

CCRMA

CAMERON COUNTY REGIONAL MOBILITY AUTHORITY



STRATEGIC PLAN 2017 - 2021

Cameron County Regional Mobility Authority Strategic Plan

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Cameron County Regional Mobility Authority Strategic Plan

MESSAGE FROM THE CHAIRMAN

On behalf of the Board of Directors of the Cameron County Regional Mobility Authority (CCRMA), I am pleased to present to you the 3RD Edition of our Strategic Plan. Since our creation in 2004, the initial Strategic Plan (2007-2011) and the 2nd Edition of the Strategic Plan (2012-2016) has guided our work to find new and innovative tools to reduce the problems of congestion and connectivity while encouraging quality economic development within Cameron County. We have made significant progress under the first two Strategic Plans; much of it you will see in this document, as well as in the completed improvements. These improvements include State Highway (SH) 550, a stretch already signed as I-169 and is the first Toll Road opened in the Rio Grande Valley and South Texas, as well as the West Railroad Relocation Project, the first International Railroad crossing into Mexico in over 100 years. The CCRMA's success is especially evident through our participation on interstate level upgrades to U.S. 77. The CCRMA's efforts will reassure the classification of U.S. 77 be upgraded to an interstate corridor within the next few years.



South Texas continues to be an attractive business and tourist destination and continues to see tremendous growth in population and surge of economic development. The population of the Brownsville-Matamoros and McAllen-Reynosa areas combined is estimated to double between 2010 and 2040 from 3.5 million to 7 million residents. The population for the State of Texas is projected to be 43 million in 2040. As our population continues to grow rapidly, as more jobs are created, and more businesses locate in this area, we will continue to face the growing transportation challenge of how to get people, goods and services to their destinations safely, reliably and timely in an environmentally sensitive manner.

The 3rd Edition of our Strategic Plan represents the next phase of meeting our transportation challenges. We face these challenges by implementing strategies that focus on strategic corridor development which help achieve quality growth within our county and region. This plan will continue to provide the foundation for the direction and continued success of the CCRMA. We have learned from experience and history that Transportation Systems must be sustainable. The CCRMA system is capable of paying for system construction, maintenance and operations over the next 50 years. Please join the CCRMA support team to ensure we implement solutions that remain sustainable to the future with vision for South Texas.

Sincerely,

Frank Parker, Jr.
CCRMA Chairman

Cameron County Regional Mobility Authority Strategic Plan

EXECUTIVE SUMMARY

The passing of House Bill (HB) 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 and local tax base 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. In 2013 and 2015 the Texas Legislature again carried major reform with new transportation funding later to be known as Proposition 1, and Proposition 7, respectively. This new funding was not a result of increase in taxes, rather a redistribution of oil and gas revenues, sales tax, and rental and vehicle sales tax. Voters overwhelmingly approved both propositions again making a bold statement of the importance and need for transportation improvements in the State.

Cameron County and neighboring Hidalgo County are two of the fastest growing Metropolitan Statistical Area (MSA) in the nation, at around 40% increases per 10-year cycle. Across the border, the metro areas of Mexico are increasing by 80% per 10-year cycle. Cameron County doesn't just have more people in cars; there's a continued increase in the travel of goods. Critical commerce access is provided through the County by means of the Gulf Intracoastal Canal (GICC) connecting the deep-water port in Brownsville, and the ports in Harlingen and Port Isabel. Access also is provided to deep-water ports north and south of the Rio Grande Valley, including Corpus Christi and Tampico, Mexico, respectively. Major freight rail access to Mexico for the Union Pacific Railroad is through Cameron County, and can be expanded through various parts of the Rio Grande Valley for additional rail cargo access. As the need for infrastructure increases, the CCRMA has a responsibility to respond with effective and sustainable solutions.

The CCRMA has embarked 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 was critical to the success of its program. The plan not only outlines the basic elements of the system, but also serves to focus the efforts of public information and involvement and serves to guide the sequencing, development and implementation of all of the anticipated projects within the region in the future. The new strategic plan for 2017-2021 is compiled in eight major goals. These goals are intended to be broad and flexible with the understanding that transportation planning is always confronted with new and unforeseen challenges. The CCRMA is poised for these changes and is ready to work with the new Federal Highway Administration as well as any changes resulting from the next two Texas Legislative Sessions.

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The 2017- 2021 Strategic Plan presents **eight (8) major goals** of the CCRMA, which will provide the critical foundation for addressing the future of transportation needs in Cameron County, South Texas and the northern Tamaulipas regions.

Goal 1:

- Continue accomplishments of the short-term organizational plans and implement long-term organizational plans, by-laws and policies and procedures that promote the CCRMA objectives.

Goal 2:

- Continue the success of the current system projects and develop schedules and budgets that ensure sustainable, timely and cost effective project delivery, with a vision to 2050.

Goal 3:

- Initiate new system projects that support economic development and promote quality of life for citizens of the region well into the future for our next generation.

Goal 4:

- Utilize financing options and plans that leverage funding sources and promote timely project completion.

Goal 5:

- Maintain and enhance working relationships with TxDOT, United States Department of Transportation (USDOT), Federal Highway Administration (FHWA), Hidalgo County Regional Mobility Authority (HCRMA), Metropolitan Planning Organizations (MPOs) as well as our neighbors in Mexico.

Goal 6:

- Work closely with all transportation committees (I-69 Committees) and organizations, local businesses and stakeholders throughout each project to ensure open, two-way communication and to promote economic development and create jobs.

Goal 7:

- Utilize technology and innovation to develop and implement toll operational roles and a comprehensive Information Technology (IT) Plan as well as a Back Office System.

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.

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, at a minimal cost to the taxpayers.

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, fiscal responsibility and transparency. This Strategic Plan, covering a five (5) year period, will be updated biannually with input from all area transportation agencies as well as from Federal Transportation agencies in the U.S. and Mexico.

Cameron County Regional Mobility Authority Strategic Plan

OUR VISION

The Cameron County Regional Mobility Authority will continue to be recognized as the RMA leader in Texas implementing transportation projects that achieve a sustainable, world-class regional transportation network in South Texas.

OUR MISSION

The Cameron County Regional Mobility Authority will provide transportation that promotes safe and effective mobility, improves the quality of life for area residents, creates quality economic development, jobs and generates revenues to sustain a regional transportation network, internationally.

OUR PURPOSE

The Cameron County Regional Mobility Authority will give Cameron County control to make mobility decisions with the community, to accelerate needed transportation projects, and to enhance economic vitality and the quality of life for the residents of Cameron County and South Texas in a sustainable fashion.

