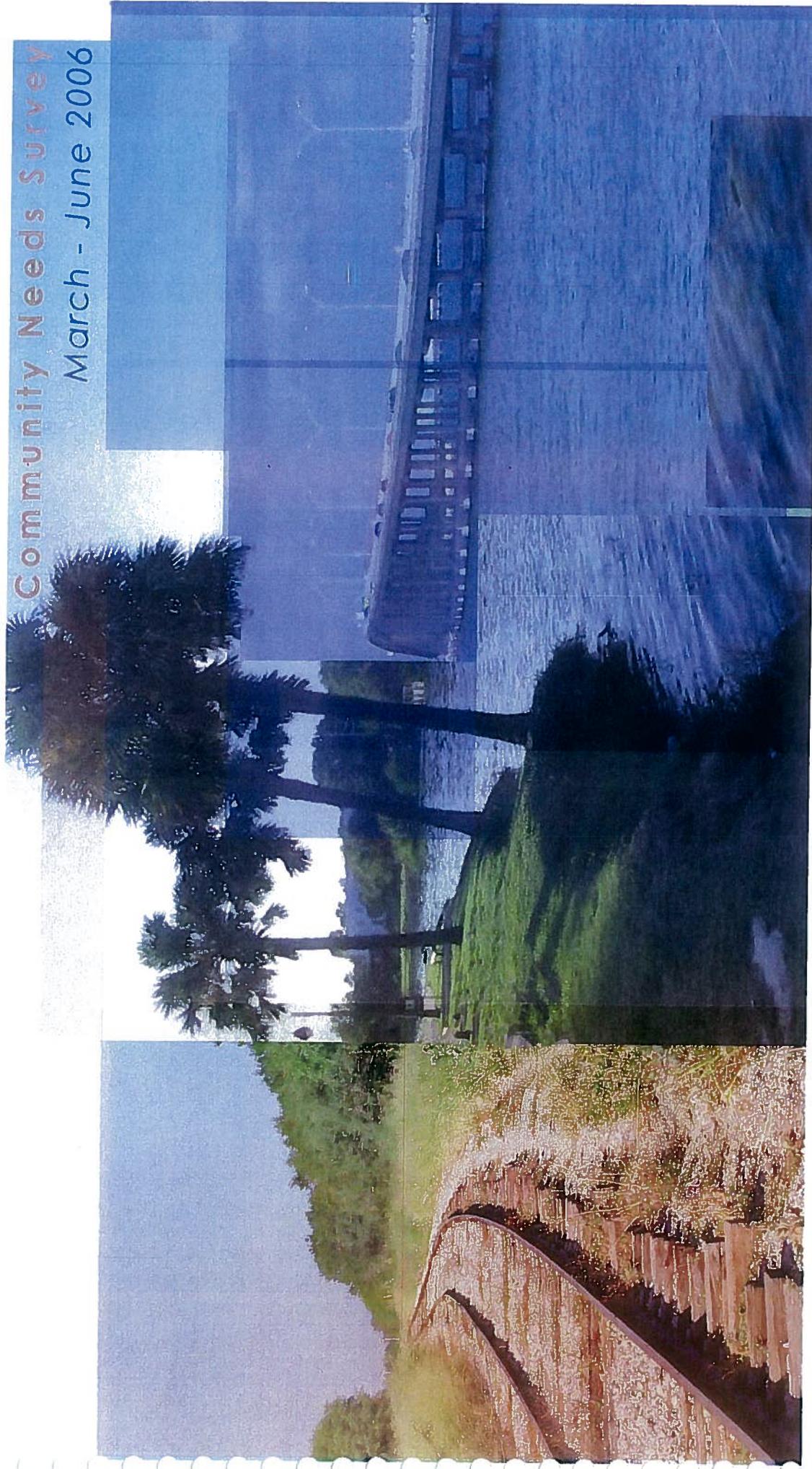
The following government agencies and transportation related entities also assisted in the preparation of this Strategic Plan by providing meaningful commentary during the various stages of its development:

- Cameron County
- Cities of Brownsville, Harlingen, San Benito, Port Isabel and the town of South Padre Island
- Brownsville and Harlingen/San Benito Metropolitan Planning Organizations
- Texas Department of Transportation, Pharr District
- Hidalgo County Regional Mobility Authority
- Brownsville Chamber of Commerce

Cameron County Regional Mobility Authority

Effective Mobility from borders to beaches

Community Needs Survey
March - June 2006



Effective Mobility from borders to beaches

CCRMA
CAMERON COUNTY REGIONAL MOBILITY AUTHORITY

CONDUCTED MARCH-JUNE 2006

Executive Summary

The respondents to the *Community Needs Survey*, conducted for the Cameron County Regional Mobility Authority, represented a balance of representation from ten different cities. Each interviewee was considered a leader in their respective fields locally, and most had lived in Cameron County for over 15 years. The largest category of respondents was between the ages of 41 to 65 years. The Hispanic to Anglo ratio was 43% to 57%, and predominantly male (83%). Respondents had the choice of being surveyed in either English or Spanish.

