Date:
July 24, 2018

Case:
BORDER TRADE ADVISORY COMMITTEE MEETING
BORDER TRADE ADVISORY COMMITTEE MEETING

"Texas-Mexico Boarder: Gateway to Texas and U.S. International Trade and Economic Competitiveness"

Texas Department of Transportation
Greer Building
Ric Williamson Hearing Room
125 East 11th Street
Austin, Texas, 78701
Thursday, July 24, 2018
SECRETARY PABLOS: Good morning everyone. Beautiful day in Austin, hopefully won't reach 109 like yesterday, but it will be close. Time is 8:59, and I'd like to call this meeting of the Border Trade Advisory Committee Meeting to order. My name is Rolando Pablos, Chair.

I would like to make some preliminary introductions. We have folks joining us from Mexico, but we also have two of our Transportation Commissioners here. I'd like to welcome Commissioner New, starting at the Commission. We just met earlier today. He's already going 100 miles an hour.

So Commissioner, I'd like to welcome you and ask you if you would like to say any words.

COMMISSIONER NEW: No, honestly I'm here to start the learning process and I really appreciate the opportunity to be here.

SECRETARY PABLOS: We also have Commissioner Ryan. Commissioner, welcome again. Thank you for your interest and also being here with us. Would you like to say anything?

COMMISSIONER RYAN: Just good morning. As he just said, I'm looking forward to the continued learning process as well as seeing how TxDOT exists and we can all work better together and open up communications. Anything that we have on the table.

SECRETARY PABLOS: Thank you, Commissioner. You know, as part of our improved management of this Committee, we focused on ensuring that we also have a voice from Mexico and so I'm really glad to announce that we have three representatives from Mexico today.

We have Deputy Secretary Clauda Lagos, thank you for being here today. Secretary, having you represent the State of Tamaulipas is very important for us. We have a majority of trade going through the ports there, so your presence here is much appreciated.

Is there anything you would like to add?

MS. LAGOS: No, thank you for the invitation.

SECRETARY PABLOS: Okay. Thank you for being here.

From the State of Chihuahua, we also have Secretary of Rural Development, Ciudad Juarez. Thank you, Secretary.

(Speaking Spanish.) Would you like to say anything?

(Speaking Spanish.)

Next I'd like to introduce the Secretary of Infrastructure for the State of Coahuila de Zaragoza.

(Speaking Spanish.)

SECRETARY PABLOS: He's here representing the Governor of Coahuila. He is the Secretary of Infrastructure. You know, I had the honor and pleasure to welcome the Governor of Coahuila at our offices at the Capitol. And let me tell you, he has made border infrastructure a priority for Coahuila, and I'm really honored to have his representative here today.

We're working on bringing in representatives. And on the federal side he has had two seats to the Board on the federal side. Given the transition in the federal government, we are going to wait and identify those individuals along the way.

But as you can see, having our Mexican counterparts at the table is not only going to be very exciting, but also essential as we look forward into the crystal ball and see what great things will come in border trade and infrastructure as it relates to that trade. So I'm very happy that we have everyone today.

And last but not least, we have Representative Nevarez with us today. Representative, thank you for joining us. You'll be giving us a presentation. Is there something you want to add?

REPRESENTATIVE NEVAREZ: No, I'm grateful for the opportunity, talking to many of them before, and we talked about a lot of other stuff, but towards the end start getting into this, but I think the position of the community like our's has never been greater or more unified to extend our infrastructure projects to the point where we really integrate into the state, because as its border goes, the state goes and anybody that doesn't say that, doesn't know what they are talking about, but we'll talk about that in a little bit.

SECRETARY PABLOS: Wonderful. Thank you.

I'd like to go around the table for self introduction. Maybe we can start with you, Benji, please.

MR. HUTCHINSON: Sure, I'm Benji Hutchison, Vice President of federal operations with NEC Corporation of America.

TIM JUAREZ: Tim Juarez, TxDOT, Freight and Transportation Operations.
International Trade.

1 BRIAN SWINDELL: Brian Swindell, HDR Engineering, I'm the Deputy Project Manager for the Border Master Plan.
2 RAMSEY CANTU: Good morning, Mr. Secretary, Ramsey Cantu, Mayor for the City of Eagle Pass.
3 CLAUDIA LAGOS: Claudia Lagos, State of Tamaulipas.
4 SAM VALE: Sam Vale, Starr-Camargo Bridge Company.
5 DANTE GALEAZZI: Dante Galeazzi, Texas International Produce Association.
6 JAKE GIESBRECHT: My name is Jacob Giesbrecht, Presidio International Port Authority.
7 ING. RUBEN CHAVEZ: Ruben Chavez.
8 HENRY SAUVIGNET: Henry Sauvignet IBC Bank.
9 TYSON MOELLER: Tyson Moeller.
10 CYNTHIA GARZA-REYES: Cynthia Garza-Reyes.
11 GABRIEL GONZALEZ: Gabriel Gonzalez.
12 ART DOMINGUEZ: Art Dominguez, Kansas City Southern Railroad.
13 LISA LOFTUS-OTWAY: Lisa Loftus-Otway.
14 CHRISTINA STOKES: Christina Stokes.
15 PAUL STRESOW: Paul Stresow, El Paso International Bridges.
16 VINCENT PEREZ: Vincent Perez.
17 ALFONSO VALLEJO: Alfonso Vallejo.
18 JUAN OLAGUIBEL: Juan Olaguibel, McAllen-Hidalgo and International Bridges.
19 ANDREW CANON: Andrew Canon, Hidalgo County MPO.
20 DR. REYNA: Good morning committee members, Dr. Reyna.
21 PAUL CRISTINA: I'm Paul Cristina with BNSF Railway. I'd also like to point out I'm joined today by Paul Hirsch, our AVP, Assistant Vice President, of Mexico Business Unit; Frank Hernandez, our general director of Mexico Business Operations; and Lindsey Mullins, our State Government representative here in Austin. Thank you.
22 FRED BROUWEN: Fred Brouwen, Director of Operations, Pharr.
23 TOMMY TAYLOR: Good morning, Tommy Taylor, Fasken Oil and Ranch.
24 JUAN ANTONIO FLORES: Good morning, Mr. Secretary, Juan Flores. I am Executive Vice President for Government Affairs at Port San Antonio and newly named to this body to represent the port. I'm honored to be here.
25 JON BARELA: Good morning, everyone. Jon Barela, the CEO of Borderplex Alliance, El Paso.
26 JOSUE GARCIA: Good morning, I'm Josue Garcia, Cameron County Bridge System.
27 PETER SMITH: Peter Smith.
28 CAROLINE MAYS: Caroline Mays with TxDOT, your host. And there is a sign-in sheet going around for the members. If you don't see your name there, please just write it. But if you are representing somebody, please just sign your name next to their name because that's how we, one, you know, counting the quorum, but just to keep a record of who is attending. Thank you for being here.
29 SECRETARY PABLOS: Well, thank you. Along the wall here we have a few members. If you could introduce yourselves.
30 (Introductions.)
31 SECRETARY PABLOS: Wonderful. Well, as you can see, especially look at the TxDOT support that International Trade has. We have the staff here, Commissioners, everything you are doing to support international trade is to be recognized and commended. Thank you very much for all the support.
32 We definitely need to look into the future and estimate the needs from an infrastructure development. I see only great things happening between Texas and Mexico, and we do have to get ready. So I want to thank everyone for your interest and for your work in ensuring that Texas continues to lead as Mexico's number one trade partner and a top exporter.
33 So that being said, I'd like to move to our first item, which is approving our minutes from the last meeting. Has everyone had an opportunity to read them?
34 I'd like to entertain a motion.
35 SECRETARY PABLOS: Motion by Josue Garcia, second Mayor Ramsey Cantu. Is there any discussion on this item? Any changes? Anything you see in there?
36 Okay. Hearing none, I'd like to entertain a vote on this. All those in favor, signify by saying aye.
37 (Chorus of ayes.)
38 SECRETARY PABLOS: Any opposed? Okay.
39 That motion carries.
40 At this time I'd like to move into our next item. We will ask Representative Nevarez to give a presentation from a legislative perspective on the importance of the Texas-Mexico Border Region and the highway infrastructure. So Representative, the floor is your's.
41 NEVAREZ: I want to appreciate my friend,
I want to say this morning when I woke up, the WTI was right around $60 a barrel. And it’s one of the things that among many things I do in the morning, check on my children and my cattle and some of the other stuff, the other thing I look at is the price of oil and gas because it’s important in my district.

But I really believe that even at 40, 42, $43 a barrel, we are still in the money and we are still in the same amount of traffic that we have. And so as we deal with the border, infrastructure, we start seeing now some of the reforms in Mexico is how do we move labor, how do we move capital, which is a little bit different, but how do we move labor and machinery. And one of the biggest things we need for the exportation of hydrocarbons is water. How do you move these things from one place to another?

We’ve been using the roads to move a lot of water out of west Texas and it’s made a difference between roads that need certain type of maintenance and roads like 285 that need a whole lot of work to put it. Because once you get past Pecos and head toward the Mexico state line, we took a trip there one night, and the condition of the road and the way the area looks at night with the gas wells burning off, it almost looks like a scene from Mad Max, and I’m not kidding. And that’s not good for a Texas road. You know, when New Mexico has a better paving surface than a road in Texas, that’s the day that we need to be concerned.

The good news about that is I see a turn now from the federal government as well as our state government because they understand the need. But what it tells me is that from the border, or on the border, we should not allow, and I tell myself, these are different, western and eastern end of my own district, not just the state, but my own district, and I tell myself not one spot is more deserving than the other. But I think, and the Mayor sees this now, that we need to be more creative in areas like the valley and El Paso, has been really good at putting these mobility authorities together and they have the need.

And we are going, if I’m not mistaken, Mr. Mayor, we’ve got ABT counts for almost three years reason, the Permian bill, we had this downturn in oil and gas in the last four years, the Permian basin just didn’t quit. Jobs didn’t quit. The activity didn’t quit.

I want to say this morning when I woke up, the WTI was right around $60 a barrel. And it’s one of the things that among many things I do in the morning, check on my children and my cattle and some of the other stuff, the other thing I look at is the price of oil and gas because it’s important in my district.

But I really believe that even at 40, 42, $43 a barrel, we are still in the money and we are still in the same amount of traffic that we have. And so as we deal with the border, infrastructure, we start seeing now some of the reforms in Mexico is how do we move labor, how do we move capital, which is a little bit different, but how do we move labor and machinery. And one of the biggest things we need for the exportation of hydrocarbons is water. How do you move these things from one place to another?

We’ve been using the roads to move a lot of water out of west Texas and it’s made a difference between roads that need certain type of maintenance and roads like 285 that need a whole lot of work to put it. Because once you get past Pecos and head toward the Mexico state line, we took a trip there one night, and the condition of the road and the way the area looks at night with the gas wells burning off, it almost looks like a scene from Mad Max, and I’m not kidding. And that’s not good for a Texas road. You know, when New Mexico has a better paving surface than a road in Texas, that’s the day that we need to be concerned.

The good news about that is I see a turn now from the federal government as well as our state government because they understand the need. But what it tells me is that from the border, or on the border, we should not allow, and I tell myself, these are different, western and eastern end of my own district, not just the state, but my own district, and I tell myself not one spot is more deserving than the other. But I think, and the Mayor sees this now, that we need to be more creative in areas like the valley and El Paso, has been really good at putting these mobility authorities together and they have the need.

And we are going, if I’m not mistaken, Mr. Mayor, we’ve got ABT counts for almost three years reason, the Permian bill, we had this downturn in oil and gas in the last four years, the Permian basin just didn’t quit. Jobs didn’t quit. The activity didn’t quit.
As we go forward, and I know some of your direction. It tells me that we are heading in the right that to me is, I take a lot of heart in that, because we could not go into, the secretary can do that. And into some places where maybe a Democrat from El Paso educating a lot of our members and being able to go very confident, as active as he was in last session in our communities and I've looked at some of these projects in the valley and in particular with Representative Mando Martinez, who is the Vice Chair of Transportation in the House, and Mando has been a very good resource for me over the last year and a half when we discuss transportation issues. In particular, we started looking at these issues in Pecos County. And a lot of the rubber meeting the road, pun intended, happens right now, before the session starts. And so I've taken upon myself, in particular with these projects that we have going in and around the county to avail myself of every opportunity we have to vault the projects that we have to the top of the list. And I can assure you with, and I can't think of an exception, that every representative that represents from El Paso to Brownsville, they do the same thing. In other words, they are trying to figure out how to muscle over some of these things, because our communities have traditionally and historically not been afforded the same opportunities that north Texas or, I guess depending on where you are standing, southeast Texas, which would be the Houston area and the Gulf Coast have gotten.

Historically, economically, there has not been a good time for us. Good time for us.

But that's still leaves us a little bit outside of being a priority, and that seems to be an issue in the border. And so it's my job as a Representative to make sure that my legislative partners, my colleagues, understand the traffic along the border, what it means for some place like Plano or McKinney or Dallas, it matters, it matters how quick trucks can get across. It matters how quick people can get across. It matters how quick we can access labor. You know, that's one of the big things that's lost, and I'm not going to get into all the politics of immigration, but that's something that's lost in this great debate that we have had in this country for the last few years is labor, our access to labor.

And we, those of us that live along the border, understand that these shifts tend to, not just affect local markets and the buying and selling of goods along the border, because remember, just naturally over the course of history, borders become important, and they become ideal for people because that's where you can trade things, you know.

It's just a natural inclination to go somewhere, where you have somebody, they need something on the other side of a line that we have to draw in the sand or in this case it's a river. But that's our natural inclination.

And it's been a very difficult time in the legislature convincing some of my colleagues, and I always use this as an example, I don't know if is anybody here that's from Bexar County or Bexar County, I'm sure they are wonderful places, but I tell people you don't understand those realities of, you could if you wanted to, but you won't understand them in Fort Bend unless you understand that this is what borders are for and why it's not a bad thing.

And for us now, you know, I think this will be the second full legislative session that our secretary has under his belt going into it, and I'm very confident, as active as he was in last session in educating a lot of our members and being able to go into some places that maybe a Democrat from El Paso could not go into, the secretary can do that. And that to me is, I take a lot of heart in that, because it tells me that we are heading in the right direction.