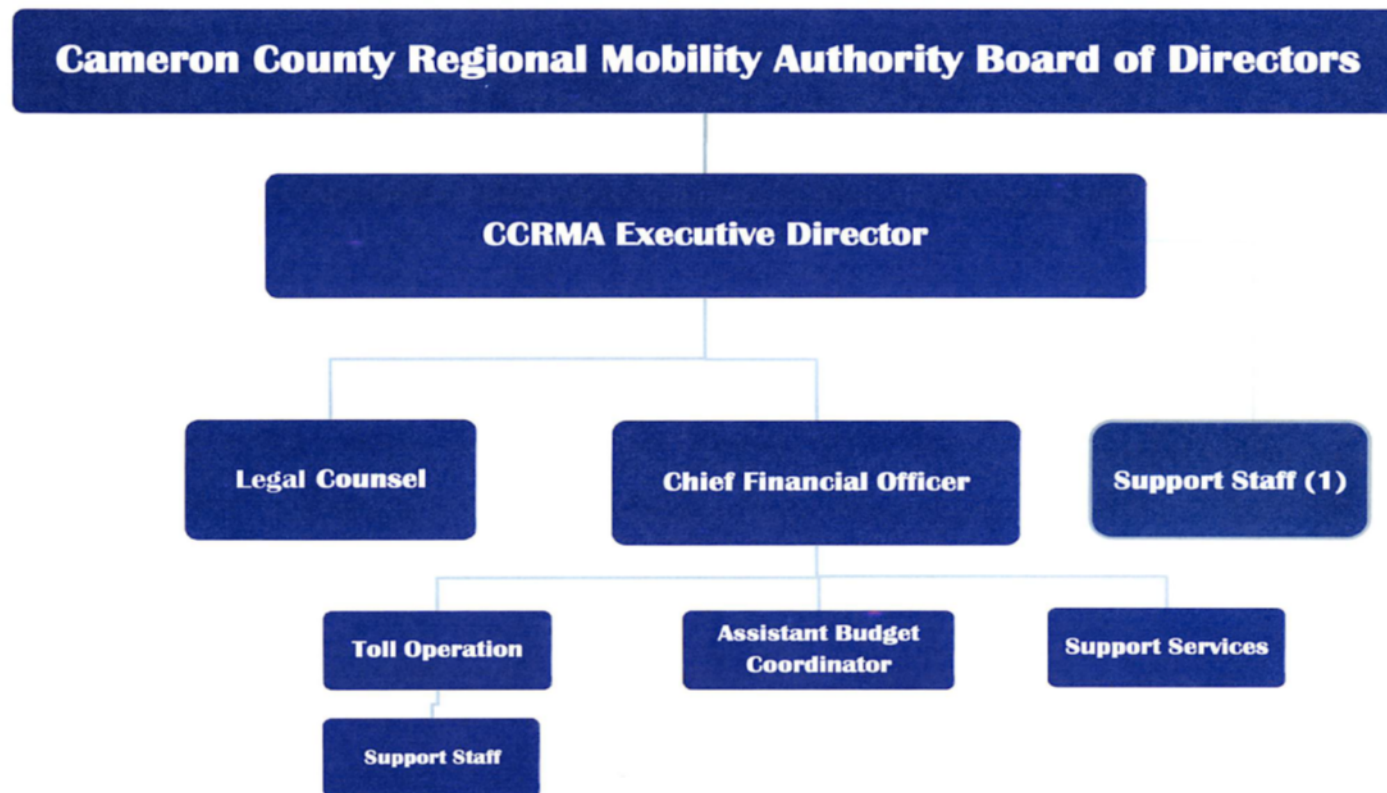
BOARD OF DIRECTORS

The Chairman of the Cameron County Regional Mobility Authority is Frank Parker, Jr., who has a strong background in business and finance. Mr. Parker also has served on the South Texas Manufactures Association, the Brownsville Economic Development Council, the Brownsville, Pharr and McAllen Chambers of Commerce and the National Association of Customs Broker Forwarders Freight Forwarding Committee. In addition to the Chairman, the Authority's Board of Directors includes six (6) other members appointed by the Cameron County Commissioner's Court.

The CCRMA Board of Directors appointed Mr. Ruben Gallegos, Jr., as Vice Chairman. Mr. Gallegos oversees an organization that seeks to empower children and families. Other appointees include; Mr. Mark Esparza who is a local attorney, a real estate broker and business owner; Mr. David Noe Garza who is the owner of Gulf Aviation Company, a supplier of aviation services and is the appointed RMA Secretary; Mr. Michael F. Scaief who is the President of Texas Regional Bank and the appointed RMA Treasurer; Mr. Nat Lopez, retired President/CEO from the Harlingen Hispanic Chamber of Commerce and served from 1991 to 1997 as a City Commissioner for the City of Harlingen; and Mr. Horacio Barrera, who is a local attorney.

Cameron County Regional Mobility Authority Strategic Plan

ORGANIZATIONAL CHART



Cameron County Regional Mobility Authority Strategic Plan

GOAL STRATEGIES

GOAL 1: *Continue accomplishments of the short-term organizational plans and implement long-term organizational plans, by-laws and policies and procedures that promote the CCRMA objectives.*

Continue with Organizational Plan: The ultimate goal of the CCRMA is to transition to a staff-based management operation. The CCRMA has identified key management positions necessary to develop a core staff team. These positions include a full-time Executive Director, a Chief Financial Officer, a Director of Toll Operations, a Business Development Officer, and Executive Administrative Support Services. The core staff team shall be situated in conveniently located autonomous office space.

The Executive Director, who is appointed by the Board, will manage the operations serving 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.

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 maintenance and law enforcement, 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.

GOAL 2: *Continue the success of the current system projects and develop schedules and budgets that ensure sustainable, timely and cost effective project delivery, with a vision to 2050.*

INTERSTATE 69E/U.S. 77 *(See pg. 24)*

- Work with TxDOT District Offices to identify funds needed to complete improvements (\$300 million).
- Work with TxDOT & FHWA on the necessary Design Waivers along the King Ranch.
- Upgrade U.S. 77 Implementation Plan for the remaining projects.
- Work with TxDOT to develop options for Riviera, Driscoll and Ricardo.

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SOUTH PADRE ISLAND SECOND ACCESS *(See pg. 24)*

- Ensure the Completion and Approval of the Final Environmental Impact Statement (EIS). Issuance of Record of Decision.
- Complete a Financial Plan and Coordinate Funding with TxDOT.
- Implement Value Engineering recommendations.
- Complete Mitigation Plan.
- Begin Design/Engineering Phase.
- Begin Right-of-Way Acquisition/Utility Relocation.
- Develop construction bid documents and schedule.
- Begin Construction.

OUTER PARKWAY *(See pg. 25)*

- Complete Corridor Study.
- Complete Alignment Process.
- Coordinate Environmental Process with TxDOT.
- Complete Environmental Permitting Process.
- Begin process of environmental permitting, mitigation development and coordination with state and federal resource agencies.
- Begin Process for Financing/CDA. Procurement Process/Right-of-Way Acquisition.
- Begin Construction.

EAST LOOP (SH 32) *(See pg. 25)*

- Complete Environmental Assessment (EA) Process & Receive Finding of No Significant Impact (FONSI).
- Coordinate levee relocation with the International Boundary and Water Commission (IBWC).
- Coordinate fence removal & relocation with Department of Homeland Security (DHS).
- Complete Historical & Biological Studies.
- Coordinate with the United States Fish and Wildlife Service (USFWS) and other state and federal agencies.
- Begin Process of Right-of-Way Acquisition.
- Work on Plan of Finance.
- Begin Process of Design and Engineering.
- Begin Construction.

STATE HIGHWAY 550 Gaps 1 & 2 *(See pg. 26)*

- Complete construction of two gaps.

FM 803 PROJECT *(See pg. 26)*

- Complete the construction of the realignment of FM 803.

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GENERAL BRANT ROAD *(See pg. 27)*

- Complete construction of General Brant Road.

PORT ISABEL PORT ACCESS ROAD

- Complete Environmental Document.
- Complete Engineering Design.
- Determine Funding/Apply for TxDOT Grant.
- Begin Construction.