When asked about serious challenges to Cameron County, the #1 issue identified was the lack of an interstate highway to the north. This was consistent across several questions. Later questions revealed that this concern centered on the support of international trade, but also attracting businesses to the area that needed the interstate to ship goods north. Other general concerns mentioned prominently were problems related to communication between local political leadership, lack of high tech jobs, education/training to support high tech jobs, an east/west corridor, a second causeway, and general transportation infrastructure needs.

Regarding current transportation needs, the most frequent "challenge" quoted by respondents was a growing congestion problem. Other notable mentions included road construction, the need for an interstate highway north/south, an east/west corridor, safety issues caused by congestion and heavy truck traffic, needs around rail and airport changes, and other planning issues. Future concerns were centered on growth and the money to support it, and the airport. Respondents were widely divided between agree (37%) and strongly disagree (21%) on whether local highways are adequate for the current population, but most (53%) believed that the highway/roadway

system is not adequate for the area in the future. Ninety-two percent (92%) of the respondents believed that timely improvements to the highway system are very important and the most common criteria cited for deciding priorities was economic impact.

Most respondents to the *Community Needs Survey* (81%) said that traditional sources of financing were inadequate to pay for future transportation needs, but when asked what type of alternative financing would be politically most difficult to acquire, 72% said "tolls."

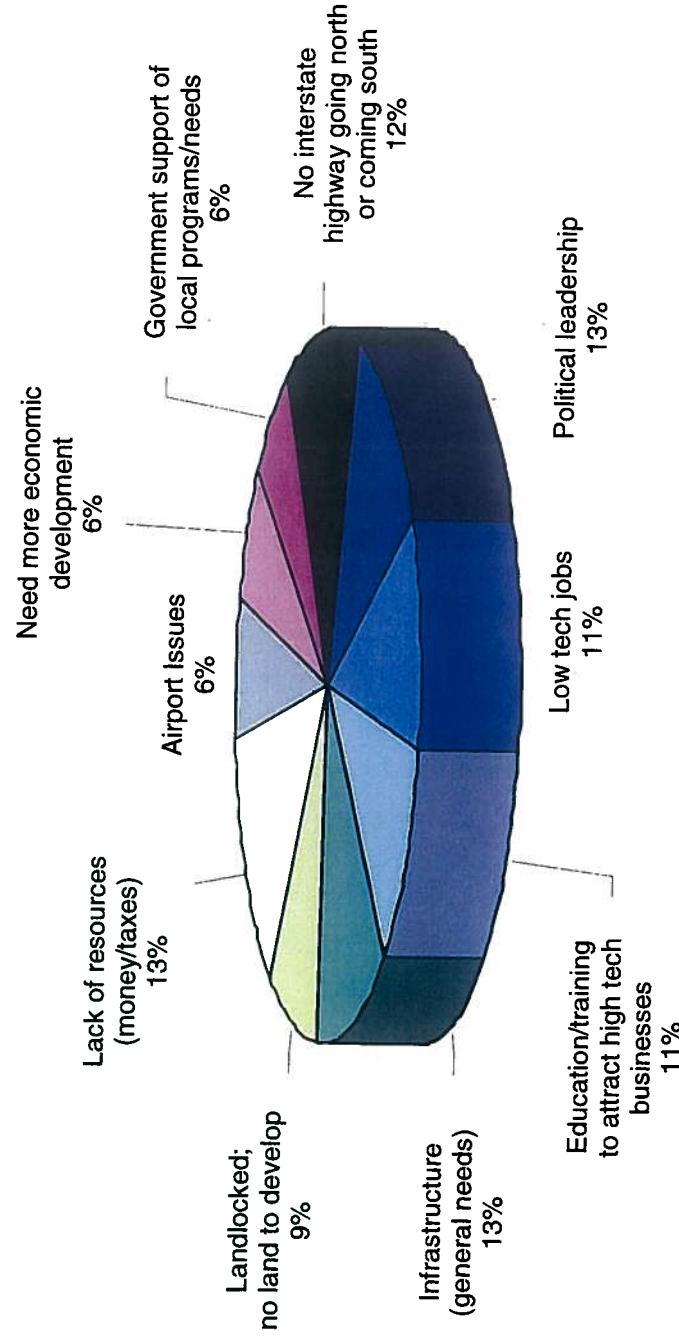
Participants were almost completely united on the strategic importance on communication about tolling and other financing options. A vast majority said that an emphasis on public communication through meetings and advertising should be implemented. All key messages concerning use of any extra funds raised through tolling tested with strong positives. This included use of extra funds for economic development projects, improvements on current transportation assets and paying for new construction on other non-tolled projects throughout the community. Also ranked high was the use of local firms to build toll roads or toll-funded projects.