As we go forward, and I know some of your
1 been a better time for the border to say, you know, 2 we’re here, we’ve always been here, we’re not going 3 anywhere and we’re that much more important. 4 I mean, you can tick off an infinite amount 5 of statistics about how important it is for those that 6 sit on the border, but to me number one is one in four 7 manufacturing jobs in Texas is tied to this, one in 8 four.
9 If that doesn’t pop your eye open as to how 10 important we are. You know, when, for natural gas 11 producers and these pipelines that we have now going, 12 we have so many pipelines criss-crossing Texas, but we 13 have two in my part of the district that are starting 14 to stretch to Mexico and at some point they hope to 15 reach the Pacific corridor in terms of being able to 16 pump Texas LNG into Mexico.
17 Mexican manufacturing plant, they are fired 18 on Texas LNG, and what we can’t afford to have is 19 Mexico start looking somewhere else for their liquid 20 and natural gas. We need to be the ones that sell 21 them that. We need to be the ones that pump it 22 through these pipelines. And along with that comes 23 roads. So when we look at, we’ve got three 24 different projects in our district. Highway 277, for 25 those of you that are not familiar, basically runs 2 from Carrizo Springs and then up through what we call 3 the Ports-to-Plains Corridor. It’s a project that 4 many of you are familiar with. It’s been ongoing for 5 the last, I think it had its 20th anniversary the 6 other day.
7 So I always tell people as important as 8 Laredo is, you know, the largest inland point in the 9 world, there is only I-35. You can only push so much 10 traffic onto I-35 and so it becomes natural to start 11 seeing trucks moving from Eagle Pass north up to 277 12 through Del Rio, Sonora.
13 But for that to happen, for us to be able 14 to push that type of traffic that’s already there, 15 along with what’s happening to service the oil & gas 16 industry, you know, we need work.
17 There used to be that there was a lot of 18 opposition, there was a lot of opposition to widening 19 out 277, some of it’s already happening right now as 20 we speak, they are doing that work today.
21 But to get it all the way from Eagle Pass 22 to the other side of Carrizo Springs, and then open up 23 what we call the Old Mighty Road, which is, what’s 24 that? 1021? The 1021 project, that would allow for 25 at least two, maybe two lanes heading from Eagle Pass 1 to Laredo, which would cut maybe about 30 minutes on 2 the trip, it would be a game changer, not just for 3 Eagle Pass, but for Laredo and for the whole region. 4 And I’m talking about Del Rio, Carrizo Springs, 5 Crystal City.
6 There used to be a lot of opposition 7 because towns like Crystal City, Del Rio, all this 8 traffic, we are going to miss all this traffic that’s 9 coming through. We’re a small town.
10 But the truth is the traffic is still going 11 to be coming through because you have so much oil and 12 gas production in the region, and it’s not going away.
13 And to me, I see this simply as a pathway 14 to move people, to move goods up to the Pacific 15 corridor and beyond, and then of course to I-10 and 16 move it to California and beyond.
17 Now, we look at the other project, which is 18 Highway 57, which connects Eagle Pass to San Antonio. 19 On the U.S. side, Highway 57 is just a little piece of 20 highway, maybe, what, 90 something miles, from Eagle 21 Pass to the cutoff with I-35.
22 But the truth is it’s a very small piece of 23 a very large highway, which is (Spanish). 24 So it comes from (Mexican City) and I think 25 it ends up all the way in (City), they call it the Pan-Amer...
this would do is create a natural pass around Eagle Pass. And I can tell you maybe 15, 20 years ago it would have been reprehensible to say we need to get around Eagle Pass, but the truth is we need the traffic to get around Eagle Pass. Because it's that, it's too much. But in order for this to happen, again, we need to develop a way to get us to the top, to the top of the list in terms of priority. And what we've been discussing and exploring over the last few months is, you know, private public partnerships. And the good thing when you talk about Maverick County, is many of our border counties are economically disadvantaged, you know, we are one of the only, the Laredo District I think is one of the only ones that is not getting signals right now and that is something we need to address, that I need to address to make sure that our locals understand that we need to make every effort to get out in front of that. We need to make every effort to make sure that we're exhausting every opportunity financially, and I'm sure most of you are aware how this is done, but I'll just give a very cursory example. Basically in this situation the locals are being charged basically paying for the road, that is making some sort of deal with a financing outfit that will finance the road, and then TxDOT coming back in and repaying the loan, which if you think about it, it's not bad, because it's not the local entity that's paying back the loan. They are just responsible for getting it. And the responsibility is being able to show the need and being able to show that they are unified in a front that this should happen and that there is no opposition in the region. One of the things that we've been doing is going out to other places around our region and make sure they understand how important it is to us. Maybe for some counties like in El Paso County it hasn't been as necessary because you are somewhat more removed from let's say Hudspeth and Culberson County, and it hasn't been necessary to be able to sell that to those counties, but for us it's very, very important. And in the legislature it can become very difficult to explain to a member from, again, I use member of Terrell County how important it is for us to be able to expand opportunities, statutorily, for us to tap into funds that we have not been able to tap into before. How important it is for us to be able to stop diversions, stop these diversions to our transportation funds because they were set up for a reason. So we can do a little bit more than re-carpet and re-asphalt and re-pave surfaces. And it seems that a lot of our areas along the border that's what we are doing, playing catch up and that's not TxDOT's fault. That's our fault. We need to be better at making sure that the money that TxDOT has in its budget isn't necessarily just for doing these cosmetic, and they are needed, cosmetic and safety upgrades of roads in terms of repaving them, but to be able to build new roads. Just seems that our budget, you know, with very few examples, I'm not saying we are not building any new roads with TxDOT budget money, but with very few examples we are getting that done, you know, as time goes over. And a lot of people don't understand that we have a lot of shadow, I call them, we call them shadow toll roads in Texas, where they are built with money that we are borrowing. That's not a bad thing if it gets the road built, and we can do that responsibly. And I think it's incumbent on us in our communities, it's incumbent on us with our economy in the legislature, and I'm talking about myself, to make sure that they understand that they haven't had to deal with these things and what they call toll roads and opposition to that should not extend to what we're trying to do in our districts, because it's different, and they need to be more responsive. I suspect that like anything else, you know, we always have the discussion about border security. Again, that's a topic that I can go on for a long time, but I'm not going to. To the extent that if discussing that hand in hand with getting some of these projects done is necessary, I do it. Because sometimes that's the only language some of my colleagues will understand. And again, I'm not casting aspersions on whether they are correct or not about how we go about securing our borders, but if it helps them understand what it is we're dealing with and why it's important with the structure, then we talk about it. And I don't think, and I know Mr. Mayor, you would probably agree with this, is that a road like 1021 which is the one that runs from Eagle Pass, you know, for lack of a better word, (Spanish), running right alongside the river, right along the river, that
7 that's what I've done most of my life in one form or another.
8 But I think it's become more important when
9 we talk about some of these projects and we look at,
10 you know, Del Rio and Eagle Pass, and you look at
11 where we have been historically, you know, communities
12 like Laredo and Brownsville and Presidio, and it seems
13 we have always been kind of on the edge of
14 respectability, on the edge of history, but the truth
15 is we have always been at the front of it. We just
16 didn't see that.
17 I think it's incumbent on groups like this
18 to make sure that whether it's at the level of your
19 own community and I don't see how hard it would be to
20 convince people in your own community, but nothing
21 surprises me any more. But I think it's incumbent on
22 us to seek to do this individually and collectively.
23 And whatever help that I can give you, some
24 of you I know because you have come into my office
25 before and we have visited when I've been on the Rio
26 Grande Valley tour, and I hope to visit with you again
27 as the session goes forward. But I can tell you that
28 I pretty much know exactly which representatives
29 represent your respective districts, and I don't know
30 one that's not extremely interested in this delegation

1 it will play no small part, a function in securing the
2 border in terms of getting manpower and surveillance
3 equipment to the border because that seems to be, if
4 that's what it takes, that's what it takes.
5 But I'm sure our Border Patrol would welcome
6 a better road to be able to do their job. You provide
7 a better road for us, you provide a better road for
8 everybody.
9 And I literally live right on the river, so
10 awhile back when we bulldozed through it to get down
11 to the river to create what I call Nevarez's Beach, on
12 the river, and we fish off it and, you know, it's our
13 place to enjoy the river. I had to laugh because I've
14 never had one thing stolen off my place, and I can
15 leave keys in trucks. I live on 30 acres and then I
16 ranch another 700 acres right up the river. Never had
17 anything stolen. And when we first did this we had
18 (Spanish), we had it out there.
19 And on the other side of the river, they
20 come looking for soft spots on the river to move stuff
21 sometimes, so I guess they saw that we had put this
22 thing up and it was a good opportunity for them to do
23 something with it. The next day we come back it was
24 gone. And somebody was saying, oh, they came and took
25 it back across the river, I'm like you got to be

1 kidding, this thing weighs 200 pounds, you are not
2 floating it back across the river.
3 What it was, I can imagine is they were
4 they are loading up, it was a crime of opportunity.
5 So that was on me, not on them.
6 And, in fact, they had good taste, it was a
7 very good one, by the way.
8 That being said, those are things that our
9 professionals, our experts, they look at. The Border
10 Patrol now uses that little launch, sometimes they
11 have some trouble, put it in, take it out of the
12 river, they use my property to do that.
13 So, again, one of them definitely noted as
14 easy as we can come in and out of the river, somebody
15 else can.
16 Those are issues, again, that deal with
17 transportation at a different level, but it's those
18 discussions that we need to have with certain people
19 in the room with how these things get done and why,
20 I'm willing to have them.
21 But I can tell you as I sit here now at
22 this point in time and position that I'm in, I think
23 there's not a better opportunity for me to be, you
24 know, what I've always known, which is speak the
25 gospel and preach the gospel of the border, because
1 that these things don't happen in a vacuum. They just
2 don't, and they can't.
3 And so as good as we are, as good as we
4 think we can be here, we need to be that much better
5 with our neighbors because they are a number one
6 trading partner. I would hate to think of a day or a
7 scenario that would pass when they would not be, that
8 somehow, you know, Mexico's eyes are turned east or
9 further north because we're not, we're foolish and
10 we're not taking the opportunity to make sure that
11 these things work not just for places like Eagle Pass
12 and Laredo and Brownsville, but they work for places
13 like Santinao and they work for places like Santa
14 and they work for place like Sal Victoria, and Juarez.
15 And if we don't work for them, what good are they to
16 us. They are not.
17 And again, I'll close with this, is that if
18 I become somewhat of a pest over the next few months
19 or even years, depending on the amount of time that
20 God gives me to do the job that I have, about this,
21 it's intended, and it's, I mean to cause no offense to
22 anybody, but I need to get these things done, because
23 they need to get done.
24 And I know the Mayor shares my sense of
25 urgency when it comes to my projects. I share your

1 something.
2 But I have no problems about where I live,
3 how I live and the fact that our community, and I'm
4 talking about even the Mexican side, is one of the
5 safest places in the region. And I'm not under any
6 illusions. You may turn on Fox News one night and get
7 scared because all they want to do is talk about X, Y
8 and Z, or some isolated incidents, but the truth is we
9 have a very vibrant community. We share so many
10 things. We share familial, cultural, economic ties
11 that defy what anybody, again, no disrespect to Fort
12 Bend and Tarrant County, but defy what people in those
13 counties may think about our region.
14 So I would encourage you to continue to
15 pound your chest and beat that drum about that,
16 because it's important. And it's important not just
17 for the community itself, but it's important in that
18 pink granite building. It's important for them to
19 hear it from not just me, because they get tired of me
20 sometimes. Sermonize and forget about it, and the
21 answer is yes, and again and again and again.
22 But it's important for them to hear it from
23 you. You would be surprised, you know, as I sit here
24 with our colleague from Mexico and the representative
25 of the Governor's Office, I'm reminded of the fact
REPRESENTATIVE NEVAREZ: I will take any suggestions or criticism.

MR. VALE: You said something very interesting. Our port of entry is financed privately, lot of that stuff, and we're working on similar projects with TxDOT. Did I understand you say that if TxDOT is willing to listen to something that you say you get it financed, you build it, no investment in it, but they would be willing to come in and pay for the facility?

REPRESENTATIVE NEVAREZ: I'm saying they happen.

MR. VALE: Isn't that like an appropriation?

REPRESENTATIVE NEVAREZ: It would be, but it's not, it wouldn't come through our appropriation committee. It comes out of the budget is what I understand. Unless that changes. It may be something that we can change.

MR. VALE: It's an interesting idea. I'm just curious as to how to make this work. Do they actually do that, because TxDOT is making kind of a commitment to be looked at by a financial institution, direct guarantor. So that's, I just don't know. It's an interesting concept.

REPRESENTATIVE NEVAREZ: This is a conversation that I've had with some of our appropriators. We are going to have our third appropriations Chair just because of the turnover in Speaker's office. But, you know, normally 80 percent of the budget is done by the time we start the session. Maybe between 20 to 16 percent of the budget now becomes somewhat discretionary, and that's what we are scrapping over, if you will, for 141 days. But the conversations that I've had with the people I think they are going to be more constant on the committee, and I think every representative at some point should be on the appropriations committee. The reason I tell you this is because that's been a topic of discussion 1A, not just from me and some of my colleagues on the border, but talking about colleagues in different areas. They are trying to figure out how, what the mechanism is beyond what's available from an agency standpoint in terms of how they can manipulate that or not or if we have to actually order it to be done so. And I think we're in the best position that I've seen in awhile to be able to get that done because of how we are going to assist the session. So the discussion is going forward.

MR. VALE: The other question is it would be for on-system only or off-system projects?

REPRESENTATIVE NEVAREZ: I think it would be very difficult, this is my sense, I don't want to put any words into TxDOT's mouth, but just on the conversations that I've had with certain TxDOT officials and with some of my colleagues especially on the transportation committee, it would be very difficult to get it for an off-line deal.

MR. VALE: That's what most communities are looking at, off-systems projects.

REPRESENTATIVE NEVAREZ: I think that behooves the communities, and again, the conversation has shifted in that direction and it's going to require muscle. But I think with the exception of one project that we have, I think all of them are on-line, right except for the 221. 221 issue is a right-of-way issue.

MR. VALE: Before that you actually had the coordinated border infrastructure.

REPRESENTATIVE NEVAREZ: If you look, I'm speaking directly about our's, it becomes issues regarding the right-of-way. But I'm not familiar with your port in terms of how it got done or --

MR. VALE: I'm talking in general. We just flat out gave it and we built the facilities and we said to the government we bought the road and we gave the right-of-way to TxDOT and put a road in.

REPRESENTATIVE NEVAREZ: Generally speaking, that's how --

MR. VALE: It's only half a mile.

REPRESENTATIVE NEVAREZ: Generally speaking, that's how it's going. But I can tell you that for some reason, and it's not, I don't believe it's a TxDOT mentality, I think it trickles down from the legislature and the committees regarding off-line and on-line.