FM 509 EXTENSION *(See pg. 27)*

- Complete Environmental Document.
- Complete Engineering Design.
- Complete Right-of-Way Acquisition/Utility Relocation.
- Begin Construction.

FM 1925 PROJECT *(See pg. 28)*

- Coordinate Environmental Process with TxDOT.
- Coordinate Environmental Permitting Process.
- Begin process of environmental permitting, mitigation development and coordination with state and federal resource agencies.
- Coordinate Funding with TxDOT and HCRMA.
- Begin Design and Engineering.
- Begin Right-of-Way Acquisition.
- Begin Construction.

COMMERCE STREET UPRR RAIL RE-ALIGNMENT

- Complete Environmental Document.
- Complete Engineering Design.
- Apply for FASTLANE and FRA Grants.
- Begin Construction.

SPUR 54 PROJECT *(See pg. 28)*

- Complete Environmental Document.
- Complete Engineering Design.
- Begin Construction.

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GOAL 3: *Initiate new system projects that support economic development and promote quality of life for citizens of the region well into the future for our next generation.*

U.S. 281 CONNECTOR PROJECT

- Begin and Complete Environmental Process.
- Develop a Financial Plan.
- Begin Engineering Design.
- Begin Right-of-Way Acquisition.

COUNTYWIDE TRZ PROJECTS *(See Table 3)*

- Prioritize and Classify Projects.
- Determine Level of Coordination required with TxDOT.
- Begin Developing Projects Accordingly.

BORDER MASTER PLAN

- Continue coordination with Mexico, Cameron County, City of Brownsville (COB), Brownsville Navigation District (BND), City of Matamoros, State of Tamaulipas, Secretaría de Comunicaciones y Transportes (SCT), Secretaría de Relaciones Exteriores (SRE), DOS and TxDOT.
- Complete Updated Master Plan with Mexico.

INTERNATIONAL BORDER CROSSINGS

- Begin Site Assessment and permitting of prioritized future International Crossings.
- Collaborate with Port of Brownsville officials as necessary to facilitate needs of the Port on the Future Port Bridge Project.

NORTH RAIL RELOCATION PROJECT

- Complete Environmental Process for the preferred alignment.

PROJECTS TO HIDALGO COUNTY

- Identify projects that would promote a healthy regional transportation network for the future (South and North).

ELECTRONIC TOLL COLLECTION (ETC) AT INTERNATIONAL BRIDGES

- Identify needed system improvements to incorporate ETC.
- Preparation for International Bridge ETC interoperability requirements with state tolling entities.
- Install and operate identified ETC system.

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LEGISLATIVE AGENDA – FEDERAL/STATE

- Develop agenda for Legislative Sessions.
- Visit delegation and provide reports.

FLOR DE MAYO BRIDGE

- Execute agreement with Cameron County to manage and develop project.
- Complete Feasibility Study.
- Work on General Service Administration (GSA) Funding.
- Work with Mexico on coordination of project.
- Coordinate with the U.S. Department of State the Presidential Permit Application Process.

COMMUNICATIONS AND OPERATIONS

- Implement strong operations to promote efficient toll collections.
- Create Business Development Plans to effectively promote SH 550 and future toll roads with target audience.
- Develop strong Media and Community Relations involvement on a routine basis.
- Develop Effective Communication Platforms to keep all stakeholders and public informed with CCRMA Operations and Project Developments.

ELIMINATION OF RAIL LINE BETWEEN OLMITO AND HARLINGEN

- Work with Union Pacific on Project Approval.
- Update Existing Study.
- Identify Funding Options.

GOAL 4: *Utilize financing options and plans that leverage funding sources and promote timely project completion.*

- Expedite current projects to complete the CDA process, which are approved under current legislation. These projects include the South Padre Island 2nd Access and the Outer Parkway.
- Continue to reassure/encourage legislative agenda to allow expanded use of CDAs and other financing options.
- Coordinate with TxDOT and identify state funding sources.
- Identify federal funds for CCRMA projects.

Possible Funding Sources:

Aviation Funding – TxDOT budgeted source of approximately \$60 million in funding for planning, constructing and maintaining community airports. Allowed for infrastructure projects, which improve access to/from airports.

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Bond Proceeds – The money paid to the issuer by the purchaser for a new issue of bonds, used to finance a project or purpose for which the bonds were issued and to pay certain costs of issuance. This is equal to the par amount of bonds, plus accrued interest, less original issue discount plus premium.

Comprehensive Development Agreement (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.

Coordinated Border Infrastructure Funds (CBI) – USDOT program that provides funding for planning, project development, construction and operation of projects that serve border regions near Mexico and Canada and high priority corridors throughout the United States.

Federal Funds (General/FRA) – Numerous potential Federal Government funding programs including USDOT and the Federal Railroad Administration (FRA), a division of the USDOT.

General Services Administration (GSA) – The GSA is an independent agency of the United States government, established in 1949 to help manage and support the basic functioning of federal agencies. The GSA supplies products and communications for U.S. government offices, provides transportation and office space to federal employees, and develops government-wide cost-minimizing policies, and other management tasks.

Local Funds – The CCRMA has the legislative authority to enter into cooperative agreements with cities and counties giving the partnering agencies the opportunity to team up on funding transportation projects by bringing together their mutual funding mechanisms.

National Infrastructure Bank – Federal Bank created by legislature intended to complement existing federal programs to fund infrastructure, such as the Highway Trust Fund or State Revolving Funds. It invests primarily in surface transport infrastructure.

Overweight Corridor Permit Fees – Established in the late 1990s to accommodate Mexican trucks heavier than the weight limits imposed by the U.S. Department of Transportation. The corridor allows cargo trucks roughly 1.5 times heavier than the U.S. limit to operate between the Port and Mexico. On December of 2011, the Texas Transportation Commission gave the Port of Brownsville expanded use of the fee structure and the roadways in which it is enforced.

Pass Through Funding – Projects financed and constructed by the CCRMA receive funding from TxDOT to recuperate a portion of the project construction costs.

FASTLANE Funding – The FASTLANE Program is a new program in the Fixing America's Surface Transportation (FAST) Act to fund critical freight and highway projects across the country. The FAST Act authorizes \$800 million in funding for the FASTLANE Program for fiscal year 2016, with 25 percent reserved for rural projects, and 10 percent for smaller projects.

The FASTLANE Grant Program – Provides funding for projects of national or regional significance. FASTLANE Grants provide dedicated funding for projects that address major issues facing our nation's highways and bridges. For the first time in the U.S. Department of Transportation's 50-year history, the program establishes broad, multiyear eligibilities for freight infrastructure, including intermodal projects.

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Proposition 1 Funding – On November 4, 2014, Texas voters approved the ballot measure known as Prop 1, authorizing a constitutional amendment for transportation funding. Under the amendment, half of the money that would normally go to the state Economic Stabilization Fund (aka the Rainy Day Fund) will be redirected to the State Highway Fund. Without creating any new taxes or fees, the amendment simply changed where a portion of existing oil and gas tax revenues will be deposited. The constitutional amendment proposed by SJR (Senate Joint Resolution) 1 (Third Called Session, 83rd Legislature), which legislators approved on August 5, 2013. Prop 1 passed with the approval of nearly 80% of Texas voters.