The #1 concern of respondents regarding implementing toll lanes in their area was the cost of the toll to the local citizen. When asked, however, what their neighbors, peers, friends and family were saying about toll roads, most commented on the lack of a TxDOT-funded interstate highway for their area and general comments about a lack of understanding of the Valley's economic impact on the state of Texas.

NOTE: The constraints of this survey targeted to community leaders mean that the results cannot be dependably extrapolated to the general public.

NAME	TITLE	ORGANIZATION
Robert Garcia	City Manager	Port Isabel
Albert Garza	Manager	Federal Express - Airport
David Garza	Board Director President/Owner	Cameron County RMA Gulf Aviation
Jeff Kellogg	Owner	Kellogg Chevrolet
Michelle Leftwich	Director of Planning & Development	Harlingen
Bernard List	Director	Port of Brownsville
Mark Lund	Transportation/Planning Coordinator	Metropolitan Planning Organization
Pat Marchan	Mayor	Port Isabel
Bob Pinkerton	Mayor	South Padre Island
Ray Ramon	Board Director	Cameron County RMA
Michael Scaief	Board Director	Cameron County RMA
Eddie Trevino	Mayor	Brownsville

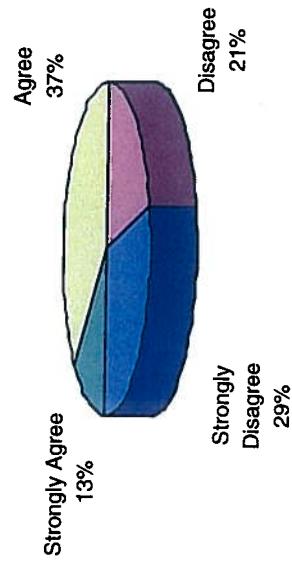
6. WHAT DO YOU PERCEIVE AS THE MOST SERIOUS CHALLENGES TO GROWTH AND CHANGE IN YOUR AREA?



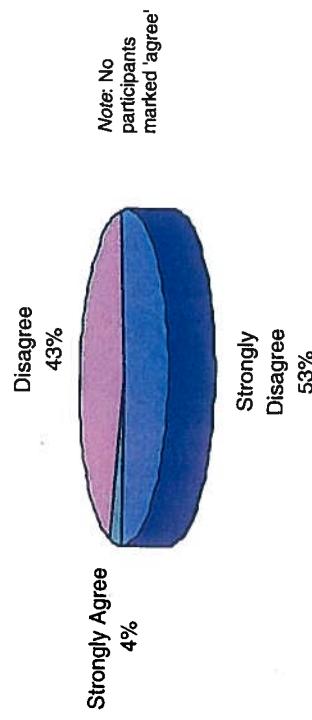
With only one mention
each:
dust control from construction, improvements needed on General Grant highway, air service to South Padre Island, short term road construction, and general challenges associated with urban planning

“We are stretching our demands on our infrastructure. It is difficult to keep up with growth and we don’t have enough from the state and the federal government. We don’t have enough money.”

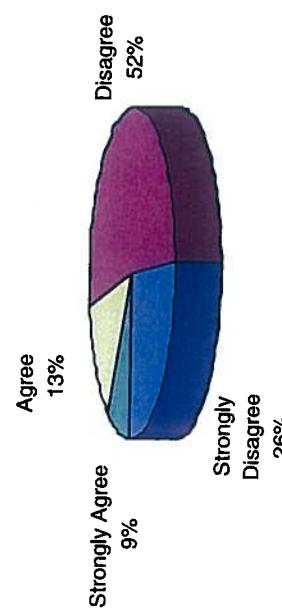
8. THE CURRENT HIGHWAYS AND ROADWAYS IN YOUR AREA ARE ADEQUATE FOR THE CURRENT POPULATION.



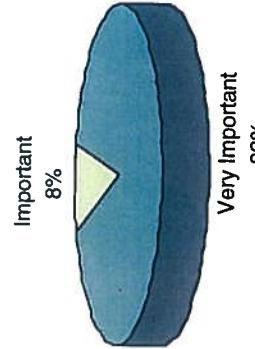
9. THE CURRENT HIGHWAYS AND ROADWAYS IN YOUR AREA ARE ADEQUATE FOR PROJECTED POPULATION GROWTH NEAR THE NEXT 25 YEARS.



10. IN THE EVENT OF A MAJOR HURRICANE (CATEGORY 4 OR HIGHER) OR EMERGENCY EVACUATION, THE CURRENT HIGHWAY SYSTEM IN YOUR AREA IS SUFFICIENT.