So, again, maybe it's more of a discussion or more robust discussion of how minds are open and clear about, you know, the discussion going forward, and I hope that's the case. Does that make sense? I think either way we are going to have to -- again talking about specifically this and then other infrastructure projects as we go along the border, we are going to be borrowing the money. It's not going to be budgeted. Because the pressure that's being put on TxDOT within their own budget to just maintain the roads is tremendous. And I mean, I say pressure, we are the ones
1 that put the pressure on. 4 percent cuts last session
2 and probably going to try to cut more, which I don't
3 understand. That's going to cut directly into what I
4 will call new road funding whether it's on-line or
5 off-line.
6 MR. VALE: Very interesting discussion.
7 REPRESENTATIVE NEVAREZ: And again, I got
8 to a point in this where I said, well, if we are not
9 going to vault, because no matter how much we squeeze,
10 if we don't vault to the top, what's it's going to
11 take. Jimmy up the money somewhere else. There is no
12 shortage of ideas. We have some ideas about some
13 spread money that we can get here and there. And
14 we've got some ideas of some statutory things that we
15 can create locally to do it. But I don't think any
16 idea should be off the table. We have an itch and we
17 have to scratch it.
18 SECRETARY PABLOS: This is perhaps a time
19 where we can identify some of those opportunities and
20 then also look at the realities, funding cuts that we
21 are facing. So Representative, I want to thank you
22 for your advocacy, for your strong interest in your
23 community, and I think everybody here recognizes the
24 need for improving infrastructure, but also at the
25 same time understanding the things that we have. So
1 that's the fine balance. But it does take advocacy
2 and does take strong support from everyone.
3 So thank you for being here today. We'll
4 have more discussion about this and you are always
5 welcome. Thank you very much.
6 REPRESENTATIVE NEVAREZ: Thank you,
7 everybody. And remember diamonds are made with time
8 and pressure.
9 SECRETARY PABLOS: Can everyone turn off
10 their microphones? I think we are getting some
11 feedback. Thank you.
12 So we move on to our next item, but before
13 we do that I'd like to recognize a few folks. Mario
14 Lozoya, where are you, Mario? Please stand up. I
15 want to congratulate you. Mario has now been
16 appointed to the Greater Brownsville Incentives
17 Corporation as the President CEO. He will be down in
18 the valley area trying to hopefully bring everyone
19 together and bring a more pronounced regional
20 approach. Mario was with Toyota, understands trade,
21 understands the challenges of global businesses so
22 congratulations. I want to thank you for being here.
23 I'd also like to recognize Nicole Ferrina,
24 where's Nicole? Nicole is here representing City
25 Manager Tony Gonzales with El Paso. So thank you for
1 being here. I've encouraged the City Manager to
2 participate. He wasn't able to be here today, but
3 Nicole is here, so thank you, Nicole, for being here.
4 And lastly, I want to introduce Laffeo
5 Montoya (sp). Laffey, will you please stand? Laffeo
6 is a representative with the Conseco (name), which is
7 the U.S. Chamber of Mexico. Laffeo, thank you for
8 being here. Thank you for all your support in helping
9 us reach out to the Mexican government and create
10 those important connections. So thank you for being
11 here. Appreciate that.
12 I'd like to recognize also the Honorable
13 Tano Tijerina, County Judge. Judge, thank you for
14 being here today. I appreciate you attending the
15 meeting, look forward to the discussion.
16 So that being said, we are getting a little
17 feedback, I hope it's not too bothersome, but we'll
18 try to deal with it.
19 I will now take the next item, which is
20 Cyber Safety, IT Infrastructure and Efficiency. You
21 know, two months ago, I traveled to Japan and sat
22 through a very impressive presentation by NEC. And
23 the majority of the presentation had to do with border
24 security and border security and technology.
25 And it occurred to me immediately that this
1 committee had never really brought in the technology
2 focus in a substantive way into this discussion. And
3 so what I have done is I've asked my friend Carter
4 Holston to bring somebody from NEC to give us a
5 presentation and he brought to light the right
6 gentleman. Benji Hutchison is VP of Federal
7 Operations with NEC Corporation of America. He has
8 extensive experience in Homeland Security. And so
9 what I'd like to do is, Benji, I'd like to give you
10 the floor for your presentation.
11 We do have a presentation up on the monitor
12 and so I'd like to pass it over to you, the floor is
13 your's, thank you for being here.
14 MR. HUTCHINSON: Thank you very much,
15 Mr. Secretary, and I want to thank the Committee
16 Members and the distinguished guests for having me
17 here. I'm the new guy and I am from Washington, D.C.,
18 so I hope I am the right guy.
19 One big difference it's hot in Washington,
20 D.C., but you guys are stealing the cake here. This
21 is 109 degrees. I thought I lived in a swamp, but you
22 guys are definitely winning on that front.
23 But thank you all for having me, and it's a
24 pleasure to be here. It's a pressure to meet so many
25 folks. And one of the things that occurred to me as I
1 was sitting here is that, you know, being from
2 Washington, it's a very political town and we see news
3 headlines every day. But being in a place like this,
4 it reminds me how politics are local and how some of
5 these issues are so very important.
6 So some of the things you are going to hear
7 me talk about, border security and commerce, it's
8 great to see these really good debates going on and
9 discussion about how important the jobs are and trade,
10 but also balancing that with security. So you'll hear
11 me talk a little bit about.
12 A little bit about me, just so you know who
13 I am, my name is Benji Hutchinson, I currently run the
14 Federal Operations within Washington, D.C. for NEC
15 Corporation of America. And as you know, NEC is a
16 global company. We are actually headquartered in
17 Irving, Texas near DFW so we got a lot of connective
18 tissue to Texas. We work with Texas DPS. We also
19 have a number of other law enforcement technology
20 deployments where we provide biometric technology and
21 then also the Secretary referenced that we do some
22 work with DHS, which I'll get into in a little bit.
23 But for me, I've lived my life mainly on
24 the road, around the world, looking at international
25 trade. So my background is I have a master's degree in
26 international trade and commerce. A lot of that has
27 to do with trading blocks and trading, trade
28 agreements and so NAFTA is near and dear to my heart.
29 But I spend a lot of my time in Europe looking at free
30 trade zones and have an increased commerce through
31 better immigration systems and better security systems
32 that balance both the need to catch potential
33 criminals or terrorists or threats, but also enable
34 commerce, because I absolutely love the focus on jobs
35 and commerce, that is critical to the most important
36 part about borders.
37 So it's really great to hear both those
38 things happening.
39 I started my career working with the
40 Department of State. We helped modernize some of
41 their systems after 9/11 to issue visas, and we
42 introduced biometric technology. And then I spent a
43 significant part of my career supporting the U.S.
44 Military during the wars in Iraq and Afghanistan. I
45 never deployed, but I spent time in the Pentagon and
46 worked with the Army and also with the Under Secretary
47 of Defense for intelligence, when General Clapper was
48 the lead.
49 And then after that, I joined private
50 industry and that's what I am today. So we have a
51 small team in Washington, D.C. And most of our
52 business today is focused on the Department of
53 Homeland Security. And like I said, I'll dig into
54 exactly what we do there. Real quick on NEC,
55 definitely don't want to bore you with too many
56 details, but it is interesting that we are 119 year
57 old company. We are headquartered out of Tokyo, so
58 again, we are a global firm, and we have a presence on
59 almost every continent in the world, and we have a
60 significant footprint. We have got about 100,000
61 people, and we're about 28 billion dollars in revenue,
62 depending on the year, and so we're a fairly
63 significant company.
64 And one of the most interesting things
65 about NEC is our founder studied under Alexander
66 Graham Bell, so there is a lot of connective tissue
67 there with America. And he and the company that he
68 created back then deployed the first telephone systems
69 in Tokyo.
70 So after the war, after everything got back
71 on its feet, we had a lot of jobs in America and a lot
72 of those jobs are here in Texas as well. We have
73 offices all across the United States and we've got
74 laboratories where we do our R&D work.
75 So focusing in on the biometric technology,
might imagine. There is a lot of lessons to be
learned from what they have done, both in Europe and
in Asia when it comes to border technology and
speeding up the way that they process people who come
and go on a regular basis, but also how they process
commercial activity. And so there is lot of lessons
learned there, and we'll talk a little bit about that.
This is our United States presence. So
we're at about 22 states when it comes to law
enforcement, and we deal with a bunch of federal
agencies as well, which I'll dig into. As you can
see, we are big with Texas.
We spend a lot of time on the west coast,
so we have eight states called the Western
Identification Network. So these states are more
sparsely populated up there like Wyoming and Idaho, so
what they've done is they put them all into a cloud
situation, so basically we provide a cloud
infrastructure, and we provide shared services for the
software. So if they need fingerprint services or
matching, a lot of the data are pooled together and we
manage the entire platform on behalf of those states.
California is very large state. That's one
of our biggest. We just rolled out a new fingerprint
system there with 20 million records in LA County, and
we were very excited to see the new technology led to
a match on a cold case, a homicide from the 1970's
which led to an arrest.
So you can see the technology has gotten
much more effective, it's faster and getting more
accurate. And the most interesting thing I think for
anybody who's interested in procuring it, it's getting
cheaper, and that's the good news of the story I
think.
And then we're also in a smattering of
11 states on the east coast as well. A lot of those like
populated areas like Atlanta and Chicago.
So now we'll dig into a little bit about
what I do, and I think part of the reason that I'm
talking today is to talk a little bit about some of the
border technology that we provide.
By far, our largest customer is the
Department of Homeland Security. So as many of you
all probably know 9/11 changed the country in ways
that we're still trying to understand, right. And a
lot of the laws that were passed at the federal level,
the Patriot Act and a number of other laws, the
Intelligence Reform Act, those led to a bunch of
recommendations to improve immigration, but also to
improve travel and air travel, whether that's or foot
travel across the borders around our country.
Now, the challenge is they were unfunded
mandates. So the federal government said, you know,
you need to add biometrics to your Visa applicants and
to a lot of the individuals that are coming across our
borders. Well, because of a lack of funding, it
didn't really get done, and this went on and on and
on.
The biggest piece that's been in the news
lately is biometric air entry and exit. So we'll talk
a little bit about that. But that piece has been a
big hole for a long time. And in the past two to
three years, it's really started to be filled.
And customs and border protection has
really been the lead advocate for that. And a lot of
that has to do not only with visa over-stays or other
sorts of immigration infractions, but it also has to
do with processing people quickly, getting them onto a
plane.
And so the technology that we deployed, and
I'll show you some pictures in a minute, primarily is
facial recognition. And what DHS, Department of
Homeland Security, has done is they have really
doubled down on face as the modality to be used as the
biometric.
As you might imagine, if you see people
crossing the border, which I know a lot of you folks
see that, they always use fingerprints. So they put
their fingerprints down, it makes an individual stop,
takes on average like 10 to 15 seconds for that
process, on a good day. And then is they have
children with them or if they don't understand what's
going on or if they are intimidated, it's kind of
scary walking across the border, and there is a big
green light, and they are like put your fingerprints
down. And fingerprints are typically associated with
law enforcement, so there is a negative connotation
there.
The face is sort of the new modality, it's
very modern, and a lot of millennials and other folks
who have smart phones or other devices, face is sort
of, it's stand-off, and it's less intrusive. And so
people gravitate towards it because you have a face on
your passport, you got a fact next to your Visa, it's
a very old way of identifying somebody.
We have been doing it for millennia as
human beings. So automating that process is kind of
what DHS is all about, and also U.S. Department of
State has leaned heavily on face as the modality they
want to use.
Obviously CBP, they have doubled down and said they want to use face. And more recently in the past month, just this recently, TSA has come out publicly in saying that they want to pivot away from fingerprints only and they want to add face as the modality to process people more quickly through security lines. So it's very exciting for anybody in the biometric industry. I've been in this space for over 14 years and every year they said this is the year that biometric is going to take off. Well, it took the Apple folks and the iPhone for that to really happen. Now that you've got face recognition on your phones, people are more accustomed to it. So they want to see more of it. So some of our other customers that we work with, we work with the Department of Defense, U.S. intelligence community, and we also work with the U.S. Department of State on a program in Mexico. And we're really proud of this program. This is a brand new one that started late last year, and I know there has been a presidential election so things are changing, but this is a program that will endure. This is the Department of State's International Narcotics and Law Enforcement Bureau, and what they've done is they have teamed up with a number of federal agencies in Mexico, SAGO and some other entities, to create a database of biometrics from all around the country that can be compared and shared with U.S. data stores so that they can potentially catch narco traffickers and other folks who are committing crimes across the border, whether it's the northern border or the southern border. And so it's a joint effort. It's a really great way to illustrate how America and Mexico are working together. There has been some really great cooperation going on there, and I think that it's going to endure through the switch in administration. That was one concern we had that this program may not make it, but it looks like it's going to make it. And what they are doing here, they are creating a database for, face, fingerprints and iris, and they are going to be rolling this out to screen folks in airports and all across the borders as well. So it's a very exciting opportunity. So getting into a little bit about what we do for border security, one of the things that we've done for CBP, when it comes to the airports, is we've rolled out something called Biometric Exit, and so this is a pilot program. But what it does is it enable travelers to not have to pull out their passports. It allows them to just have their ticket stub, or they can have their ticket stub on their phone and they can walk up and they can use their face as their key to board an airplane. And what we've seen, we've deployed this to about 10 airports and it's at two gates, international flights at each airport. And in each instance, we've been able to board about 350 people in less than 25 minutes. And it's all automatic. So the beauty of that is you have one or two CBP officers standing there and they are sort of looking at the devices and making sure things are working properly and then if somebody gets confused or if there is a need to have a secondary discussion, they can intervene. But typically we don't get that. Our accuracy and performance rates are amazing. We are getting matches in less than 2 seconds. It's typically 1.6 seconds. You don't have to stop and stare, which is wonderful from a technology perspective, because in the days of old when face recognition started, I don't know if anybody has ever gone through this, but in the old days you would have to stand up, stare at something, and it would be sort of awkward and you are looking at a light, and it's bright and then maybe it doesn't match or maybe it wouldn't work at all. So now you walk up, you don't even stop, it says thank you, have a nice day and board your flight. It's amazing. And this is a new concept for Americans, because if you go to places like Europe or Asia, they have been doing this for better part of a decade. They have deployed similar types of technology, whether it's electronic gates, or whether it's people driving trucks through larger gates where immigration official can just sort of look through and automatically process people. But in the airports, this is something new for us. And I think one of the challenges that resonates not only for the airports, but also at the borders, is that there is a infrastructure challenge in the United States. A lot of Asian countries that are either, they are not re-building or upgrading or modernizing, they are building, right. So they are lucky in that perspective. They can start from the ground up and build a modern infrastructure.
1 Swift concert.
2 So they are absolutely wanting to know if
3 there are bad actors walking around their venue that
4 are armed. They already have metal detectors, but
5 they want to take it to the next level. You can be a
6 little callous and say it's a liability issue, but
7 these people do run businesses. But it's also a
8 safety and security issue.
9 But this is an example. We have also got
10 some competitors out there, but this is our leading
11 product that we've been developing at this point. And
12 it's been a great partnership with CBP, they have been
13 extremely helpful, and we have worked really closely
14 with them to take this technology from what it was and
15 bring it to what it is today.
16 Now, this is getting into a little bit more
17 about what we do with some other elements within DHS.
18 You will see at the very top there a picture of JFK.
19 This was one of our first deployments about four years
20 ago, and this is what I was discussing earlier
21 biometric entry. So this is when you come back from a
22 flight, you take your passport out, you introduce it,
23 it kind of knows who you are from the bar code, you
24 put your fingerprints down, and it says you are good
25 to go, you make your declarations, and you leave the