Proposition 7 Funding – The amendment authorized \$1.7 billion to be deposited into the State Highway Fund in the first year for much-needed transportation projects. According to TxDOT, Texas' estimated unmet annual transportation needs are \$5 billion: \$1 billion for recurring maintenance, \$3 billion for mobility, and \$1 billion for repairs related to increased energy sector activity. The amendment marks a significant first step toward providing the unmet funding needs for transportation projects in Texas.

Proposition 14 Funding – This Texas Transportation Commission approved funding source, established in 2008, allowed TxDOT to issue revenue bonds backed by the State Highway Fund. The funds are intended to advance the construction of projects previously delayed due to cash flow/funding limitations, projects of statewide significance, such as hurricane evacuation routes or projects that address congestion problems in regions of the state that have lagged behind other regions in previous funding cycles.

SH 550 Toll Revenues – Revenues generated from tolls by users utilizing the Toll system.

State Infrastructure Bank Loan (SIB Loan) - Revolving Infrastructure Investment Funds for Surface Transportation that are established and administered by states. The SIB can offer a range of loans and credit assistance enhancement products to public and private sponsors of Title 23 Highway Construction Projects or Title 49 Transit Capital Projects.

Toll Equity Funds – TxDOT loan contribution to project costs on Toll Roads.

Transportation Infrastructure Finance and Innovation Act (TIFIA) – Provides federal credit assistance in the form of direct loans, loan guarantees, and standby lines of credit to finance surface transportation projects of national and regional significance.

Transportation Investment Generating Economic Recovery Funding (TIGER) – USDOT Grant Program was established in 2009 to assist transportation projects that have a significant national or regional impact. Projects are chosen for their ability to contribute to the long-term economic competitiveness of the nation, improve the condition of existing transportation facilities and systems, increase energy efficiency and reducing greenhouse gas emissions, improve the safety of U.S. transportation facilities and enhance the quality of living and working environments of communities through increased transportation choices and connections. The Department also gives priority to projects that are expected to create and preserve jobs quickly and stimulate increases in economic activity.

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Countywide Transportation Reinvestment Zone (TRZ) – Cities and counties have the legislative authority of designating areas as TRZs to fund roadway projects. As property taxes increase from the base property value, a portion of the increased tax dollars can be pledged to construct road projects within the TRZ. Cameron County and the CCRMA passed historic legislation locally in 2015 with the creation of Cameron Countywide TRZ #6. Included in TRZ #6 is over 50 eligible projects throughout Cameron County that can receive funding for future development.

TxDOT Backstop – CCRMA enters into a bond sale and TxDOT pledges future TxDOT revenues to support (backstop) bonds and ensure payment should tolls fail to support debt service.

TxDOT Discretionary – Involves various funding categories, which have not been appropriated under previous legislation or Texas Transportation Commission approval. Discretionary funding can often be obtained through Commission approval for a specific project.

Vehicle Registration Fees (VRF) – HB 3437, which was signed into law during the 80th State Legislative Session, authorizes certain counties to impose Vehicle Registration Fees up to \$10 to address county mobility needs.

Additional funding and procurement procedures:

- **43 Texas Administrative Code (TAC) Section 15** – A Preliminary Financial Plan for each project 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.
- **Procurement 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. Funding consideration will be given to local and regional non-tolled projects that generate advantages to System Toll projects.
- **Project Phasing** – The CCRMA will determine the most advantageous means of packaging projects in a manner that accelerates project completion and facilitates financing alternatives.

GOAL 5: *Maintain and enhance working relationships with TxDOT, USDOT, FHWA, HCRMA and Mexico Partners.*

- Continue partnership with TxDOT to ensure the conversion of U.S. 77 to Interstate Standards.
- Ensure that Legislative Agenda is approved by Legislature.
- Continue partnership with the Hidalgo County Regional Mobility Authority that promotes the development of regional transportation systems.
- Continue with Legislative Agenda to identify additional funding sources.

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GOAL 6: *Work closely with all transportation committees (I-69 committees) and organizations, local businesses and stakeholders throughout each project to ensure open, two-way communication and to promote economic development and create jobs.*

- Participate in the monthly Technical and Policy Advisory Committee meetings of the Brownsville MPO and the Harlingen San Benito MPO.
- Establish Board representatives as liaisons to Local Government Agencies.
- Monitor Cameron County job growth annually.

GOAL 7: *Utilize technology and innovation to develop and implement toll operational roles and a comprehensive information technology (IT) plan as well as a back office system.*

- CCRMA will employ innovation and high quality technological solutions to develop and implement toll operational roles.
- CCRMA will develop a comprehensive Information Technology (IT) Plan, which will enable CCRMA to provide reliable and innovative solutions to mobility, issues throughout the region.
- CCRMA will facilitate travel of toll tag users while increasing user market by making the Toll Road electronic toll system interoperable with the electronic toll system on all County and area International bridges.

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 Proactive Environmental Policy:** CCRMA in 2011 adopted 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:** 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:** CCRMA will take a comprehensive approach to utilization of innovation and technology to achieve environmental excellence.
- **Coordinate with Community Stakeholders:** 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. Recently Cameron County began a Green Infrastructure Vision Plan to promote environmentally responsible and sustainable development. The CCRMA is an active participant in this plan that will be finalized in the first quarter of 2017.
- **Ensure Environmental Compliance:** CCRMA will plan, design, construct, operate, and maintain CCRMA projects strictly in accordance with local, state and federal environmental policies.

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THE IMPORTANCE OF TRANSPORTATION PARTNERSHIPS

The ultimate success of the CCRMA system requires strong partnerships. These partnerships include all local governmental agencies in Cameron County along with other South Texas communities and agencies and Federal officials in the U.S. and Mexico. Additionally, pertinent communication with various Mexican government representatives, such as the Secretary 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.

Understanding the importance of regional partnerships, TxDOT provided funding for startup projects and continues to work with the CCRMA on numerous projects on the System Map. The respective MPOs are including the proposed 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.

THE IMPORTANCE OF JOB CREATION

The CCRMA has committed to aggressively promoting the economy of Cameron County by building the necessary infrastructure that will support the region's growth and economic development. Critical to today's economy is the ability to positively influence job creation and support existing employment in Cameron County. The FHWA estimates that approximately 30,000 direct, indirect and induced jobs are supported for every \$1 billion that is invested in Transportation Infrastructure. Construction-oriented jobs are directly and indirectly supported by the opportunity offered to local construction firms working on CCRMA projects and those firms providing supplies and support to those construction firms.

Additionally, creation and support of these jobs promote economic benefit to jobs dependent of consumer expenditures from the wages of workers. Using these assumptions, the CCRMA program of \$2 billion is expected to support over 50,000 direct, indirect and induced jobs. Adding to the benefits of CCRMA's investment in our transportation infrastructure are improvements to quality development to the region and to the quality of life of our labor force.

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ACKNOWLEDGEMENTS

The Board's vision is to provide and lay the proper infrastructure for the next 30 years. In 2040, our success will be measured by our next generation on how we have prepared and developed our transportation infrastructure. We must make hard decisions now to meet the demands of our aggressive growth and economic vitality. Making the right decisions now ensures the right progress for years to come.

The 2017-2021 Cameron County Regional Mobility Authority (CCRMA) Strategic Plan is prepared under direction of the CCRMA Board of Directors and CCRMA Staff; and it has been adopted by the CCRMA Board of Directors.

