

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*

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

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Using local leadership,

Effective mobility

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The Cameron County Regional Mobility Authority

Regional Mobility Authority

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Effective Mobility

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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

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Cameron County Regional Mobility Authority Strategic Plan

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 (RMA's) 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

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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. Alex who has a background in development, tourism and commerce. Mr. Alex 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. Alex



Ray Ramon



Laura L. Betancourt



Victor Alvarez



Scot Ruskin Campbell



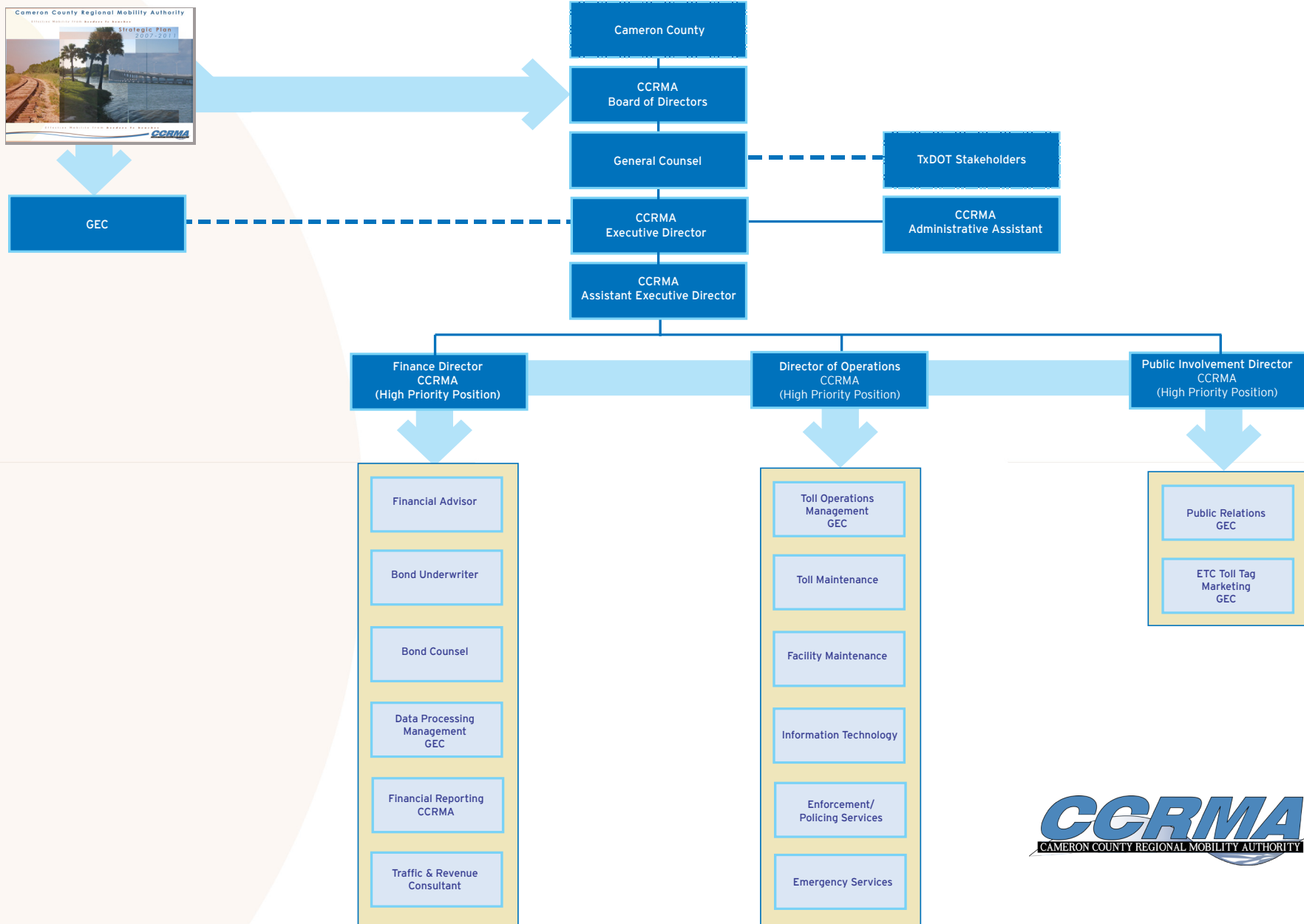
David Noe Garza



Michael F. Scaief

Cameron County Regional Mobility Authority Strategic Plan

ORGANIZATIONAL CHART



Cameron County Regional Mobility Authority Strategic Plan



System Map



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