1 talk to an agent, right.
2 Well, the next phase of that is modernizing
3 those kiosks and also taking them away. The future
4 will be where you will have cameras there, much
5 smaller, and they will be running video and processing
6 thousands of faces in a frame as you walk off your
7 airplane. And there is no reason to interact with
8 anybody unless there is problem, unless you get
9 flagged or you are confused or something like that.
10 And then you might have an officer come up
11 and say how may I help you or we need to have a
12 discussion.
13 And so it's flipping the security paradigm
14 on its head. We no longer want to go after everybody
15 as if they are a bad guy. We only want to go after
16 that small percentage that poses a risk, and let's let
17 everything else flow through much more quickly. And
18 that is the way that modern travel will look in the
19 future.
20 Our commercial customers, I know I'm
21 talking a lot about federal, state and local here, but
22 our commercial customers are all in on this. When you
23 talk to people who own stadiums or venues, nobody
24 wants to be the next bucket clown in France. Nobody
25 wants to have an entire facility shot up at a Taylor
across aren't always accustomed to it. So they have
to stop and ask questions, but typically we have folks
there, they can guide them through and they learn
really quickly.
5 After the second or third time, it's no
6 issue. They now either walk through, put the passport
down, takes a photo and they are out. The transaction
takes less than 10 seconds. So the idea is to get
that down.
10 So when we started doing this, we were
11 talking 20 seconds, 15 seconds. On the airport side,
12 I have a statistic for you, we are around 2 seconds.
13 I don't know whether we'll get there with the
14 pedestrian traffic, but that is the goal is how do we
15 start deploying technology and automating some of
16 these things so we don't have to continually have
17 everybody stop and get checked continuously.
18 So this is the challenge, right. So this
19 is you all's challenge. This is what you all face
every day, I'm sure. And so you got large areas of
congestion where people are focused, whether it's foot
traffic or commercial, motor traffic trying to get
through these choke points and everybody is getting
screened.
24 Or the alternative is you got the Border

biometric technology, if you get a match, it doesn't
mean you are getting arrested. It doesn't mean that.
3 All it means is you got a lead to have a conversation
4 and to see whether that person is a risk or not. Or
5 maybe it's an error. So that's a big discussion for
6 us.
7 But this is where you would have sort of
8 back end solution coupled with a front end device to
9 help folks move quickly through. As you will notice,
10 we've got facial recognition and that little piece on
11 the bottom there is a document reader. So basically
12 you got a passport, border crossing card or a driver's
13 license, any of those can be coupled with a face image
14 that's usually already captured by officials. And you
15 can say, I know that person, there is no issue, walk
16 right through. You take the human out of the loop,
17 you immediately decrease the cost and you increase the
efficiency of people crossing the border.
19 And if you duplicate that over and over at
20 all the different areas across the border, now you
21 have got real savings and you've got real cooperation,
22 people moving more freely cross the border.
23 This is just the pedestrian piece. We have
24 also had a similar discussion about doing this with
25 trucks. So you can also position either these devices

or cameras or other devices at sort of the
toll-looking structures when you drive through, and
3 you can also couple it with license plate readers.
4 And that with some other scanning
5 technology to make sure that there is no cargo that's
6 illicit being shipped across, you can get to a point
7 where you are moving this traffic more quickly. You
8 know, basically what you are doing is you are coupling
9 face recognition with vehicle verification, and you
10 are saying I know that person or I don't know that
11 person with that cargo, they can go more freely and
12 more quickly.
13 You know, the discussion around the border
14 wall has been going on in Washington, we hear it all
15 the time. And one of the things that we try to pivot,
16 and if you have looked at the allocation of funding,
17 which hasn't been fully approved, there is a
18 percentage of that funding that has been allocated for
19 technology.
20 And so one of the discussions we always
21 have is it's probably not going to be very popular to
22 build a gigantic concrete wall along the whole border,
23 so one of the things that's been discussed is how do
24 you fill it in with other types of technology where
25 you can supplement the wall, and whether that's ground
1 sensing technology, fiber optic sensing, or it's video surveillance. You can also couple that with night vision technology.

4 So basically if there is illegal crossings or any sort of disruption along the fence line, an agent will get a warning sign and they can take a look and they can see whether or not it's an issue or not, and then respond appropriately. And so we've had some of these discussions with CBP and with Border Patrol and it's in the very early stages, but they definitely want to pilot some of this technology to see how well it will work.

13 So I kind of mentioned this a little bit, but one of the things that we have often talked about is Intelligent Intrusion Detection. So again, building on the idea that we have face recognition and you have got face that you can view in two dimensions, right, so you got a static face image and you compare that against the database, that's like the driver's license or passport.

21 In this scenario, what we're talking about is more real time video surveillance where you have video cameras and then you got the artificial intelligence software running on the back end, and it's looking for objects. And it can tell the difference. It can say that's a coyote or that's a mule or that's nothing, or it's the wind, or it's a human being.

4 And then hopefully if you have got a good enough line of sight on that individual, you can potentially ID them in real time and find out if you actually know them. Are they on a watch list? Are they on a wanted list?

9 So these are the types of things you can actually deploy. And then you can couple that with other technology that can be imbedded in the fence line. And the fence line has, can have fiberoptic technology that can tell if there is a disruption or vibration. It can also determine temperature and you can sometimes, you can even hear sounds from the line. You can also bury it and do all sorts of interesting things.

18 And it's a fairly cost effective way to monitor big stretches of the fence without having to deploy larger technology.

21 Now, what I've been talking about it's not really deployed along the border today, but I can tell you that in other parts of the world we absolutely have deployed some of this technology. One of the biggest border crossings in the world is Macau. It's

1 the Las Vegas of China. And so there are millions of people that cross that border on a regular basis. I don't know the exact stat, but it's a large volume.

4 If you look at the bottom there, I know it's kind of hard to see, these are automated lanes where people are just using their Visa or their passport to walk through, and there is no officer in the loop at all. These are people who have the correct visa category or the appropriate passport or credential to go back and forth, and a lot of these people are workers. They come from either Hong Kong or Japan and they want to go to Macau, whether they go for a weekend or a day, and it's just proven, it works.

15 The biggest challenge when you deal with some of these cross border technologies is trust. How do you trust that the technology is effective, that it will work? How do you trust that you are not going to get a false negative? How do you trust? So this idea of trust is really important when it comes to deploying the technology. And then of course obviously cost has been an issue, but the price has come way down on the technology.

24 So around the world, comparatively, America is playing a little bit of catch-up. That's kind of one of the messages that I would probably carry. And we hear this in Washington all the time.

3 Modernization of airports and borders, definitely we are behind.

5 So just to further the dialogue, if anybody is Reston, Virginia in August we welcome you all to come to our Users' Conference. We will have, the first Secretary of Homeland Security will be speaking, Tom Ridge. And we also got John Wagner will be there speaking. We will also have the Deputy Director of the Office of Biometric Identity Management, Kim Dan, and we will also have Roger Warner who is an ICE agent. He will be there speaking. So we are really excited.

15 And this is an opportunity for our customers to talk to our state and local customers because we also have those states that I mentioned. So we'll have folks from Texas and California, and law enforcement officers will be there, sort of talk about the technology and they share their challenges that they face in the field, privacy issues, ethics issues, what are some of the issues that are surrounding the deployment of technology.

24 So these will be the key notes and then we have some educational seminar classes where everybody
JUDGE TIJERINA: Good morning, sir, how are you? Tano Tijerina, Webb County Judge. Thank you for your presentation. One of the things that you were talking about right now with the facial recognition and border wall situation that we are very much aware of, we are very much in disagreement by the way. But one of the things that we can maybe think about, and I don't know if maybe you have already gotten to that point, would be maybe to do wind turbine, that way the landowner could actually benefit from something and most wind turbine companies would be able to do that. The wind turbines love us because we have that south, that afternoon wind. More importantly, you could put your cameras. But with that said, I just want to make sure, I know you all are putting cameras in different areas of the border, but what Mexico is doing, or the bad guys, the cartels, what they are using are drones that are going over those cameras, and they are actually looking at them in live time, I'm very sure you know this, they are seeing what direction those cameras are facing at that particular time, and then they go to the opposite side. Just a couple of, you know, so maybe some helpful tips that you can maybe consider. Absolutely.

And the drones, that's interesting, the drones, I'm a drone owner as well, kind of a hobbyist, I was shocked to hear that. In Washington, D.C. there is a gigantic no fly zone. I mean, literally the software will not take off. It's embedded in every commercial drone you buy. It will not take off. So it's interesting what the federal government, I think law enforcement office is going to have to do, is to think about drone technology.

because interdiction of those types of devices that's a huge issue. We saw it overseas in the desert of the war, it was a different set of scenarios. Here in the United States, it presents a lot of challenges, so.

Mr. Hutchinson: Thank you for the invitation.

MR. HUTCHINSON: Thank you for that. You are not alone. In Washington, D.C. there is a strong debate about the wall and the price tag and what it does for openness. So that's a big discussion. So I think there is all sorts of different types of technology out there that should be considered. Absolutely.

SECRETARY PABLOS: Thank you very much and inviting me to speak today. Thank you. Anyone else?
MR. HUTCHINSON: It's huge. Number one, thank you for the invitation. Be happy to talk to you afterward about that.

Number two, your question is spot on. We spend about 1.2 billion dollars a year in R&D. Now we do a lot more than just biometrics, but we spend heavily. And we have an entire floor of researchers and engineers both in Tokyo and across the United States looking at the math libraries for facial recognition to deal with those issues you mentioned and there are a very big concern to us.

Just like any other technology, as soon as you introduce it, there is counter measures. People try to find ways around it. Like your basic fingerprints, they would literally sew them off or douse them in acid. And so we had to move to another biometric and iris or face was the one.

But for your question, it's absolutely a challenge. But we've been able to demonstrate with masks that are produced by Hollywood special effects artists, and we've trained our algorithms against those to detect liveness, so you can actually determine whether or not the skin has sort of blood behind it, and you can also determine if it's a fake face.

And some of it is astonishing to see how well it works. Now, it's not cheap and it takes a lot of training. We also use deep learning to train our algorithms, so they look at faces from the internet and we look at billions of faces from around the world.

We also have got crews that fly away so if we ever run into an area of population set around the world, an ethnic group that we can't, our algorithm doesn't work well with, we will deploy a team to collect faces. We'll pay them and they sign paperwork, they release their face, so that we can collect faces. We'll pay them and they sign.

So today we are going to provide you an update on the strategic blueprint and we will have multiple presenters today as well. So you should have the presentation in your packet. In addition, you should have copies of recommendation 1 through 5 that you approved as a committee back in December of 2017. And then we also have a fact sheet that we're going to roll out as part of the discussion.

So just as a reminder, the blueprint itself is the framework that BTAC approved that will address the Texas-Mexico border and serve trade corridor needs. The blueprint is your first planning effort to help coordinate those activities along the border.

The blueprint is a coordinated effort between TxDOT and BTAC, and it's going to help us develop the framework for addressing the Texas-Mexico border crossings and trade transportation corridor needs.

In addition to the power point, you should be able to see your original -- my apologies. In the power point you should see your original vision statement and your original mission statement.

So of the multiple initiatives that came out of BTAC for the blueprint, this has been about a 24 month initiative. And there are about 100 original scenarios developed, and through your work you helped us categorize those 100 initiatives, and then you helped us develop the top five initiatives that you wanted us as staff to provide assistance and support to.

So those five that we are currently working on and provided information to you at your last meeting in April, Recommendation 1 is "Establish a Texas-Mexico Trade Transportation Task Force;" Recommendation 2 is "Develop a Texas Trade Lanes Program;" Rec 3 is "Develop a Public Awareness and Education Program;" Rec 4 is "Implement Technology and Innovative Border Strategies;" and you heard one previous to our presentation; and then Recommendation 5 is "Foster Public Sector Involvement."

So at the April 18th meeting that was held...
In addition, the committee identified the need to have potential ex officio members, who would also be part of that cohesiveness of the group from a binational approach. So the proposal was to have representatives from U.S. Customs and Border Protection, U.S. and Mexico Consuls, which we have many representatives here, the U.S. Department of Transportation to have that federal member present, the U.S. State Department, and then the Texas-Mexico Trade Coalition and then the Class One railroads.

Proposed members from Mexico we would do, the proposal was Secretary of Communication and Transportation, or SCT, the Secretary of Foreign Affairs, or SRE, the Tax Administration of Mexico, known as SAT, and then representatives from the four Mexican states.

In addition, Councilman Love, who is the Chair for Rec 3, has a council meeting today in his respective entity and they are discussing budgetary issues. So in order that we may proceed forward with the presentations on each of the five recommendations, Mr. Schwobel has asked that myself and Mr. Vale present the information on recommendation 1; Councilman Love has asked that I provide the information on Recommendation 3; and then Mr. Vale and I will provide information regarding Recommendation 5, "Establish a Texas-Mexico Trade Transportation Task Force." So the purpose of this initiative, and out of the WebEx that we had a week ago was to discuss proposed task force members, and to update the schedule to implement task force meetings as we go forward.

So some of the items that were discussed in our conference calls was to come up with a list and discussion of proposed task force members, revise the schedule for implementation in light of the Mexican elections, identify and review existing memorandums of understandings between the State of Texas and our Mexican counterparts, and then any other additional action items that may come out from this meeting today.

So as part of Recommendation 1, your original goal was to establish a forum for bilateral communication, coordination and collaboration between Texas and Mexico and to focus on cross-border trade transportation, including planning, programming, implementation and economic development. The objectives was that, from that was to promote and improve bilateral cooperation. We were to facilitate communication among the agencies responsible for border transportation planning, as well as facilitate bilateral data collection, sharing and analysis of that information.

So for the identification of task members, the committee had multiple discussions as to what level we would have participants be identified, and then who from those particular agencies or entities we would know. So I would like to note this is just a proposal, Secretary of State Pablos, coming from this committee for Task 1.

And so for proposed members for Texas we are saying, or the committee is saying, or recommending Secretary of State, TxDOT administration, a representative from TxDOT Freight and International Trade, Economic Development Division from the Texas Governor’s Office, and then representatives from each of the Texas border regions to consist of El Paso, Laredo and Pharr.

Proposed members from Mexico we would do, the proposal was Secretary of Communication and Transportation, or SCT, the Secretary of Foreign Affairs, or SRE, the Tax Administration of Mexico, known as SAT, and then representatives from the four Mexican states.