The following Cameron County Regional Mobility Authority Board Members and Staff representatives assisted in the development of the CCRMA Strategic Plan:

- Frank Parker, Jr. – CCRMA Chairman
- Ruben Gallegos, Jr. – CCRMA Vice Chairman
- David N. Garza – CCRMA Secretary
- Michael F. Scaief – CCRMA Treasurer
- Mark Esparza – CCRMA Board Member
- Nat Lopez – CCRMA Board Member
- Horacio Barrera – CCRMA Board Member
- Pete Sepulveda, Jr. – CCRMA Executive Director
- Jesus Adrian Rincones – CCRMA Chief Financial Officer

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APPENDIX

LIST OF TABLES

Table 1: CCRMA Project Development List

CCRMA Project Development List			December 2016	
Project Name	Project Limits	Project Costs	Complete/ Under Const.	Status
<u>PROJECTS COMPLETED</u>				
I69E Sarita Overpass	Sarita School Area	\$ 12 Million	\$ 12.0 Million	Construction Complete
Olmito Switchyard Phase I	North Brownsville/Olmito	\$ 22 Million	\$ 17.0 Million	Construction Complete
Port Access Road	SH 48/SH 550 to Capt. Donald Foust Road	\$ 3 Million	\$ 3.0 Million	Construction Complete
Veterans International Bridge Expansion	Over Rio Grande River at I69E	\$ 6 Million	\$ 6.0 Million	Construction Complete
Olmito Switchyard Phase II	North Brownsville/Olmito	\$ 3.6 Million	\$ 3.6 Million	Construction Complete
CE Spur 56 Willacy County	FM 1018 to FM 3168	\$ 28 Million	\$ 28.0 Million	Construction Complete
West Railroad Relocation	I69E and Olmito Switchyard into Mexico	\$ 45 Million	\$ 45.0 Million	Construction Complete
<u>TOLL ROADS OPEN</u>				
SH 550 Phase I	Overpass at UPRR and FM 1847	\$ 7 Million	\$ 7.0 Million	Phase 1 Toll Road Open
SH 550 North Port Spur	FM 3248 to SH 48/New Port Entrance	\$ 34 Million	\$ 34.0 Million	Phase 2 Toll Road Open
SH 550 Direct Connectors	I69E to SH 48	\$ 44 Million	\$ 44.0 Million	Phase 3 Toll Road Open
<u>UNDER CONSTRUCTION</u>				
FM 803	I69E to SH 100	\$ 6 Million		80% Complete
General Brant Road	FM 1847 to FM 510	\$ 15 Million		50% Complete
<u>ENVIRONMENTALLY CLEARED</u>				
I69E	Brownsville to Corpus Christi	\$ 460 Million	\$ 215.0 Million	\$215 Million to Complete - EA Cleared
SH 550 Segment 1	East of Old Alice Road to West of FM 1847	\$ 6 Million		Bidding Phase
SH 550 Segment 2	East of FM 1847 to FM 3248	\$ 15 Million		Bidding Phase
<u>ENVIRONMENTAL STUDIES</u>				
SH 32 East Loop	Port of Brownsville to Veterans Bridge	\$ 90 Million		EA Clearance January 2019
South Padre Island 2nd Access	Mainland over Laguna Madre to Park Road 100	\$ 465 Million		FEIS Submitted on December 26, 2014
Outer Parkway	I69E near N. County Line to FM 1847	\$ 180 Million		EA Process in Progress
FM 1925	I69E to FM 491 (Hidalgo County)	\$ 120 Million		EA Process in Progress
West Parkway	I69E to B&M Bridge	\$ 160 Million		EA Process in Progress
North Cameron County Switchyard	North of Harlingen near I69E	\$ 25 Million		Pending CE Preparation
North Railroad Relocation	North Cameron County to SH 106	\$ 80 Million		Preliminary Study Complete
FM 509 Extension	Outer Parkway to Current Section of FM 509	\$ 7 Million		EA Process in Progress
<u>CORRIDOR STUDIES</u>				
Port Isabel Access Road	SH 48 to Port of Port Isabel	\$ 3 Million		EA Phase
281 Connector	County Line to FM 1577 to I69E & SH 100	\$ 140 Million		Planning Phase
Port International Bridge Project	Port of Brownsville/East Loop into Mexico	\$ 50 Million		Planning Phase with Mexico
TOTAL:		\$ 2 Billion	\$ 415.0 Million	

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Table 2: Funding Sources for CCRMA Projects

FUNDING SOURCES	
Toll Equity Funding (SPI 2 nd Access and Outer Parkway)	\$ 21.6 Million
SH 550 Project	\$ 48.7 Million
SH 550 Direct Connectors	\$ 33.3 Million
SH 550 Gap 1	\$ 6.0 Million
SH 550 Gap 2	\$ 14.0 Million
Veterans International Bridge Expansion	\$ 6.0 Million
West Rail Relocation Project	\$ 48.0 Million
Olmito Switchyard	\$ 22.0 Million
East Loop Corridor	\$ 40.0 Million
U.S. 77 Project	\$ 40.0 Million
FM 509 Project	\$ 1.5 Million
FM 803 Project	\$ 10.5 Million
General Brant Road	\$ 15.0 Million
Veterans International Bridge Expansion (Including Mexico)	\$ 65.5 Million
West Rail Relocation Project (Including Mexico)	\$ 120.0 Million
TOTAL:	\$ 492.1 Million
TRZ Expected Net Present Value (NPV)	\$ 350.0 Million

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Table 3: Countywide TRZ Eligible Projects