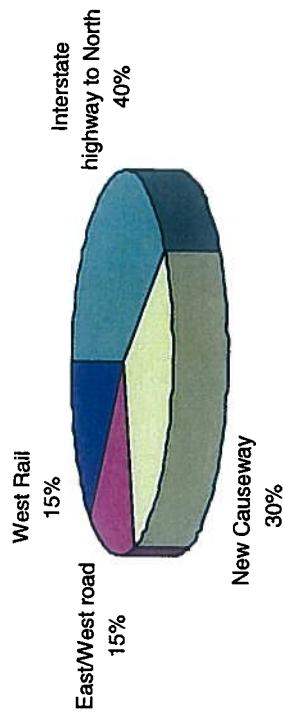


11. HOW IMPORTANT OF AN ISSUE ARE TIMELY IMPROVEMENTS TO THE CURRENT HIGHWAY SYSTEM WHICH SERVES YOUR AREA?



Note: No participants marked 'neutral' or 'not important'

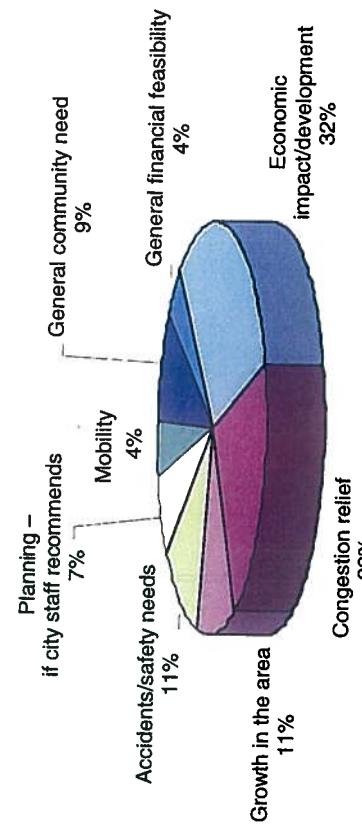
13. SHOULD SOME LOCAL MOBILITY NEEDS RECEIVE HIGHER PRIORITY THAN OTHER MOBILITY NEEDS?



“A causeway for evacuation purposes would help the entire Valley”

With only one mention each: Harlingen congestion, air travel, Morrison Road, Port Rail Bridge, US 77/I-37 (various upgrades), heliport for South Padre Island, pavement and road widening improvements in Harlingen

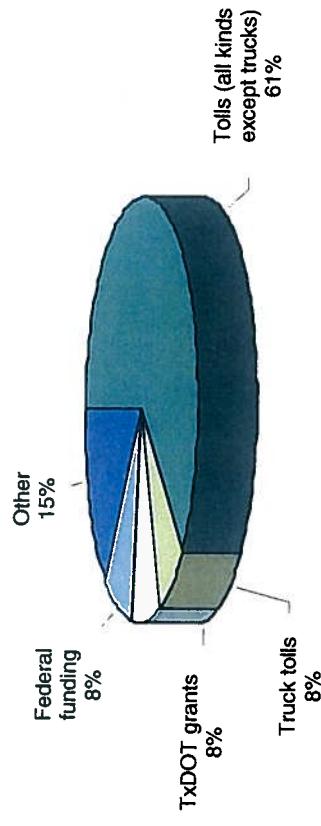
14. WHAT CRITERIA WOULD YOU USE TO PRIORITIZE PROJECTS / IMPROVEMENTS?



“My criteria would be that qualified personnel are recommending the project, that it could be done in a timely manner, with a plan and a target date.”

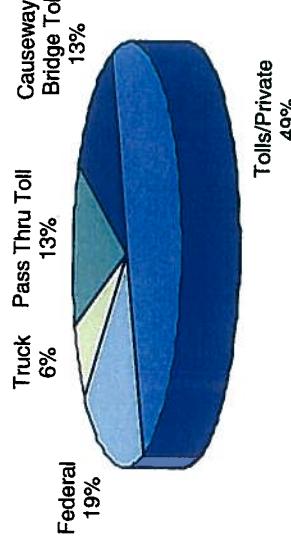
With only one mention each: Access / Island, national / international impacts, quality of life, and cost of fuel (personal and commercial)

16A. (IF "NO") WHAT ADDITIONAL SOURCES OF REVENUE SHOULD BE PURSUED?



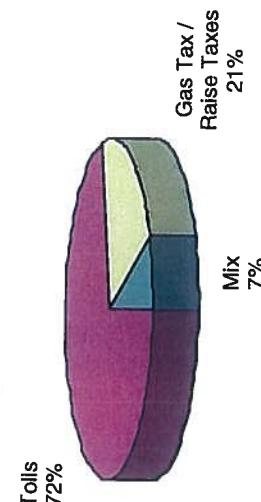
With only one mention each: Bonds, higher gas tax, pass thru toll, MPO, new sources

16B. WHICH OF THESE SOURCES OF REVENUE WOULD BE THE EASIEST TO ACQUIRE POLITICALLY? PLEASE EXPLAIN.