In addition, the committee identified the need to have potential ex officio members, who would also be part of that cohesiveness of the group from a binational approach. So the proposal was to have representatives from U.S. Customs and Border Protection, U.S. and Mexico Consuls, which we have many representatives here, the U.S. Department of Transportation to have that federal member present, the U.S. State Department, and then the Texas-Mexico Trade Coalition and then the Class One railroads.

Because of the federal Mexican elections that occurred on July 1, members had a discussion as to when the inauguration of the Mexican President would occur, when the Mexican President would have appointments to particular key critical areas, and
then how we would go about not only identifying that individual, but explaining to them what the Recommendation 1, task force committee is, and then how we would go about meeting the goals and objectives. 

So on this particular slide you see the revised timeline, it is different from what was the original schedule in Rec 1, which is in your folder today. So the committee suggested with the Inauguration of the Mexican President to occur in December 2018, we probably wouldn’t have appointments by the Mexican President of his key secretaries and staff members until around January or February time frame of next year.

It would then give us the opportunity based on preliminary discussions that many of you as members have been having with representatives of the Mexican government to help us start identifying who those potential appointments would be and how we would go about including them as part of this task force. And then around the March time frame we would begin the notification and explanation of the goals and objectives of Recommendation 1.

The Committee's thought that overall with the opportunity to include them as part of the work effort would begin the notification and explanation of the goals and objectives of Recommendation 1.

So on this particular slide you see the revised timeline, it is different from what was the original schedule in Rec 1, which is in your folder today. So the committee suggested with the Inauguration of the Mexican President to occur in December 2018, we probably wouldn’t have appointments by the Mexican President of his key secretaries and staff members until around January or February time frame of next year.

It would then give us the opportunity based on preliminary discussions that many of you as members have been having with representatives of the Mexican government to help us start identifying who those potential appointments would be and how we would go about including them as part of this task force. And then around the March time frame we would begin the notification and explanation of the goals and objectives of Recommendation 1.

The Committee's thought that overall with the opportunity to include them as part of the work effort would begin the notification and explanation of the goals and objectives of Recommendation 1.

So the committee wanted us to discuss those two, or identify those today, and then talk about the need to, one, renew or update those agreements and the opportunity to include them as part of the work effort that Recommendation 1 and BTAC would have going forward.

So the action items as part of Rec 1 was to identify members specifically from those approved agency lists, if they are approved at today’s meeting, and then start developing a base for what the mission, goals and objectives would look like, and then have the subcommittee start revising, updating, editing it, and then development or modification of agreements as needed.

And so I am going to stop there and see if there is anything Mr. Vale would like to add at this particular point before we address any comments or questions.

MR. VALE: In the, what we identified, the cities of El Paso, Laredo and Pharr, those are essentially the districts, so it’s not just those cities, it’s people in that district. And each one has a district director that we would work with in conjunction with.

In addition, we don't note it here on key dates, but I believe September 1st, that the Santa Rosa do get sworn in on September 1st. So the Mexican Congress will already be functioning and that is an important time because that’s when they start organizing the commissions that they have and who is going to be placed in key positions very much like we would have committee chairmans and vice chairmans in the Texas Senate and House and in Washington. So that is not a dead period. It is a period of organization in the legislative branch, which is, today, very prominent, and the new President-Elect has swept in a majority of both of those chambers. So it’s going to be very important to be in touch, in functioning with those legislative groups at that time.

The updates of the agreements we think, it's mentioned in another part here, but I believe that we really need to start looking at the memorandum of understanding that has been signed recently by both federal governments, and I believe Secretary now has a copy of those agreements, at least 8 I was informed that they --

SECRETARY PABLOS: Yes.

MR. VALE: And the importance of those agreements are tremendous because it basically is a blueprint as to how the U.S. and Mexican federal agencies who do the inspection service will be operating with each other in the border area.

There has been some dramatic changes. I can tell you that three years ago I never would have predicted that we would look at a port of entry as the port of entry and not the Mexican port and the U.S. port. And these goals are how to share resources on both sides.

They piloted it in Arizona, in other 22 places. We have some that are coming on stream in Texas. I want to give you a personal example.

In October we were able at our port of entry, which is one of the smallest ones on the
<table>
<thead>
<tr>
<th>Page 82</th>
<th>Page 84</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>5 the times it is is when we measure. We actually have cameras at our office and now CBP has to set up their own independent PCs because they want to have access to the picture. We can't put it into their system because that's a national security system. So they bought separate PC just to look at the camera. And now everybody is looking at the lines and on the Mexican side, U.S. side, and they are communicating. And the information that comes out of the old gamma ray that we had at our port, which is the newer x-rays, it's going back and forth to each of their offices. And they are all seeing it at the same time. And we are looking forward to the next phase which is the command centers, where they are going to have people off-site reading those images, and we think that's a big improvement what we are talking about. So these are all laid out in these, in more general terms, but it's laid out in these memorandums. And I think as, we are basically infrastructure oriented, now we have to look at it differently. We always thought we would have to replicate a whole other part of entry to get more. Now we are finding out we can do it, facial recognition which is coming</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>6 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>9 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>12 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>15 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>18 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>21 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>24 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>27 border, one of the reasons it was chosen, and we were able to identify the ability to do all inspections in the U.S. import lot with both federal agencies represented. And in some places they only have a percentage. We started with a percentage and went to 100 percent, and now including Saturdays and Sundays. So all the cargo that comes through goes through that procedure. Many of the ports are struggling to have to adjust for the infrastructure requirements because they make you have a lane specifically for cargo that is in that program. But the unusual part about it is not just for the VIP, major corporations. It's for everybody. You file in that program, if you are just a three man, three truck outfit or if you are bringing in 10 trucks or 100 trucks, you can get into that program. And the interesting thing that this is, I'm going to give you our side and then some of the CBP side, from our side we have a two lane bridge. What we do is use some of the old fashioned stuff that we have done in the past in cooperation with both customs services, we put flagmen on the bridge and adjust the time periods. We actually use both lanes going both ways by doing that.</td>
<td></td>
</tr>
</tbody>
</table>
1 from all Governors and move forward in executing those
2 items that you talked about. But thank you. I would
3 ask if you could please make sure that everyone gets a
4 cope of those.
5    MR. VALE: These are committee big picture
6 items here and that's where you would to put that
7 emphasis. I think we can update the Texas ones to
8 meet the realities of the, even if it's an annex to
9 them, to the realities of how they are processing
10 things on the border now. They have eliminated
11 pre-inspections. They have folded that into the
12 unified cargo processing. There is lots and lots of
13 changes going on. They are having Mexican come over
14 and do, add inspections on the U.S. side for Mexico.
15 USDA doing it for U.S.
16    SECRETARY PABLOS: It's a new day and we
17 are excited about it.
18    MR. JUAREZ: What we will do is we will
19 provide the information that Mr. Vale provided, not
20 only review those but review the two existing
21 agreements and see if we have some comparable
22 information.
23    So we'll go forward with Recommendation 2,
24 and I'll introduce Mayor Cantu, he is the Chair and --
25    MR. VALE: One second.

1 action steps will be later on throughout the
2 presentation.
3    We can go to the next slide. Moving on,
4 we, of course you can see, the Texas Clear Lanes
5 Program, that was created as a “focused initiative to
6 identify and address the state's most congested
7 chokepoints” throughout the area. There are five
8 metropolitan areas that have been designated, which
9 are Austin, Dallas, Fort Worth, Houston and San
10 Antonio.
11    This program, of course, was created and it
12 was an initiative by the Governor with the creation of
13 an internal TxDOT task force and with a very indepth
14 listening tour to receive public input to move forward
15 with this.
16    There are identifications of regional
17 projects and project selection and, of course, not to
18 mention the need for the project funding.
19    However, more than 1.3 billion dollars have
20 been directed to address the congestion issues.
21 In regards to the Coordinated Border
22 Infrastructure project which is something that we
23 along the Texas-Mexico border benefit greatly from, we
24 are seeing that the states, of course, may use these
25 funds on the border region throughout Texas and the
The identification, however, of the TxDOT number of land border ports of entry.

To the number of incoming commercial trucks, railcars, the boundaries of the state, including but not limited to the number of incoming commercial trucks, railcars, personal motor vehicles, commercial trucks and the number of land border ports of entry.

The operational improvements, which includes electronic data and interchange and telecommunication, and the international coordination of transportation planning and programming and border operation.

Moving on to the Rider 11B for Texas Border Infrastructure, during the 84th Legislative session, the Senate Finance Committee Riders, Rider 11B was placed in the transportation bill pattern of the state budget for 2016-'17 and Rider 11B is now referred to as the Border Infrastructure Rider.

The Texas Border Infrastructure, however, when allocating state and federal transportation funds to the Department of Transportation districts located within 50 miles of the Texas-Mexico border out of funds for which the Department has the discretion to distribute, the Department of Transportation shall consider factors related to the movement of people and goods through the land border ports of entry within the boundaries of the state, including but not limited to the number of incoming commercial trucks, railcars, personal motor vehicles, commercial trucks and the number of land border ports of entry.

The identification, however, of the TxDOT funds.

The operational improvements, which includes electronic data and interchange and telecommunications, and the international coordination of transportation planning and programming and border operation.

Moving on to the Rider 11B for Texas Border Infrastructure, during the 84th Legislative session, the Senate Finance Committee Riders, Rider 11B was placed in the transportation bill pattern of the state budget for 2016-'17 and Rider 11B is now referred to as the Border Infrastructure Rider.

The Texas Border Infrastructure, however, when allocating state and federal transportation funds to the Department of Transportation districts located within 50 miles of the Texas-Mexico border out of funds for which the Department has the discretion to distribute, the Department of Transportation shall consider factors related to the movement of people and goods through the land border ports of entry within the boundaries of the state, including but not limited to the number of incoming commercial trucks, railcars, personal motor vehicles, commercial trucks and the number of land border ports of entry.

The identification, however, of the TxDOT funds.

The operational improvements, which includes electronic data and interchange and telecommunications, and the international coordination of transportation planning and programming and border operation.

Moving on to the Rider 11B for Texas Border Infrastructure, during the 84th Legislative session, the Senate Finance Committee Riders, Rider 11B was placed in the transportation bill pattern of the state budget for 2016-'17 and Rider 11B is now referred to as the Border Infrastructure Rider.

The Texas Border Infrastructure, however, when allocating state and federal transportation funds to the Department of Transportation districts located within 50 miles of the Texas-Mexico border out of funds for which the Department has the discretion to distribute, the Department of Transportation shall consider factors related to the movement of people and goods through the land border ports of entry within the boundaries of the state, including but not limited to the number of incoming commercial trucks, railcars, personal motor vehicles, commercial trucks and the number of land border ports of entry.

The identification, however, of the TxDOT funds.
subcommittee. Our participation on this subcommittee has really revolved around making sure the Trade Lanes Program reflects the whole program as well as in the rest of the Border Master Plan. So our challenge is unique in participating in these action items, particularly around identifying the project list, because while we have lists of projects that we would invest on the border, because of the competitive concerns and our desire not to put ourselves in a position where we are asking the public to pay for railroad capacity, we believe that's our job, we believe that there is a foundational step that needs to be had to determine how railroad projects provide public benefit, and to the extent that those benefits can be quantified explicitly by the state, the state could become a partner in those projects in the types of public partnerships that we normally put forward.

So as part of this subject, we put forth a question about trying to assess the feasibility of freight rail as a means of addressing congestion, improving safety and minimizing the impact and cost of public infrastructure, in other words how can rail facilitate movement over the border that would take the burden off of the public to provide that for other modes.

So right now, as I understand it, we're somewhere between this committee and the Freight Advisory Committee understanding what is the scope of this question. I just want to make sure it doesn't get lost in this conversation because we did come to the table under this Recommendation with that question in hand. So to the extent that still is viable and question to be considered, I'll defer to the leadership on where that lands. So thank you.

COMMISSIONER RYAN: I was on the Freight Advisory Committee, and also makes a good segue, I might suggest the consideration of having representation from the Freight Advisory Committee on this subcommittee. I do think that when you start to look at planning and movement of what crosses, there is lot of work being done with both rail and a lot of the other dynamics. I think those conversations would Benjamin, especially if you start to put global considerations on that, so that might be something to consider.

MR. JUAREZ: Thank you.

COMMISSIONER NEW: Mr. Mayor, I want you to be aware of work that's been done that I'm really trying to help initiate, to revitalize a process that started in 1990 and had a good run and then another run from 1998 to the early 2000's, and it's the Texas Trunk System. The Texas Trunk System overlays very nicely with the freight plan. And so I want to make sure that they don't end up being in silos here.

So while you are trying to work on the Texas trade lanes process and I'm trying to work on the Texas Trunk System process, and they actually are the same thing in many places. So I think it's very important that we are looking at the freight plans because it overlaps very carefully and very nicely with the Texas Trunk System.

So I just want to make sure we don't end up in silos. So the Texas trade lanes, the Texas Trunk System and the freight plan probably intersect constantly and we're going to want to really be careful that while we are doing this process we are mindful of those things.

And now, because something was done in 1990 and again in 1998, roughly 54 percent of the phase one corridor was completed, the four lane divided or undivided, from that trunk system process, that doesn't mean we want to go back specifically to that because things change as time goes by and the process doesn't move as quickly as it should or could.

For instance, the I-69 corridor has a lot of momentum now and there is a lot of need basically to get from Laredo over to Corpus Christi to take some pressure off of 35 and get congestion out of San Antonio and so forth. So we've got an opportunity there that we should be looking at together.

And then also the opportunity to take a road that is not on the original corridor plan for the trunk system from Eagle Pass over to I-35 so that there will be an opportunity for an addition of a trunk system process there. But we really should make sure we are not in silos.

That's the main thing I want to emphasize to you if there is a freight plan, there is a trunk system plan. These things have a life and have history and I want to be sure that we do a nice job of making sure we are all thinking and talking.

MAYOR CANTU: I understand. We can visit with staff, bring some additional action. So we appreciate that. Thank you for bringing that up.

MR. JUAREZ: Recommendation 3 is the Development of a Public Awareness and Education Program, and what we focused on this week's call and the week before was to identify the status of various deliverables that came out of the April meeting.
1. And so in going forward, what staff did was to focus on commodities, so we would look at the top three export and import commodities for each of the border crossings. And then we wanted to make sure that we had this continual multi-modal, that we would have a fact sheet base for truck, rail, air, maritime and pipeline.

2. And then we would create additional border related fact sheets as topics came up through the committee or through BTAC.

3. So as part of the ongoing effort, you have in your packet today an example of Del Rio fact sheet. And in it it has a brief description of the actual port of entry. It identified northbound crossings and trends information. It has a very high level map that shows the nearby on-system roads. It has the top five imports and exports, and then it also gives you overall information regarding export trends.

4. So if you can just, I'm sorry, Eagle Pass.

5. Eagle Pass. So this is an example of how the other fact sheets will be built off of once we get the concurrence of BTAC.