County Wide Transportation Reinvestment Zone #6 Projects					
	Project Area	Project		Project Area	Project
✓	1 BROWNSVILLE	Flor de Mayo	✓	26 HARLINGEN	FM 507 – Loop 499 to FM 508
✓	2 BROWNSVILLE	U.S. 281 Connector – I69E to U.S. 281	✓	27 HARLINGEN	Grimes Road – FM 106 to SH 345 (to SPI 2 nd Access)
✓	3 BROWNSVILLE	SH 32 (East Loop)	✓	28 HARLINGEN	FM 1479 – I69E to U.S. 281
✓	4 BROWNSVILLE	SH 550 DC to Brownsville	✓	29 HARLINGEN	Overpass at U.S. 281 and Free Trade Bridge
✓	5 BROWNSVILLE	West Parkway – I69E to B&M Bridge	✓	30 LA FERIA	FM 506 – I2 to SH 107
✓	6 BROWNSVILLE	SH 550 (2 Gaps) – I69E to FM 3248	✓	31 LA FERIA	FM 506 – I2 to U.S. 281
✓	7 BROWNSVILLE	West Rail Relocation	✓	32 LOS FRESNOS	Cameron County Airport
✓	8 BROWNSVILLE	Brownsville/South Padre Island Airport	✓	33 LOS FRESNOS	Old Alice Road – SH 550 to SH 100
✓	9 BROWNSVILLE	FM 511 – SH 4 to SH 48	✓	34 LOS FRESNOS	FM 1847 – FM 510 to Arroyo City
✓	10 BROWNSVILLE	Old Port Isabel Road – SH 550 to SH 100	✓	35 LOS FRESNOS	Whipple Road - HWY 100 to FM 1847
✓	11 BROWNSVILLE	FM 1732 – I69E to U.S. 281	✓	36 LOS FRESNOS	Henderson Road - FM 803 to 1/2 mile East FM 1847
✓	12 BROWNSVILLE	Dockberry Road	✓	37 OLMITO	UPRR Rail Line
✓	13 BROWNSVILLE	B&M Bridge	✓	38 OLMITO	Naranjo Road - I69E to Old Alice Rd
✓	14 BROWNSVILLE	FM 1421 – I69E to U.S. 281	✓	39 PORT ISABEL	Port Isabel/SB ND Road
✓	15 BROWNSVILLE	Overpass at I69E and Veteran Bridge	✓	40 PORT ISABEL	HWY 48 – I69E to SH 100
✓	16 BROWNSVILLE	Deepening of BND Port Channel	✓	41 SAN BENITO	U.S. 281 – FM 1577 to County Line
✓	17 BROWNSVILLE	Port Road – SH 4 to Port	✓	42 SAN BENITO	FM 1577 – I69E to U.S. 281
✓	18 BROWNSVILLE	Florida Road - FM 511 to FM 1419	✓	43 SAN BENITO	FM 510 – FM 509 to Buena Vista Road
✓	19 HARLINGEN	FM 1925 – I69E to FM 491	✓	44 SAN BENITO	SH 345 – I69E to U.S. 281
✓	20 HARLINGEN	Outer Parkway	✓	45 SAN BENITO	U.S. 77 South Parallel Corridor
✓	21 HARLINGEN	FM 509 Extension – FM 106 to FM 1579	✓	46 SAN BENITO	SH 345 – I69E to U.S. 281
✓	22 HARLINGEN	Rail/Commerce Street	✓	47 SAN BENITO	San Jose Ranch Road – SH 345 to FM 509
✓	23 HARLINGEN	Valley International Airport	✓	48 SANTA ROSA	SH 107 – County Line to I69E
✓	24 HARLINGEN	FM 509 – I69E to U.S. 281	✓	49 SOUTH PADRE	SPI 2 nd Access
✓	25 HARLINGEN	FM 509 – I69E to FM 106	✓	50 SOUTH PADRE	SH 100 Improvements at SPI
			✓	51 SOUTH PADRE	SPI Queen Isabella Memorial Causeway Bike Lane

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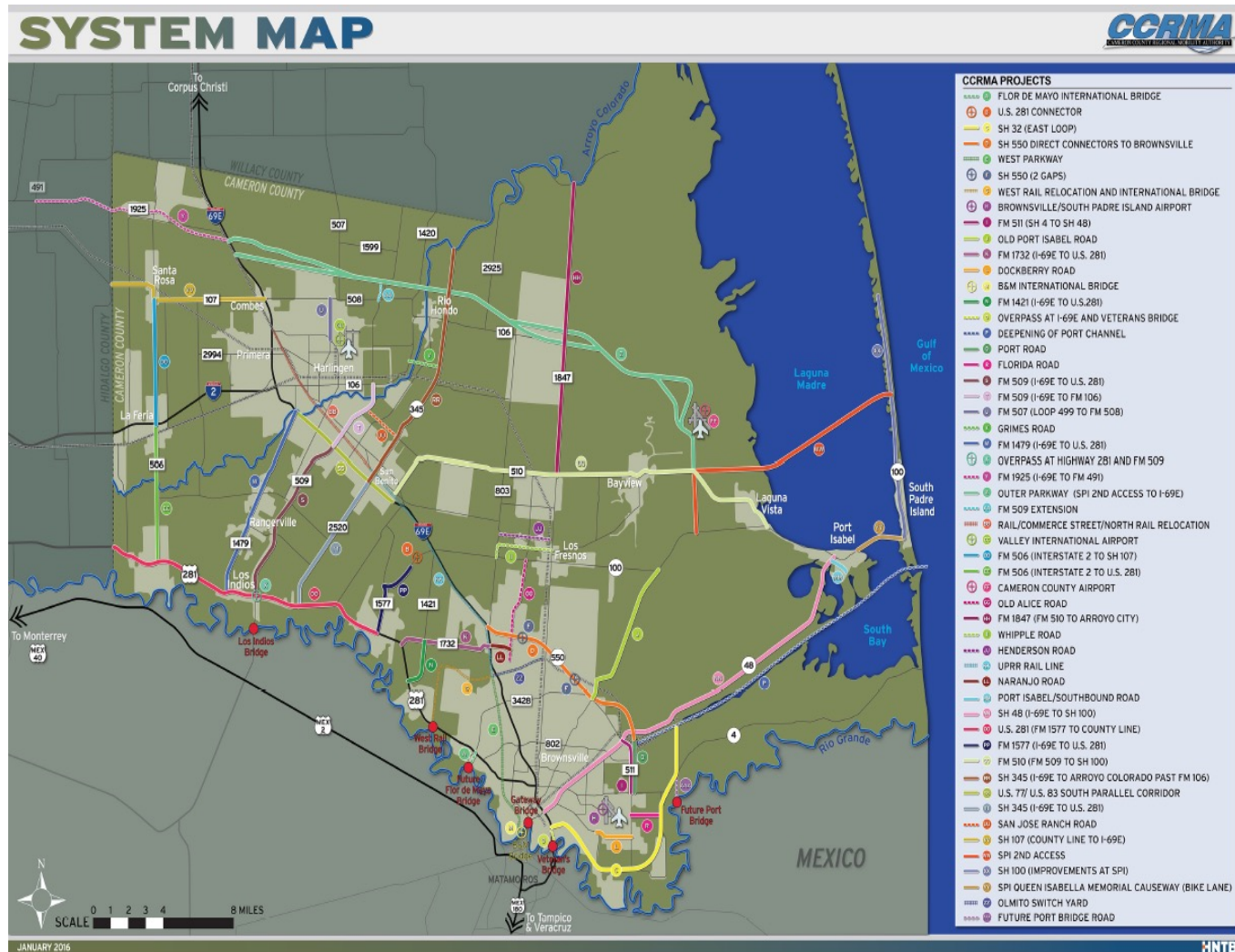
Table 4: Frequently Used Acronyms

BND	Brownsville Navigation District	NPV	Net Present Value
CBI	Coordinated Border Infrastructure	RFQ	Request For Qualifications
CCRMA	Cameron County Regional Mobility Authority	RIP	Repair-In-Place
CDA	Comprehensive Development Agreement	RMA	Regional Mobility Authority
CE	Categorical Exclusion – Environmental Process	SCT	Secretaría de Comunicaciones Y Transportes
COB	City of Brownsville	SH	State Highway Designation
DHS	Department of Homeland Security	SIB	State Infrastructure Bank
DOS	U.S. Department of State	SRE	Secretaría de Relaciones Exteriores
EA	Environmental Assessment Process	TAC	Texas Administrative Code
EIS	Environmental Impact Statement	TIFIA	Transportation Infrastructure Finance and Innovation Act
ETC	Electronic Toll Collection	TIGER	Transportation Investment Generating Economic Recovery Fund
FHWA	Federal Highway Administration	TRZ	Transportation Reinvestment Zone
FM	Farm to Market Road Designation	TTA	Texas Turnpike Authority
FONSI	Finding of No Significant Impact	TTC	Texas Transportation Commission
FRA	Federal Railroad Administration	TxDOT	Texas Department of Transportation
GSA	Government Services Administration	U.S.	Federal (U.S.) Highway Designation
HB	House Bill	UPRR	Union Pacific Railroad
HCRMA	Hidalgo County Regional Mobility Authority	USACE	United States Army Corps of Engineers
IBWC	International Boundary and Water Commission	USDOT	United States Department of Transportation
IT	Information Technology	USFWS	United States Fish and Wildlife Services
MPO	Metropolitan Planning Organization	VRF	Vehicle Registration Fees