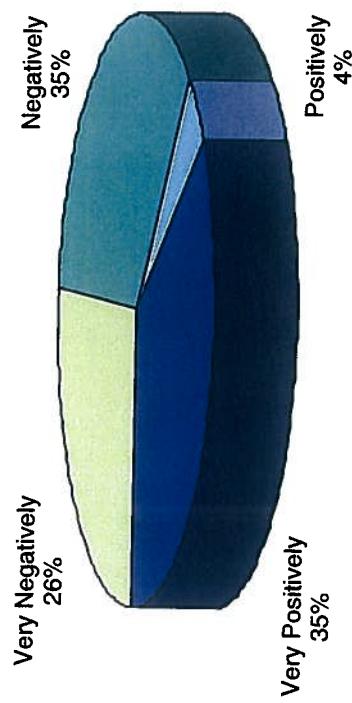
With only one mention each: Bonds, raise taxes, "On System" on West Loop, and traditional TxDOT funding

16C. WHICH OF THESE SOURCES OF REVENUE WOULD BE THE MOST DIFFICULT TO ACQUIRE POLITICALLY?



With only one mention:
Government contributions

19. HOW DO YOU BELIEVE THAT PAYING FOR FUTURE TRANSPORTATION NEEDS VIA TOLL LANES WILL BE PERCEIVED BY YOUR CONSTITUENCY/PEERS?



Additional notes:

- **Very Negatively:** Except for causeway; we've been ignored for 70 years; Ferry vessel is viable to toll; If existing causeway
- **Negatively:** By the community
- **Positively:** If it saves them time; with education; will be received by business
- **Very Positively:** If on 2nd causeway
- **Mixed:** Those who use it will like it because it will save them time and time is money

"Toll roads take congestion away from the free lanes; this needs to be emphasized."

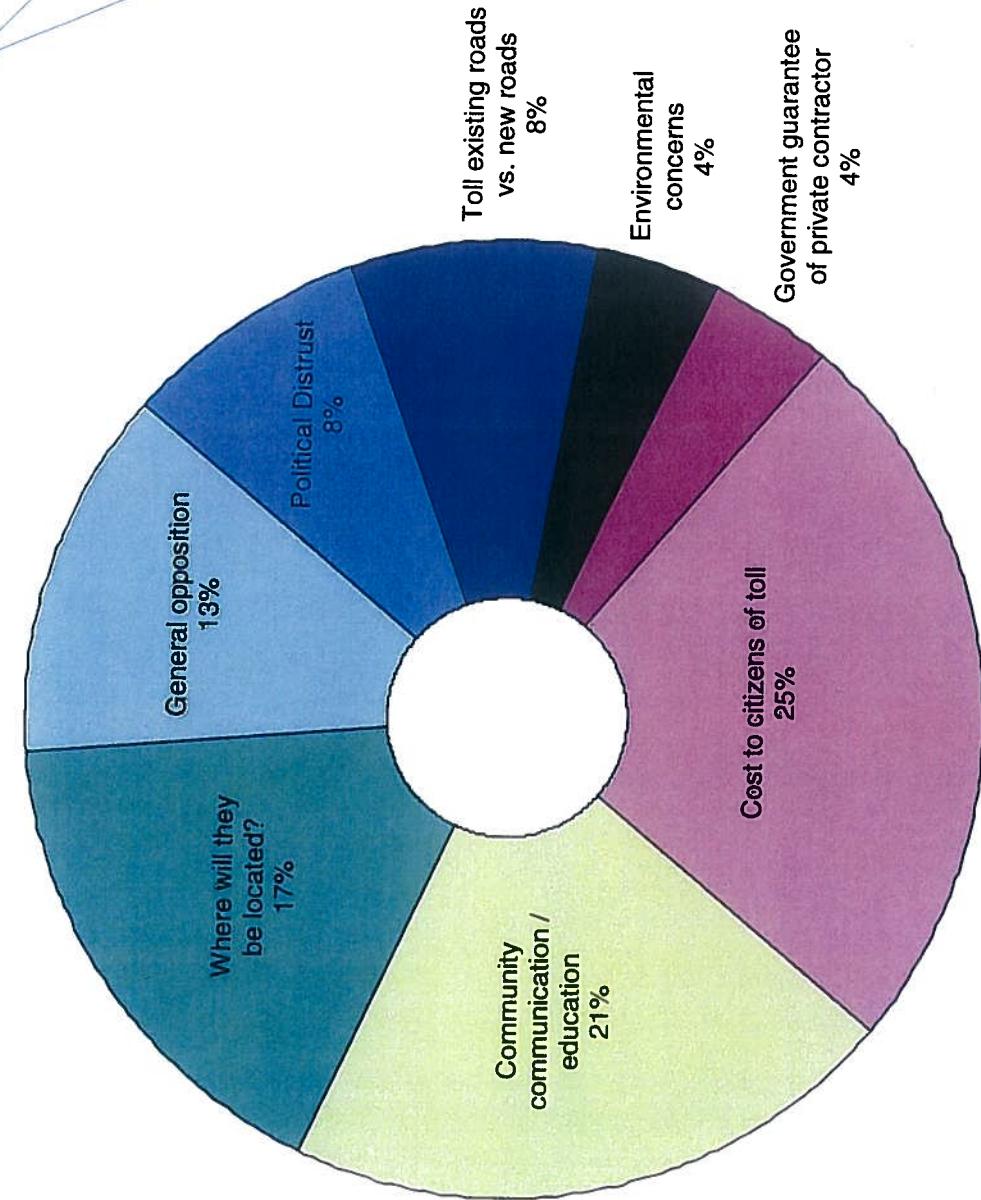
20. IN YOUR OPINION, WOULD IT BE HELPFUL FOR YOUR CONSTITUENTS TO KNOW THAT EXTRA FUNDS RAISED THROUGH TOLL LANES COULD BE USED TO ATTRACT NEW BUSINESSES TO THE AREA AND FURTHER HELP DEVELOP THE AREA?