6. The committee asked that we bring this forward for your review and evaluation, to provide us with additional edits and revisions as we go forward with the development of the other fact sheets.

7. The social media post, once we correct the Eagle Pass heading, the social media posts will be built off of this. So essentially the idea is to take snippets from each of the boxes and just send those out via social media. And then as additional information become available, either on a daily basis, weekly basis, monthly basis, we would provide that out.

8. There was some preliminary discussion as to who would initiate that, and the committee identified that TxDOT should be the one initiate that and then they would re-post or re-tweet, so we are considering that.

9. As part of the overall effort, we wanted to utilize introductory methods at all the various meetings. So we started based on committee recommendation developing what we're calling International Trade Video. And so we're going to show you what that video looks right now. (Video played.)

10. MR. JUAREZ: Okay. So you can tell our emphasis was to focus on trade and international trade from a multi-modal, of what our videos will look like.

11. We plan on developing a series of videos and we're going to tailor to their particular needs. So cognizant of the audience and the type of material we were going to tailor to their particular needs. So from a policy, elected official, their message would be tailored different than the layman or the users of the system. So the committee wanted us to be cognizant of that.

12. And then we wanted to have the opportunity to provide real time data and information that would know what the impact was to anybody receiving the social tweet or whatever facet it was based on. And then we want to be able to build credibility and maintain consistency on that message.

13. We want to make sure that our champions, which are BTAC members, members of the representative cities, MPOs, et cetera, that you continue to convey the same message that's being developed out of these public awareness efforts.

14. So on the fact sheet, the idea by the committee is that we agree that a fact sheet for all of the border crossings, and there would be one specifically geared toward commercial crossings and one geared toward 13 passenger crossings and then one for each of the five rail crossings.

15. We would also develop fact sheets based on the customers districts, which we had some discussion today, so one would be created for Laredo and one for El Paso.

16. And then we also, the committee wanted us to provide real time data and information that would become available, either on a daily basis, weekly basis, monthly basis, we would provide that out.
<table>
<thead>
<tr>
<th>Page 102</th>
<th>Page 103</th>
<th>Page 104</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) tell us what that will look like.</td>
<td>1) all this on the website. You all can have links to</td>
<td>1) things that I would recommend that you focus with</td>
</tr>
<tr>
<td>2) MS. MAYS: One, we need feedback to make</td>
<td>2) it. I want to just pause here for a minute,</td>
<td>2) respect to trade corridors, and then also giving it a</td>
</tr>
<tr>
<td>3) sure that this is, one, meets the needs, and we are</td>
<td>3) Secretary, give you a chance to comment.</td>
<td>3) more global view in that we also need to ensure that</td>
</tr>
<tr>
<td>4) capturing everything; and then, two, on the video,</td>
<td>4) SECRETARY PABLOS: First of all, thank you</td>
<td>4) people understand that there are goods coming in from</td>
</tr>
<tr>
<td>5) again, I have to tell you I'm so proud of our TxDOT</td>
<td>5) for a great production and the committee should be</td>
<td>5) Asia through Mexico into Mexico. So it's not just</td>
</tr>
<tr>
<td>6) people. This is done in-house. We did not pay</td>
<td>6) commended. Thank you for doing that.</td>
<td>6) necessarily trade with Mexico, we are a global player,</td>
</tr>
<tr>
<td>7) anybody to do this video for us. It's our folks</td>
<td>7) And my last point, I hope that we can</td>
<td>7) and the same thing with maritime ports. We can show</td>
</tr>
<tr>
<td>8) in-house that did it. And we can, you know, add, edit stuff.</td>
<td>8) Texas-Mexico border.</td>
<td>8) that we are going to export LNG to India and to Japan</td>
</tr>
<tr>
<td>9)</td>
<td>9) So we're trying to provide you all with</td>
<td>9) and to Europe by having the graphic, it also would</td>
</tr>
<tr>
<td>10) One of my vision is to have you all in the videos, still photos, et cetera, but I want to add</td>
<td>10) tools, with information that's quite easy, you know,</td>
<td>10) allow people to get a better understanding.</td>
</tr>
<tr>
<td>11) some life to it. So the next iteration we might start</td>
<td>11) you have one page here, go to a meeting whether on the</td>
<td>11) And my last point, I hope that we can</td>
</tr>
<tr>
<td>12) coming to the committee members to actually share your stories. And we probably do series of</td>
<td>12) take. You go like this, you go to a meeting, you can</td>
<td>12) translate it and also offer it in Spanish.</td>
</tr>
<tr>
<td>13) videos because this is about three around a half minutes. we don't</td>
<td>13) show that as part of introductory message that you</td>
<td>13) MR. JUAREZ: Yes, sir, very great point.</td>
</tr>
<tr>
<td>14) want to go beyond that. I want to emphasize the goal</td>
<td>14) We definitely will present those to the committee and</td>
<td>14) start drafting the necessary narrative to help develop</td>
</tr>
<tr>
<td>15) is, you all said you needed information that you could take.</td>
<td>15) those. And we are seeking feedback. Maybe not necessarily today, but you have our contact</td>
<td>15) our contact with the committee members to actually share your stories. And</td>
</tr>
<tr>
<td>16) you go like this, you go to a meeting, you can show that as part of introductory message that</td>
<td>16) information. Send us an email, tell us what you like,</td>
<td>16) as part of the overall efforts, we're going to</td>
</tr>
<tr>
<td>17) you have, this is what we are talking about, the</td>
<td>17) what you don't like.</td>
<td>17) continue with the development of the identifying fact</td>
</tr>
<tr>
<td>18) Texas-Mexico border.</td>
<td>18) start drafting the necessary narrative to help develop</td>
<td>18) sheets for each of the port of entry. We will build</td>
</tr>
<tr>
<td>19) So we're trying to provide you all with</td>
<td>19) information. Send us an email, tell us what you like,</td>
<td>19) social media postings, utilizing the fact sheets. And</td>
</tr>
<tr>
<td>20) tools, with information that's quite easy, you know,</td>
<td>20) These are drafts, and we will share them</td>
<td>21) these are going to impact our resources available.</td>
</tr>
<tr>
<td>21) you have one page here, go to a meeting whether on the</td>
<td>21) with the committee as we continue to go forward. So</td>
<td>22) these are drafts, and we will share them</td>
</tr>
<tr>
<td>22) U.S. side, or the Mexican side. We are going to put</td>
<td>22) as part of the overall efforts, we're going to</td>
<td>23) these are drafts, and we will share them</td>
</tr>
<tr>
<td>23) these are drafts, and we will share them</td>
<td>23) continue with the development of the identifying fact</td>
<td>24) these are drafts, and we will share them</td>
</tr>
<tr>
<td>24) these are drafts, and we will share them</td>
<td>24) sheets for each of the port of entry. We will build</td>
<td>25) these are drafts, and we will share them</td>
</tr>
<tr>
<td>25) these are drafts, and we will share them</td>
<td>25) social media postings, utilizing the fact sheets. And</td>
<td>26) these are drafts, and we will share them</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Page 105</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) then we also, the committee wants us to meet</td>
</tr>
<tr>
<td>2) specifically with the Class 1 railroads to discuss the</td>
</tr>
<tr>
<td>3) development of fact sheets for that particular mode.</td>
</tr>
<tr>
<td>4) So many of the railroads here today please anticipate</td>
</tr>
<tr>
<td>5) visiting with us on that effort.</td>
</tr>
<tr>
<td>6) So I'm going to turn it now over for</td>
</tr>
<tr>
<td>7) Recommendation 5 to Mr. Vale. 4, I'm sorry,</td>
</tr>
<tr>
<td>8) Recommendation 4.</td>
</tr>
<tr>
<td>9) SECRETARY PABLOS: Mr. Galeazzi.</td>
</tr>
<tr>
<td>10) MR. GALEZZI: Thank you, everyone, that</td>
</tr>
<tr>
<td>11) participated in the calls and Tim did a fabulous job</td>
</tr>
<tr>
<td>12) putting together all this information, really helping</td>
</tr>
<tr>
<td>13) us with coordinating.</td>
</tr>
<tr>
<td>14) So, again, just to cover Objective 4 was</td>
</tr>
<tr>
<td>15) recommendation to discover, study, analyze and map out</td>
</tr>
<tr>
<td>16) potential implementation plan as it relates to</td>
</tr>
<tr>
<td>17) technology and innovative resources for the</td>
</tr>
<tr>
<td>18) Texas-Mexico Border Plan. So the purpose of this</td>
</tr>
<tr>
<td>19) recommendation was to really kind of improve</td>
</tr>
<tr>
<td>20) operational efficiencies, increase road times, but</td>
</tr>
<tr>
<td>21) most importantly increase capacity and capability of</td>
</tr>
<tr>
<td>22) our existing border crossing resources.</td>
</tr>
<tr>
<td>23) And this meant exploring resources not just</td>
</tr>
<tr>
<td>24) for road, but also other modes and seeing how that</td>
</tr>
<tr>
<td>25) would impact our resources available.</td>
</tr>
<tr>
<td>Page 106</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>1 access to it quicker and easier.</td>
</tr>
<tr>
<td>2 How do we develop a Texas border crossing</td>
</tr>
<tr>
<td>3 technology and border process inventory that details</td>
</tr>
<tr>
<td>4 the existing and planning technology deployments,</td>
</tr>
<tr>
<td>5 because that was something you have to understand.</td>
</tr>
<tr>
<td>6 There is always new improvements that are on the</td>
</tr>
<tr>
<td>7 horizon, so we need to be aware of that, because that</td>
</tr>
<tr>
<td>8 obviously helps recommendation moves forward.</td>
</tr>
<tr>
<td>9 And then we have to identify the</td>
</tr>
<tr>
<td>10 opportunities for BTAC to support the implementation</td>
</tr>
<tr>
<td>11 of technology deployments, pilots and innovative</td>
</tr>
<tr>
<td>12 processes.</td>
</tr>
<tr>
<td>13 So the next one, white paper 2, Unified</td>
</tr>
<tr>
<td>14 Cargo Processing For Rail. So the objective here is</td>
</tr>
<tr>
<td>15 to focus, what we saw previously in a lot of our</td>
</tr>
<tr>
<td>16 recommendations was focusing on the road, and so Tim's</td>
</tr>
<tr>
<td>17 team did a really good job of outlining and showing</td>
</tr>
<tr>
<td>18 us, hey, we need to step back and look at all the</td>
</tr>
<tr>
<td>19 modes, look at all the opportunities that are out</td>
</tr>
<tr>
<td>20 there for us.</td>
</tr>
<tr>
<td>21 So we looked at what can we do for rails.</td>
</tr>
<tr>
<td>22 Unified Cargo Processing is really kind of the idea we</td>
</tr>
<tr>
<td>23 came up with for our second white paper, and this also</td>
</tr>
<tr>
<td>24 includes considering shared or long-term mechanical</td>
</tr>
<tr>
<td>25 inspections, non-intrusive inspections, and also some</td>
</tr>
<tr>
<td>1 doesn't make sense to necessarily apply one technology</td>
</tr>
<tr>
<td>2 or one application across all the bridges if they</td>
</tr>
<tr>
<td>3 don't have the infrastructure available to do this.</td>
</tr>
<tr>
<td>4 For example, what if we projected an app</td>
</tr>
<tr>
<td>5 that required high speed internet, but certain ports</td>
</tr>
<tr>
<td>6 of entry don't even allow for more than one cellular</td>
</tr>
<tr>
<td>7 carrier to run circuits. Well, obviously that</td>
</tr>
<tr>
<td>8 wouldn't work at that port of entry.</td>
</tr>
<tr>
<td>9 So we had to truly understand what was</td>
</tr>
<tr>
<td>10 available at each of the ports of entry so we could</td>
</tr>
<tr>
<td>11 understand how do we make this recommendation moving</td>
</tr>
<tr>
<td>12 forward.</td>
</tr>
<tr>
<td>13 So within the first white paper, we have</td>
</tr>
<tr>
<td>14 several phases. The first phase was concentrate on</td>
</tr>
<tr>
<td>15 the commercial crossings, that included road and rail.</td>
</tr>
<tr>
<td>16 Second phase will be to focus on the</td>
</tr>
<tr>
<td>17 personal vehicle and pedestrian crossings.</td>
</tr>
<tr>
<td>18 Work within those will include identifying</td>
</tr>
<tr>
<td>19 innovative technologies and processes to implement and</td>
</tr>
<tr>
<td>20 pilot at the U.S.-Canada border for potential</td>
</tr>
<tr>
<td>21 application and consideration.</td>
</tr>
<tr>
<td>22 Communicate with federal stakeholders as</td>
</tr>
<tr>
<td>23 well as the industry stakeholders, get their opinions</td>
</tr>
<tr>
<td>24 as what's actually working, how do we make it work</td>
</tr>
<tr>
<td>25 better, how do we make it so that way everyone has</td>
</tr>
<tr>
<td>1 access to it quicker and easier.</td>
</tr>
<tr>
<td>2 How do we develop a Texas border crossing</td>
</tr>
<tr>
<td>3 technology and border process inventory that details</td>
</tr>
<tr>
<td>4 the existing and planning technology deployments,</td>
</tr>
<tr>
<td>5 because that was something you have to understand.</td>
</tr>
<tr>
<td>6 There is always new improvements that are on the</td>
</tr>
<tr>
<td>7 horizon, so we need to be aware of that, because that</td>
</tr>
<tr>
<td>8 obviously helps recommendation moves forward.</td>
</tr>
<tr>
<td>9 And then we have to identify the</td>
</tr>
<tr>
<td>10 opportunities for BTAC to support the implementation</td>
</tr>
<tr>
<td>11 of technology deployments, pilots and innovative</td>
</tr>
<tr>
<td>12 processes.</td>
</tr>
<tr>
<td>13 So the next one, white paper 2, Unified</td>
</tr>
<tr>
<td>14 Cargo Processing For Rail. So the objective here is</td>
</tr>
<tr>
<td>15 to focus, what we saw previously in a lot of our</td>
</tr>
<tr>
<td>16 recommendations was focusing on the road, and so Tim's</td>
</tr>
<tr>
<td>17 team did a really good job of outlining and showing</td>
</tr>
<tr>
<td>18 us, hey, we need to step back and look at all the</td>
</tr>
<tr>
<td>19 modes, look at all the opportunities that are out</td>
</tr>
<tr>
<td>20 there for us.</td>
</tr>
<tr>
<td>21 So we looked at what can we do for rails.</td>
</tr>
<tr>
<td>22 Unified Cargo Processing is really kind of the idea we</td>
</tr>
<tr>
<td>23 came up with for our second white paper, and this also</td>
</tr>
<tr>
<td>24 includes considering shared or long-term mechanical</td>
</tr>
<tr>
<td>25 inspections, non-intrusive inspections, and also some</td>
</tr>
</tbody>
</table>

Kim Tindall & Associates, Inc. 645 Lockhill-Selma, Suite 200 San Antonio, Texas 78216 Phone (210) 697-3400 Fax (210) 697-3408
So better schedule, better placed personnel. Perhaps 1 2 do something like Sam mentioned, a flagman that had to 3 direct the traffic into the lanes that are available 4 and open.