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MAPS

Map 1: System Map



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Map 2: 1-69E/U.S. 77

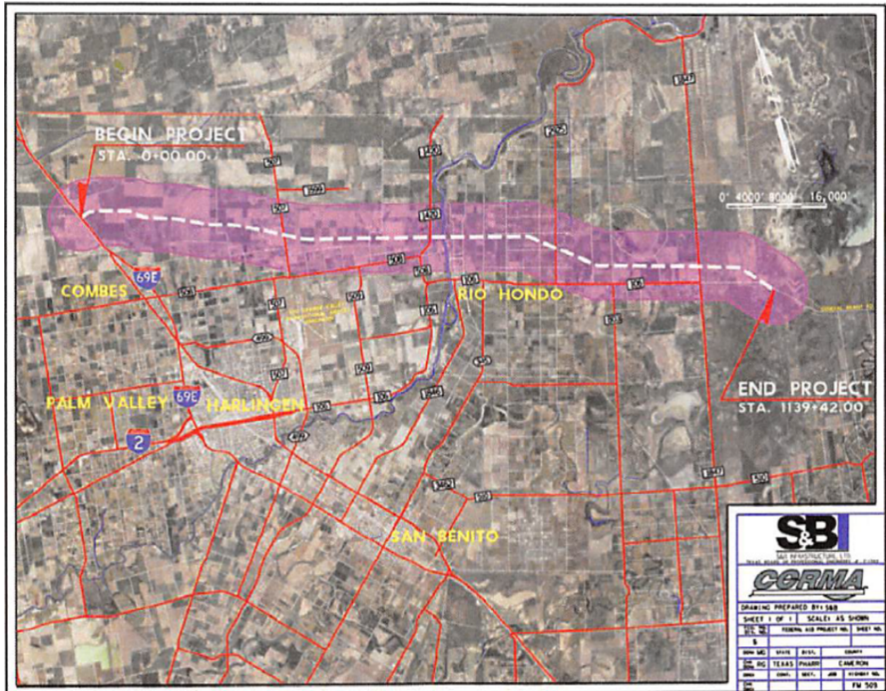


Map 3: SPI 2nd Access Project Location

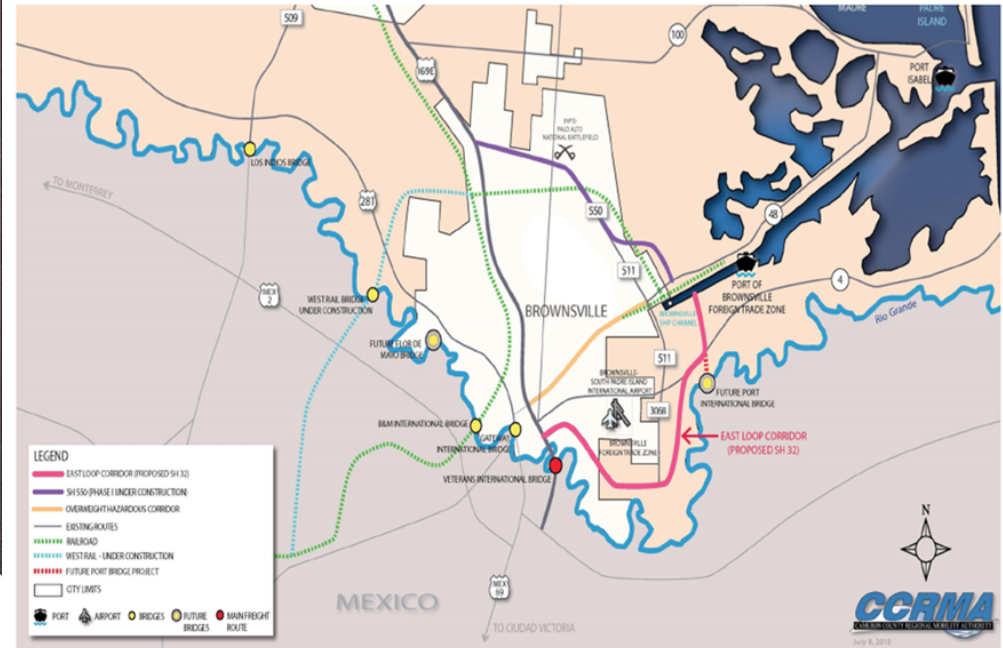


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Map 4: Outer Parkway Project Location