Additional notes:

- Yes:** But believable?
No: Sounds like marketing; need "fish on the line" before using that argument

24. WHAT CONCERNS DO YOU PERSONALLY HAVE REGARDING IMPLEMENTING TOLL LANES IN YOUR AREA?



“The CCRMA is part of the Brownsville MPO. The CCRMA should have a reciprocal agreement, allowing all transportation agencies to be ex-officio, non-voting members of the CCRMA.”

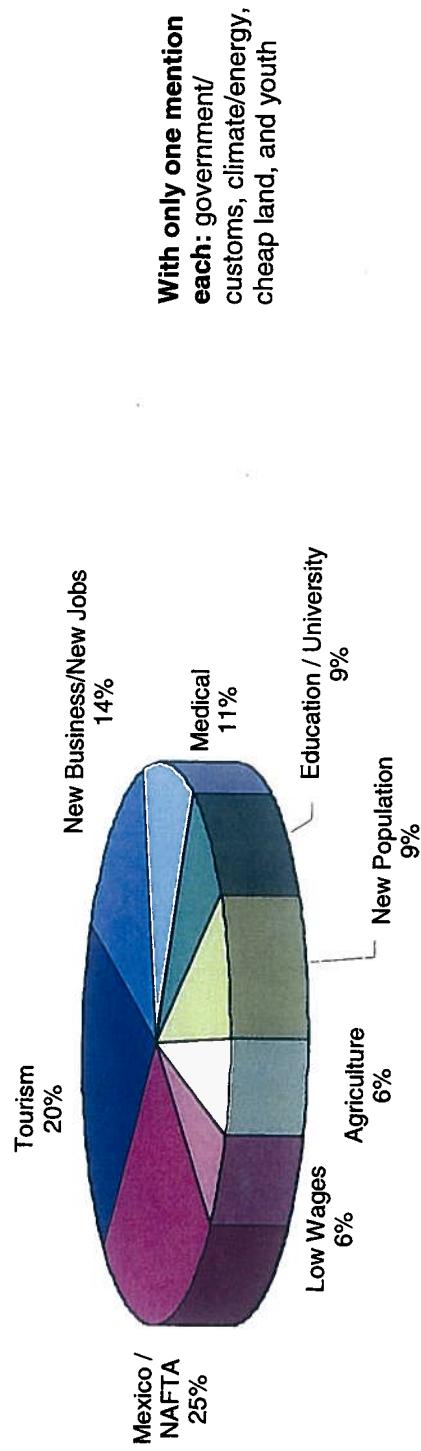
“All transportation agencies within the county should be notified of meetings, agendas, etc. This will make the CCRMA work better.”

“I have no concerns. David Allex will get it done right.”

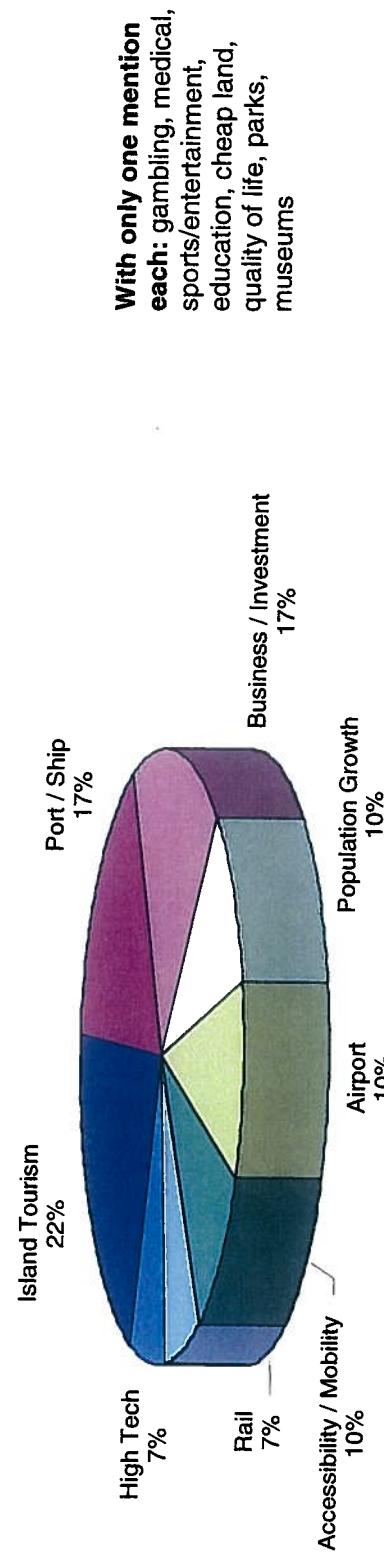
26. IN YOUR OPINION, WHAT ARE THE BEST WAYS TO ADDRESS THESE CONCERNS?