And so that will include a case study 5 utilizing implementation of various shipping tracking 6 technologies like Pilot 21 that is in El Paso; 7 identify and review additional studies and information 8 on implementing shipment tracking technologies; and 9 then interview committee members and other subject 10 matter experts. That was important because we realize 11 that within our committee we all had some very vague 12 ideas, we had some good ideas about very generic 13 technologies. But we weren't necessarily the subject 14 matter experts. We didn't understand what depth was 15 required or what resources would be required to 16 implement these technologies.

So we decided that it would be ideal for us 17 moving forward with this white paper kind of really 18 rely on some of the subject matter experts, people 19 that develop the apps or companies that were 20 implementing different technologies.

Moving on to white paper number 4. So as 21 we heard in that video, 15 pipelines that are crossing 22 U.S.-Mexico, or underground U.S.-Mexico border. And 23 so, again, this was important because we have to look 24 at all the existing modes of cargo movement. Reason 25 being, if we can ship more movement into the pipelines 26 or other resources, takes trucks off the road, 27 obviously that immediately relieves congestion. 28 So this Recommendation was designed to 29 consider not only the technology that is going to be 30 imposed to road and rail, but also what types of 31 resources are needed to further expand the movement of 32 goods through pipelines, what are the Mexican agencies 33 responsible for overseeing it. How do we cooperate 34 more with the U.S. agencies that are already at the 35 border to expand the pipeline offerings or the 36 operations there.

So the pipeline network not only represents 37 the important economic sector, but it's really going 38 to be another resource that we have available and has 39 been in place for us to understand what innovative 40 processes lie for us at the border.

And then also as we heard from Mayor Cantu, 41 we are looking for additional people who might have 42 interest in serving on this committee. We lost three 43 people through the course of the previous meeting to 44 this one. So if there are others out here who are 45 interested in joining on with this Recommendation to 46 move forward with the white paper process, please feel 47 free to reach out to myself or Mr. Juarez, and we 48 would like to get you on board. I think that's it for 49 Recommendation 4. Any questions? Comments?

SECRETARY PABLOS: Are there any questions 50 or comments? Well, thank you very much. Thank you 51 for the effort. This is also a very important aspect 52 of what we are trying to do. Tim, is there anything 53 additional?

MR. JUAREZ: Not for Rec 4. With your 54 permission, we will go on to Rec 5. So Recommendation 55 is "Foster Private Sector Involvement." That was one 56 of the identified priorities from BTAC.

So the purpose of the call was how are we 57 going to go and develop an active dialogue between the 58 public and private sectors. And so there were various 59 opportunities discussed by the committee.

And one was proposed listening sessions, 60 the identification of invited participants, the 61 timeline and schedule of roundtables, and then 62 additional efforts for consideration.

So as part of fostering private sector 63 involvement, the Committee asked that we identify 64 approaches that would help an active dialogue between 65 the public and private sector on border trade related 66 issues.

The item that rose to the top was regional 67 listening sessions because each of the regions are 68 distinct in their approaches and what their particular 69 needs are. So it was proposed that we would consider 70 all transportation modes for the movement of goods and 71 people across the border. The goal was to for the 72 public sector to understand what the users of the 73 system face on a day to day basis, and the focus would 74 be improving the process that would help make the 75 operations at the ports-of-entry more efficient.

So it was noted time and time again that 76 there had to be some value added for the private 77 sector in order for them to be engaged. The identified priorities from BTAC.

Overall, participants that we have noted to 78 be involved or included in the process is U.S. and 79 Mexican customs brokers, shippers and carriers; 80 trucking firms primarily from Mexico, but definitely 81 on the Texas and U.S. side. We would want to utilize 82 the railroad users on Texas and Mexico and the owners 83 of the railroads. Maquiladoras was a key component 84 identified from the Mexican side, and then logistics 85 both in Texas and Mexico.
Part of the warehousing and distribution center was noted, because it is both secondary facilities that are where the goods and shipment are going to go, so we have to be able to identify; and then from the economic development component, we were asked that we include the chambers of commerce, economic development corporations and then industry folks from both sides of the border. The time frame in implementing these listening sessions was going to take into account the schedule that we talked about in Recommendation 1, knowing what we needed in order to get buy-in from the Mexican side, we were going to have to let their elected officials at all levels of government be in place. And then we want to be able to partner with existing organizations and their efforts that they have under way. The committee identified that is beneficial when those established relationships are there, that you are able to engage a wider range participants in the overall process. So items that the committee also asked us to address was cargo processing and how that would Benjamin the user of the system; once again, review the MOUs that Mr. Vale and Secretary of State Pablos discussed today; and then funding opportunities for border projects and eligibility both on the U.S. and Mexico side. And I know Mr. Vale wanted to provide some additional details on this.

MR. VALE: Well, first of all, we wanted to be able to not just only put some of these groups together, public, private information sharing for the purposes of what we need to put into this plan, but we also would hope that they would take on a life of their own so that it doesn't turn into like a community doesn't know where it has to go or what private sector entities are in the community that would be of value to this process. Now, along that line, when we were reaching out, we were looking for public and private in Mexico, and I asked Claudia Lagos if she would be willing to serve with us on this committee so that she could provide to us her experience both at the federal and the state level. She's currently working at the state, but she has a long history of being in Mexican alliance and being in multiple communities and Laredo and others, Mexico City.

So getting some key people like that and hoping they will then establish some groups between the groups that give us feedback for ongoing purposes, and that ultimately the beneficiary of that is going to be the states and federal government and how we go about proposing projects. The real value that we have to get added to something is that when a business, and you talk to a business person and you want to try to do something and participate, if there isn't something that comes out of that, then they will go and tell all their other friends don't waste your time on these outfits, they don't do anything, they don't produce anything. So the value added is results that become projects that become completed projects. And that's always the big criticism in a lot of the business community. So we got to make it to where we do deliver.

SECRETARY PABLOS: On this point, thank you, Sam, on this point, we are already getting a jump start. I'll speak to this towards the end of the meeting on adding new Board members. So being able to have representation from these sectors, you know, we have (name) manufacturing, (name) customs brokers. Then we also have individuals on the Texas side that represent private sector, and we're going to be looking forward to adding folks from sector, so being able to bring in that private sector representation to the community I think is also very important.

So it plays on this particular recommendation. Being able to have NEC, I'd love to have NEC at the table if they would be willing to consider that. So those are the things we are getting a jump start on and I look forward to having them.

MR. JUAREZ: So just to wrap up, and we had some of that discussion, you know, our next steps is that become completed projects. And that's always the other friends don't waste your time on these outfits, and participate, if there isn't something that comes out of that, then they will go and tell all their business person and you want to try to do something is that when a business, and you talk to a business person and you want to try to do something and participate, if there isn't something that comes out of that, then they will go and tell all their other friends don't waste your time on these outfits, they don't do anything, they don't produce anything. So the value added is results that become projects that become completed projects. And that's always the big criticism in a lot of the business community. So we got to make it to where we do deliver.

SECRETARY PABLOS: On this point, thank you, Sam, on this point, we are already getting a jump start. I'll speak to this towards the end of the meeting on adding new Board members. So being able to have representation from these sectors, you know, we have (name) manufacturing, (name) customs brokers. Then we also have individuals on the Texas side that represent private sector, and we're going to be looking forward to adding folks from sector, so being able to bring in that private sector representation to the community I think is also very important.

So it plays on this particular recommendation. Being able to have NEC, I'd love to have NEC at the table if they would be willing to consider that. So those are the things we are getting a jump start on and I look forward to having them.

MR. JUAREZ: So just to wrap up, and we had some of that discussion, you know, our next steps is that become completed projects. And that's always the other friends don't waste your time on these outfits, and participate, if there isn't something that comes out of that, then they will go and tell all their business person and you want to try to do something is that when a business, and you talk to a business person and you want to try to do something and participate, if there isn't something that comes out of that, then they will go and tell all their other friends don't waste your time on these outfits, they don't do anything, they don't produce anything. So the value added is results that become projects that become completed projects. And that's always the big criticism in a lot of the business community. So we got to make it to where we do deliver.

SECRETARY PABLOS: On this point, thank you, Sam, on this point, we are already getting a jump start. I'll speak to this towards the end of the meeting on adding new Board members. So being able to have representation from these sectors, you know, we have (name) manufacturing, (name) customs brokers. Then we also have individuals on the Texas side that represent private sector, and we're going to be looking forward to adding folks from sector, so being able to bring in that private sector representation to the community I think is also very important.

So it plays on this particular recommendation. Being able to have NEC, I'd love to have NEC at the table if they would be willing to consider that. So those are the things we are getting a jump start on and I look forward to having them.

MR. JUAREZ: So just to wrap up, and we had some of that discussion, you know, our next steps is that become completed projects. And that's always the other friends don't waste your time on these outfits, and participate, if there isn't something that comes out of that, then they will go and tell all their business person and you want to try to do something is that when a business, and you talk to a business person and you want to try to do something and participate, if there isn't something that comes out of that, then they will go and tell all their other friends don't waste your time on these outfits, they don't do anything, they don't produce anything. So the value added is results that become projects that become completed projects. And that's always the big criticism in a lot of the business community. So we got to make it to where we do deliver.

SECRETARY PABLOS: On this point, thank you, Sam, on this point, we are already getting a jump start. I'll speak to this towards the end of the meeting on adding new Board members. So being able to have representation from these sectors, you know, we have (name) manufacturing, (name) customs brokers. Then we also have individuals on the Texas side that represent private sector, and we're going to be looking forward to adding folks from sector, so being able to bring in that private sector representation to the community I think is also very important.

So it plays on this particular recommendation. Being able to have NEC, I'd love to have NEC at the table if they would be willing to consider that. So those are the things we are getting a jump start on and I look forward to having them.
It's going to include support facilities serving the
border crossings, and the overall transportation
system from a multimodal network perspective.
The key components is a multimodal
transportation system, the ports of entry and support
facilities, identifying and looking at policies,
programs and projects, and then taking into account a
prioritized list from a short, medium and long-term
investments.

As we identified at the April 18 meeting
and prior meetings we had identified that TxDOT was
going through a consultant selection process. We
introduced the HDR consultant team at the last
meeting, and with me today is Brian Swindell. He is
the deputy project manager from HDR and he will handle
today's presentation. Brian, if you will.

BRIAN SWINDELL: Thank you, Tim. And
Alejandro Solis is our project manager, apologized for
not being here today, he had his second baby, so he's
taking care of stuff on the home front. So that's
where he is.

But as Tim said, we're getting started on
the Border Transportation Master Plan, and want to
make sure that it dovetails nicely with the Border
Strategic Transportation Blueprint as well so there is
not a lot of overlap in tasks.

Just to give kind of an overall
understanding, there are 10 main tasks in this Master
Plan update, and they are really kind of divided into
three sections, project setup, corridor analysis and
then the systems analysis. All of these also have
stakeholder outreach that is done throughout the
process, and that's a big component of this.

Today we want to kind of focus on the first
two tasks, which are the project management plan,
the stakeholder plan and the goals and objectives
portion of this, and we would appreciate as we move
along, feedback on all three of these tasks today.

We have some questions we want to ask to
just kind of get the committee's feedback as we go
along.

The first task is the project management
plan. And the overall overview of this project
management plan is to guide the development of the
Border Master Plan, the update. Also to identify
tasks and project team responsibility to make sure we
have clear lines of responsibilities; provide a very
detailed and specific schedule of activities and how
we are going to get to the end in the time frame
allotted; but also define protocols and communication
<table>
<thead>
<tr>
<th>Page 122</th>
<th>Page 123</th>
<th>Page 124</th>
<th>Page 125</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 between our binational partners both on the public and private side to make sure that we are communicating well on both sides; and then lastly to incorporate communications plan and link it to Task 2, which is this strategic output.</td>
<td>1 of this slide is a list of all 10 tasks, 11th task is to outline procedures for review and comment of deliverables, support stakeholder engagement, really want to try to facilitate quick communication and live updates with the state staff, and then finally meet the expectations of our public and private partners.</td>
<td>1 have at your fingerprints.</td>
<td>1 have at your fingerprints.</td>
</tr>
<tr>
<td>2 the private side to make sure that we are</td>
<td>2 the final report. And it shows how all these tasks are going to be overlapping and going concurrently with one another. These are not done in sequence.</td>
<td>2 So if we can get that information from the committee either today or later on through the contact information that is provided at the end of this, it will be very helpful as we move forward.</td>
<td>2 So if we can get that information from the committee either today or later on through the contact information that is provided at the end of this, it will be very helpful as we move forward.</td>
</tr>
<tr>
<td>3 communicating well on both sides; and then lastly to incorporate communications plan and link it to Task 2, which is this strategic output.</td>
<td>3 These are done concurrently.</td>
<td>3 I’m going to pause here to see if there is any questions or comments related to the Task 1? As I say it won’t be the last time we come to you, so any information that you can provide will be helpful and we really want to make sure that this dashboard is a living piece of this and so that you can use that very effectively.</td>
<td>3 I’m going to pause here to see if there is any questions or comments related to the Task 1? As I say it won’t be the last time we come to you, so any information that you can provide will be helpful and we really want to make sure that this dashboard is a living piece of this and so that you can use that very effectively.</td>
</tr>
<tr>
<td>4 So how do we tie those two together?</td>
<td>4 So we’re going to be moving at a pretty fast pace as we move along and your input as we move along is very important.</td>
<td>4 From a communications and correspondence standpoint, the strategy is to identify communication methods, support the stakeholder engagement component in Task 2 and provide timely informational updates.</td>
<td>4 From a communications and correspondence standpoint, the strategy is to identify communication methods, support the stakeholder engagement component in Task 2 and provide timely informational updates.</td>
</tr>
<tr>
<td>5 The key task deliverables for the project management plan are going to be the project management plan overall, the project schedule, and then our communication plan, which includes progress reports, but also importantly includes an online dashboard that we want to make available to everybody, especially this committee, so that there are key indicators that can be tracked very quickly and at your fingertips and you can get that information very quickly and have that to you.</td>
<td>5 These are done concurrently.</td>
<td>5 The objectives of this are to provide a comprehensive engagement of binational federal, state and local, as well as public and private stakeholders.</td>
<td>5 The objectives of this are to provide a comprehensive engagement of binational federal, state and local, as well as public and private stakeholders.</td>
</tr>
<tr>
<td>6 And then lastly quality assurance and quality control just to make sure that we are meeting the needs not only on the state level, but on the federal level as what this type of study requires to make sure we’re following through with that.</td>
<td>6 And then lastly quality assurance and quality control just to make sure that we are meeting the needs not only on the state level, but on the federal level as what this type of study requires to make sure we’re following through with that.</td>
<td>6 We want to make sure that we’ve got a good list of who are. We also want to make sure that it’s consistent with the strategic blueprint list as well, make sure that we’re supporting that also.</td>
<td>6 We want to make sure that we’ve got a good list of who are. We also want to make sure that it’s consistent with the strategic blueprint list as well, make sure that we’re supporting that also.</td>
</tr>
<tr>
<td>7 The key task deliverables for the project management plan are going to be the project management plan overall, the project schedule, and then our communication plan, which includes progress reports, but also importantly includes an online dashboard that we want to make available to everybody, especially this committee, so that there are key indicators that can be tracked very quickly and at your fingertips and you can get that information very quickly and have that to you.</td>
<td>7 These are done concurrently.</td>
<td>7 We want to make sure that we’ve got a good list of who are. We also want to make sure that it’s consistent with the strategic blueprint list as well, make sure that we’re supporting that also.</td>
<td>7 We want to make sure that we’ve got a good list of who are. We also want to make sure that it’s consistent with the strategic blueprint list as well, make sure that we’re supporting that also.</td>
</tr>
<tr>
<td>8 As my mentioned before, how we are going to do this is we’re going to is develop the communication work product, whether it’s some of the materials and how we are going to communicate, create that online dashboard, maintain a master correspondence file so we have a good track record of decisions that were made as we move along.</td>
<td>8 As my mentioned before, how we are going to do this is we’re going to is develop the communication work product, whether it’s some of the materials and how we are going to communicate, create that online dashboard, maintain a master correspondence file so we have a good track record of decisions that were made as we move along.</td>
<td>8 We want to make sure that we’ve got a good list of who those are.</td>
<td>8 We want to make sure that we’ve got a good list of who those are.</td>
</tr>
<tr>
<td>9 So how do we tie those two together?</td>
<td>9 And then finally, utilize the methods identified from the strategic blueprint and make sure that those are consistent with one another.</td>
<td>9 We do want to define goals, purpose and need and benefits as well as overall process for development of the Border Master Plan. We found as</td>
<td>9 We do want to define goals, purpose and need and benefits as well as overall process for development of the Border Master Plan. We found as</td>
</tr>
</tbody>
</table>
1 you go through these types of projects, it's very important for stakeholders to understand the process even if they may or may not agree with the output, as long as they buy into the process, that's a major step forward.