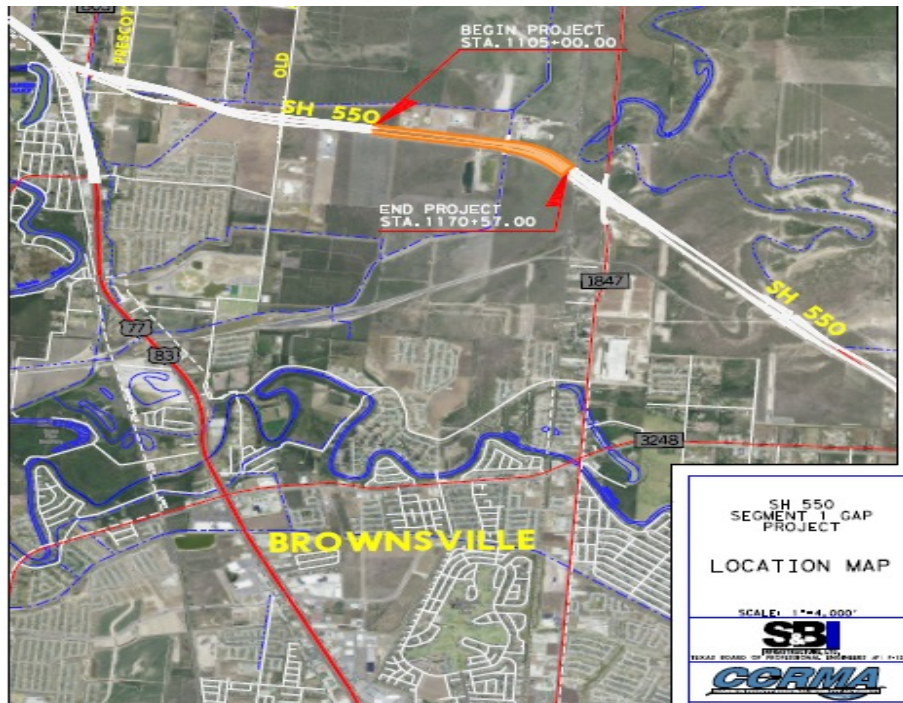


Map 5: SH 32 (East Loop) Project Location

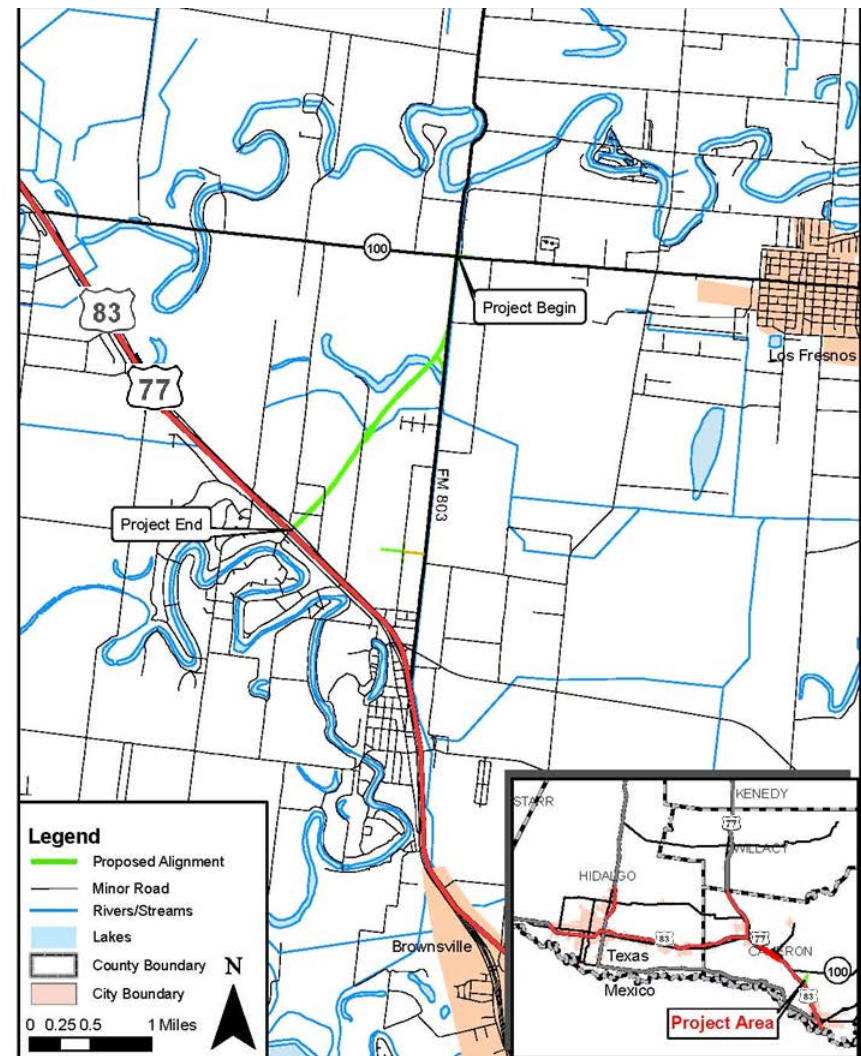


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Map 6: SH 550 Gap I Project Location

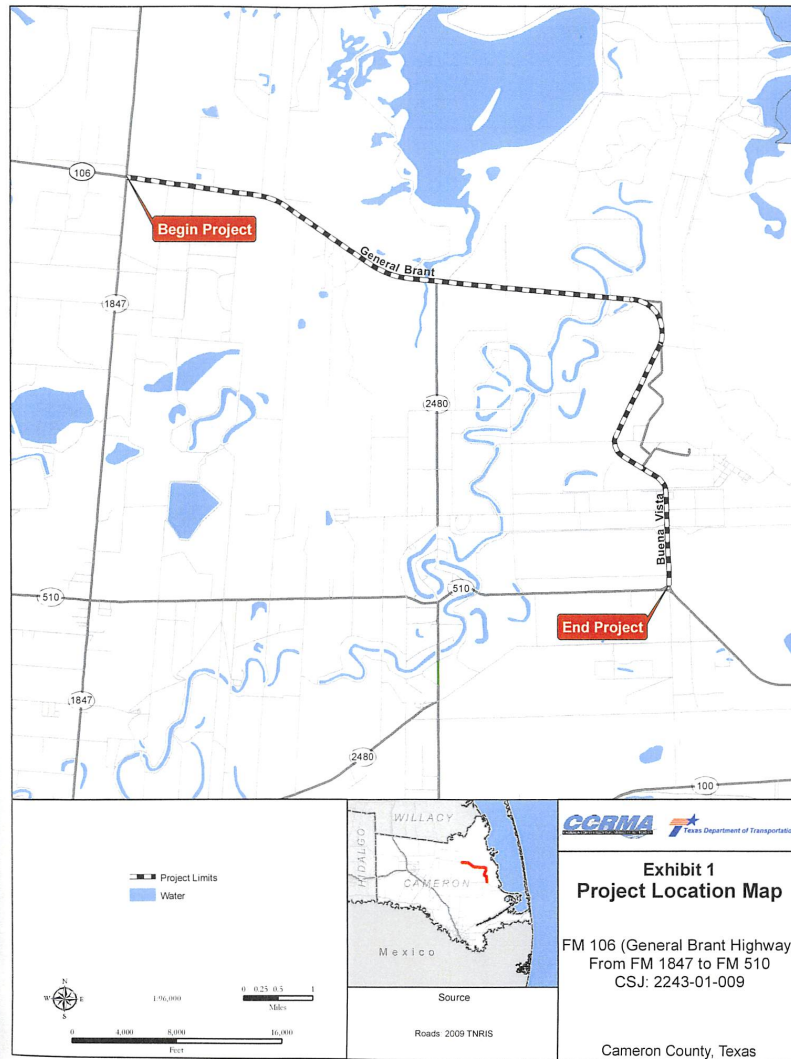


Map 7: FM 803 Project Location



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Map 8: General Brant Road

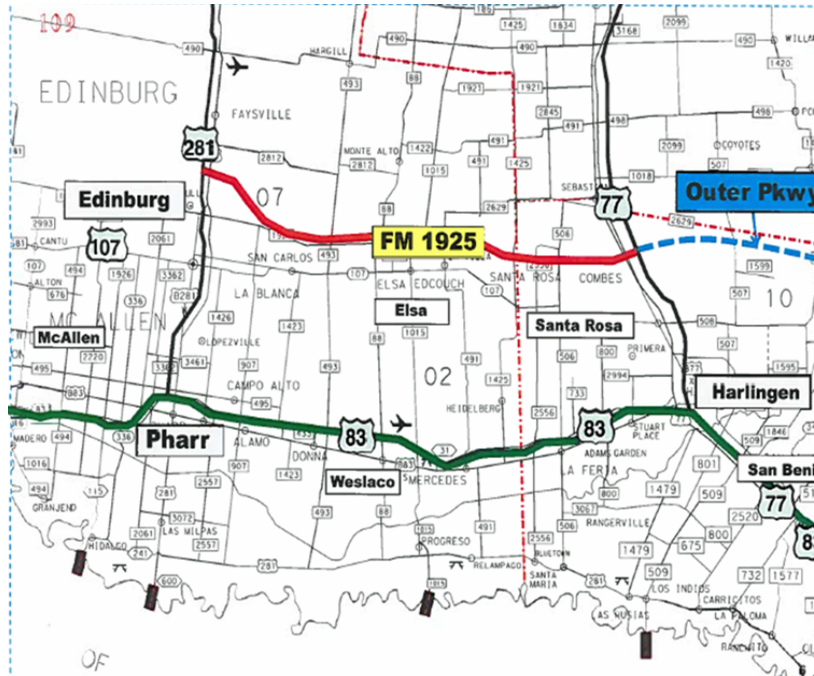


Map 9: FM 509 Extension



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Map 10: FM 1925 Project Location



Map 11: Spur 54 Project Location