<u>MESSAGES</u>	<u>STRATEGIES</u>	<u>ACTION ITEMS</u>
<ul style="list-style-type: none"> - TxDOT needs to do global thinking: How can TxDOT expand infrastructure to help all of Texas? - That improvements in state will help economy of Brownsville to flourish. - That improvements here will benefit all of the state, not just Brownsville. - State that it is your iron clad policy to not toll existing roads, including fixing them up and then tolling them. - People need to see examples of other places where toll roads have been successfully implemented. - Let them know what's in it for them – address benefits to the individual. - Improvements in Brownsville are important to the future of the whole state - Texas will suffer down the road if Brownsville isn't improved. - Dollars guarantee vs. affect – studied. - Better maintenance of roads. - Acknowledgement that it's true – that we should have gotten a free interstate and didn't. Then we can move on. - Acceptance by state: that there are heavy demands on the infrastructure in Brownsville. - Clear justification of tolls. - Body of information needs to be communicated. 	<ul style="list-style-type: none"> - All RMA board members have to be united in their responses – need board training. - Develop trade with Mexico. - Do business to create atmosphere and environment that will be productive to the area. - Go to local elected officials – city and county level, community leaders and ask them for help/suggestions to help educate the people. - Meet with ranchers, landowners personally. Can ranchers be part owners/partners in the process? - Public awareness early. - Start every project with a bridge. - Tell public/educate them: how we got to the toll amount. That we judiciously studied all options. Cost will make it conducive to travel. - Develop effective, workable ways to reach people. - Need to use the electronic tolling devices vs. toll stations. - Make it cheaper to go thru the thru fast lane vs. pay at toll booth. - Market the TxT tag way up front. - Have the state advertise toll tags in our area. See if they can advertise early on in our area about the tags. - Early education campaign on "cultural" change of tolls and that we won't have highways any time soon if we don't do this. - Push the positives and benefits. How it will affect the community? Explain who will use it more and in what areas. - Benchmark successful projects and have personal testimonies. 	<ul style="list-style-type: none"> - Public meeting. - Public hearings, town hall meetings. - One-on-one, time. - Local TV channel programs. - Improve training/vocational skills. - Hold several public meetings – public has to know they're included and early. - Get opposition as part of the committee. - Get defacto buy in (religion leaders). - Education, pro-activity, get out front before nay-sayers. - Education process – why, how will it help, where the money is going to go (left over funds)? - Educate the people about toll roads and benefits to area from tolls. - Controls, checks and balances. - Communication with public/public involvement. - Attendance at local meetings. - Advertise, get the word out, publicity. - Use forums, two way communication. - Strong PR efforts with a strong message. - Make implementation very friendly. Sell toll tags everywhere - at grocery store, etc. <p><i>“The CCRMA board is in tune with the needs of Cameron County.”</i></p>

28A. WHAT ARE THE CURRENT TOP THREE ECONOMIC DRIVERS FOR YOUR AREA?



28B. WHAT OTHER ECONOMIC DRIVERS IN THE FUTURE DO YOU SEE FOR YOUR AREA?



- Communication and cooperation between agencies and their boards was mentioned repeatedly. It is the recommendation of the survey team that the CCRMA begin a reciprocal agreement, allowing all transportation agencies to be ex-officio, non-voting members of the CCRMA.

COMMUNITY EDUCATION/PUBLIC INVOLVEMENT

- 100% of respondents said that a large amount of **community education** must be done to explain the purpose of tolls and why toll roads are needed to pay for highways.
- Many good ideas were submitted on how to do **public involvement, public relations and marketing** and these should be referenced and used in any planning.
- Many respondents emphasized the need for **stakeholder meetings** and working together in all affected areas.
- All transportation agencies within the county should be notified of all meetings, agendas, events, etc., and every effort should be made to work in conjunction with these agencies.

STRATEGIES/MESSAGES

- Particular attention should be paid to Page 18 of this survey regarding **MESSAGES, STRATEGIES AND ACTION ITEMS**.
- 100% of those who took the survey believe that their peers and constituents would want extra funds raised through toll lanes be used to pay for new, non-tolled transportation projects within Cameron County.
- Most leaders believe that spending extra funds raised from tolls to improve transportation assets already in existence, as well as paying for other new, non-tolled transportation projects, would be good selling points.
- However, when asked if it would be helpful for constituents to know that the CCRMA has a commitment to use local firms to build toll-funded projects, even those who responded positively added a caveat by saying only if the local company was the best company to do the job. That **quality or expertise should not be sacrificed to keep a job local**.
- Most respondents urged the board to push the need and the benefits of toll roads.
- CCRMA should promote the jobs that will be created through the upcoming projects.

PROJECT SPECIFIC

- The second causeway was the project that had almost 100% support for both priority and tolling. There was no resistance to paying for the second causeway via tolling.
- A high level of desire exists to have a good north/south route to accommodate traffic in and out of Mexico. Almost 100% of respondents mentioned this in one question or another within the survey.
- A high level of need was indicated by respondents for improved east/west mobility.
- When asked which local mobility need should receive highest priority, 40% mentioned the north/south interstate and 30% mentioned the causeway.
- Most respondents mentioned various rail needs, including the **North Cameron County Rail project**.
- Depending on where they live and work, there is a wide variety of suggestions regarding exactly which highway needs improving, widening, etc.
- Highway 77 was the most often mentioned highway for various improvements.

GENERAL PLANNING

- Regarding the appropriate and readiness of the current highway system, only 4% think that the current highway system will meet the needs of population growth for the next 25 years.
- If you're going to support economic development from extra funds raised by tolls as a key message, or just economic development in general, you'll need to use case studies and a "fish on the line" would be helpful also.
- A program that connects the CCRMA with the **technical training programs** available in the county - such as through TSTC and other institutions - where local citizens are encouraged to get training for the jobs that will come about from these transportation projects, would address several of the serious, non-transportation challenges that were repeatedly mentioned by respondents.
- 92% of respondents indicated that timely improvements to the current highway system are very important. The balance (8%) said that they are important.

SUPPLEMENTAL NOTICE

AGENDA

Special Meeting of the Board of Directors of the Cameron County Regional Mobility Authority

**Joe G. Rivera and Aurora de la Garza County Annex
1390 W. Expressway 77
San Benito, TX 78586**

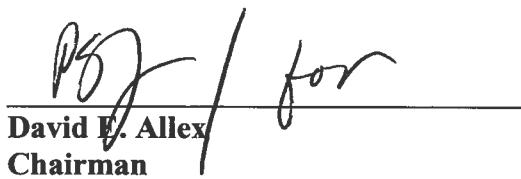
Wednesday, December 7, 2011

11:00 A.M.

ITEMS FOR DISCUSSION AND ACTION:

I. Approval of Claims

Signed this 2nd day of December 2011



David E. Alex

Chairman

FILED AND RECORDED
OFFICIAL PUBLIC RECORDS
On: Dec 02, 2011 at 09:11A

Joe G Rivera
County Clerk
By
Maggie Pena, Deputy
Cameron County

I. APPROVAL OF CLAIMS



Cameron County Regional Mobility Authority
Daily Check Register 12/07/2011

FY 2012

Page 1

<u>Check No.</u>	<u>Vendor Name</u>	<u>Fund</u>	<u>Dept.</u>	<u>Purpose</u>	<u>PO#</u>	<u>Amount</u>
00001102	BANK OF NEW YORK MELLON TRUST	110	110	SERIES A-PRINCIPAL		66,666.68
			110	SERIES B-INTEREST		169,642.20
			110	SERIES A-INTEREST		83,129.20
					Check No. 00001102	Total 319,438.08
00001103	CENTRAL TEXAS REGIONAL MOBILIT	111	1121	BOND PROCEEDS FOR SH550 TOLL	P155103	353.98
					Check No. 00001103	Total 353.98
00001104	GENERAL FUND	110	110	COPY PAPER CR100-4160-1144		333.13
					Check No. 00001104	Total 333.13
00001105	GREEN MOUNTAIN ENERGY COMPANY	110	110	CONTRACT BETWEEN CAMERON	P170851	335.97
					Check No. 00001105	Total 335.97
00001106	LAW OFFICE OF DANIEL L RENFRO	110	110	Professional Services		238.80
			110	RMA LEGAL SERVICES, APPROVED B	P149858	1,352.40
					Check No. 00001106	Total 1,591.20
00001107	SEPULVEDA,PETE	110	110	REIM.TRLV AUSTIN 12/01-02		1,085.98
			110	REIM.TRLV C.CHRISTI 12/05		156.79
					Check No. 00001107	Total 1,242.77
Print Date: 12/07/2011 Print By: HENDRICK				Total for All Checks: 323,295.13		