6 We want to make sure we establish support and sustained stakeholder consensus and acceptance as we move along. We want to identify border related trade and economic opportunities from our, not only from our private sector, our private folks, but also from the public as well. Make sure we understand what has been going on. There has been a lot of discussion about public and private opportunities here and I think that's something we want to carry forward.

16 Then we want to receive input to support policies, programs and projects at the border regions, state and national levels. Whether the policies or the projects, it's all going to be part of this and how we make this overall facility, overall concept work.

20 The key deliverables in this task are the Stakeholder Engagement Plan, the Stakeholder Identification and Database that we mentioned, the outreach and education materials to include things like facts sheets, white papers and newsletters that we are going to be doing on a basis, as well as the project website. And then the summaries of how we get that information disseminated out.

4 This slide has a lot of stakeholders, I'm not going to spend any time on this, but just to say that we need your input on stakeholders that need to be included in this as we move forward. That's one of the takeaways here.

9 Some of the strategies that we have for stakeholder engagement, we want to make sure we leverage the existing, but also develop some new relationships as well. We want to conduct the workshops and listening sessions as well, make sure that we get good opportunity to be in front of people, make sure we're listening, and then engage the committees, whether it's BTAC or some of the other committees that are developed, and then also our binational partners as well, make sure we address that, also.

20 Education and outreach materials, we want to make sure that we develop those outreach materials with a consistent brand, consistent with this committee, that we also want to make sure we've identified key performance indicators because these are things that are going to drive the overall study as we go forward, and we'll talk a little bit about that in a second.

3 We want to develop the quarterly engagement summaries as well so you can keep updated on where we are on that as well.

6 And then two questions we want y'all to think about is there anyone else that we should consider in the stakeholder engagement, and are there other methods that we should get out for engaging those stakeholders as well?

11 SECRETARY PABLOS: If I may, I'd like to just emphasize with respect to groups, I would really encourage you to seek out economic development professionals. I see the list, you have them included in there, but I think it's very important to bring them in. And economic development organizations usually tend to cut across all of these areas, government and private sector.

19 So please make sure that you identify them, and not only along the border, but also inland. You know, San Angelo, up in Midland-Odessa, Houston, Dallas, they all have something to do with trade with Mexico, so certainly would be important to include them.

25 And then obviously on the Mexican side, I
I appreciate that.

BRIAN SWINDELL: I think as we go through the study, I think you will see that we'll be looking at packages of projects as well and how they compliment one another, and we'll be looking at that as well.

So the primary, I'm sorry, the next steps would be develop the project management plan, define the project schedule and then develop the stakeholder engagement plan. I brought the schedule back up here just to re-emphasize the fact that we are not doing these first three tasks and then we are going to start on task 4. All these tasks are going to be done consecutively or concurrently, and they are going to be working together as we develop this project.

So I put those last two schedule boards up there again to show that. With that, I'll just say that the contact information, you have already got Tim's contact information. Alalejandro's contact information is up there as well. I'll turn it back over.

MR. JUAREZ: So Secretary Pablos, that's an update of where we are. We can continue to receive information on a one-on-one basis from BTAC committee members as needed offline, but we want to know are there any additional comments or questions for the team?

SECRETARY PABLOS: Committee members, anyone? Thank you for the good work and if you need anything from us, please let us know. We're here to get moving on this, and you have done a great job.

Okay.

So we're kind of back on schedule. Let's go ahead and go into our next item, which is our Laredo Region Transportation Update. David Salazar.

DAVID SALAZAR: Thank you, Secretary Pablos, Commissioner Ryan, Commissioner New. The only member of this panel that's been elected and right before election I'm not feeling very popular right now. Try to get through this.

Quick update of what's going in the Laredo District as far as freight corridor projects. What you see before you is proposed highlights of the I-35 corridor projects. These improvements run along I-35, 20 mile corridor, that are intended to decrease traffic congestion by increasing the roadway capacity and improving the safety and efficiency of the major street and highway connections.

As you can see, the total estimated construction costs for this 24 mile corridor is $460,000,000.
I. This is the future project that we're currently running from back up to labeled E, F, G, H and I. You will see something in bold there completed and one is currently under construction. south of U.S. 59, those overpasses, one has been that we are going to go down to J and K, down to the of the I-69 that have been completed. and are open to traffic, these are corridors McPherson international overpasses that have been 930 crossing, that is currently under construction. And then we'll move on east of I-35, McPherson international overpasses that have been completed and are open to traffic, these are corridors of the I-69 that have been completed. And continue to move east, you will see that we are going to go down to J and K, down to the south of U.S. 59, those overpasses, one has been completed and one is currently under construction. You will see something in bold there running from 59 back up to 35, labeled E, F, G, H and I. This is the future 69 project that we're currently working on five overpasses at intersection of Shiloh, Del Mar, University, Jacaman and Airport. This also will have frontage roads. Currently the construction cost of that is $234 million, which 140 has been funded for. Still looking for additional funding to complete this project, but the current design is under, going on, is ongoing right now. The importance of this project would be the tie-in to the World Trade Bridge, to the U.S. 59 project on the south. Moving on to our next slide, couple of things that are going on, the first one I want to discuss Hachar Parkway Corridor which is a joint venture between the City of Laredo and Webb County. It's a little dashed line up on top. This is going to be a direct connector from 1472 to I-35. If you look a little bit further west of the 1472, that is where the Columbia International Bridge is at. So this will alleviate traffic in central Laredo, and basically as a traffic comes in, head out 35 and head out towards San Antonio. The other project in conjunction with the RMA is the Vallecillo Roadway. Basically right under mile post 460 in construction, of which only $234 million are allocated for, and this is going to progress toward the Uniroyal intersection, which we're trying to develop right now and currently under design is six lanes of traffic on I-35 versus the four that we currently have. Continuing north of the Milo interchange we're going to head out toward U.S. 83 where we are in the process of designing an interchange over 83 to Union Pacific as well as a direct link to U.S. 83, and then moving on out toward I-35 will continue on up to mile post 24. In total $460 million in construction, of which only $234 million are allocated for, and this is mainly to widen I-35 from the current four lanes to six lanes, three in each direction. Now, we are going to focus on the city limits of the City of Laredo, and this is U.S. 59, I-69 corridor, and I'm going to go over some projects that we have completed or under construction right now.

West of 35, label A, is the World Trade International Bridge IV, widening of main lanes that will tie into the I-35 corridor. The next project we have is currently under construction is the I-35, U.S. 59 corridor at the Union Pacific flyover I-35, basically elevating the 930 crossing, that is currently under construction. And then we'll move on east of I-35, looking for additional funding to complete this several discussions. That little portion would be the last end of the Loop 20 project City of Laredo. The importance there, looking current study is Laredo outer loop corridor, basically around the entire city. And right now we are in the process of evaluating just to see where the best route is. In essence, the proposed route would be venture between the City of Laredo and Webb County. from proposed Bridge 4, 5 from the top of Laredo, traveling north up toward the 35 corridor just outside of the Laredo north side of town. Finally, moving on and discussing our neighbors to the west, City of Eagle Pass, Maverick County, our final project is the final completion of Route 480. Representative Nevarez spoke about this, north and south of Eagle Pass and 57. This corridor when it gets built would be a final extension of Route 480 running from U.S. 57 back to 277 and getting the
traffic coming into and out of Eagle Pass. This will help alleviate that. It will be a great importance and great benefit to the City of Eagle Pass.

Currently we are about 60 percent of the design phase of this project with construction costs estimated about $85 million, which would be a two lane roadway with several bridges along the pass. Currently the project is not funded, but it is under design.

With that being said, Secretary of State, I will take any questions or any questions that you may have as what's going on in Laredo. If not, I would like to turn it over to the Honorable Judge --

COMMISSIONER NEW: When you go back to Laredo, it's definitely important to work on the I-69 corridor widening. I know that you are working on 35, but are you doing anything to go north toward Eagle Pass in the actual Laredo area?

DAVID SALAZAR: Currently what we have going on is a continued projects basically from Laredo going up to Carrizo Springs up to Eagle Pass, and currently under construction is the project from Eagle Pass toward Laredo that is under construction right now.

COMMISSIONER NEW: Thank you.

JUDGE TIJERINA: Commissioner, you bring up a very good point. I actually live on the corridor of North 83. I live 27 miles north of town, I live on a ranch. And I'll kill a cow, we'll be all right.

With that said, that North 83 right now with traffic there is so many deaths on that highway because of the oil field traffic, it's unbelievable.

COMMISSIONER NEW: You are now part of this, working on 83.

JUDGE TIJERINA: Absolutely. So that's one of the main corridors that we probably need to work on as well because the amount of traffic, and I'm noticing what's happening on the North 83 area, it's a little community. What's happening now it seems like it's going to become an industrial park. We're having a lot of trucks, companies that are going in there, and right now it's only a two lane highway.

When I tell you that I have my kids driving, myself driving and you have trucks turning on highway, on a highway, you know, going 65, 75 miles an hour and you have a truck on the shoulder, a truck on the main road trying to turn to their work space, it makes it very dangerous, and we have seen a lot of wrecks happened.

So I appreciate you bringing that up.

I'd like to, if I may, speak a little bit about what's going on in Webb County. If anybody has not been to Laredo or Webb County in recent years, I'd like to share and challenge you all to go down there.

Just be careful and don't drink too much water, don't eat too many tacos, because you will stay there, I promise.

But with that said, we have five major corridors coming out of Webb County. Webb County right now currently has about 240,000 people. Probably within the next 10 years, I'm sorry, the next 12 census which is 2020 we are probably going to look at 350, 360, that's the counted ones, not the unaccounted ones. It's real. It's real. It's what we have and what we work with and we are very proud of it.

We have 97 and a half miles worth of river bank along Webb County alone, to give everybody an idea of how much we have part of that river. And so that's something that we also look into.

Commissioner New, you did, you said something that was very well pointed and it was from Laredo to Corpus needs to be, I-69 corridor needs to be helped out and worked on because that's something that especially, what happens with from our community to Corpus, a lot of it is the boxed freight and so
<table>
<thead>
<tr>
<th>Page 143</th>
<th>Page 144</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1 like we all are in a majority in understanding that we</td>
</tr>
<tr>
<td>2</td>
<td>need a safe infrastructure. We need definitely to</td>
</tr>
<tr>
<td>3</td>
<td>have adequate infrastructure to get around and move</td>
</tr>
<tr>
<td>4</td>
<td>around and mobilize ourselves around Texas and the</td>
</tr>
<tr>
<td>5</td>
<td>United States, relieve congestion. These are our</td>
</tr>
<tr>
<td>6</td>
<td>goals.</td>
</tr>
<tr>
<td>7</td>
<td>But more importantly, let's face it, time</td>
</tr>
<tr>
<td>8</td>
<td>is money. If you are in a business world, time is</td>
</tr>
<tr>
<td>9</td>
<td>money. What happens? When we start making everything</td>
</tr>
<tr>
<td>10</td>
<td>go smoother, faster and more proficient to what we're</td>
</tr>
<tr>
<td>11</td>
<td>doing, I guarantee you the consumer is going to feel</td>
</tr>
<tr>
<td>12</td>
<td>that, too. Everything, all this stuff that's going</td>
</tr>
<tr>
<td>13</td>
<td>on, and the reason why, I promise you, you know, it's</td>
</tr>
<tr>
<td>14</td>
<td>something that will alleviate and help with the moneys</td>
</tr>
<tr>
<td>15</td>
<td>that consumers is having to spend. Seems like</td>
</tr>
<tr>
<td>16</td>
<td>everything goes up and and up. I don't ever</td>
</tr>
<tr>
<td>17</td>
<td>remember today saying it's cheaper today than it was</td>
</tr>
<tr>
<td>18</td>
<td>yesterday. It just doesn't happen. It keeps going</td>
</tr>
<tr>
<td>19</td>
<td>more and more and more.</td>
</tr>
<tr>
<td>20</td>
<td>With our structure, with what's going to</td>
</tr>
<tr>
<td>21</td>
<td>happen, I'm really asking for help with the 4-5 bridge</td>
</tr>
<tr>
<td>22</td>
<td>as well. That's something that's much needed.</td>
</tr>
<tr>
<td>23</td>
<td>Everybody is talking about this 30, 40 percent</td>
</tr>
<tr>
<td>24</td>
<td>increase in cargo, increase in trucks. Where do we go</td>
</tr>
<tr>
<td>25</td>
<td>with that? What do we do? We have had five bridges</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Page 142</th>
<th>Page 145</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>And you know what, they frankly they do</td>
</tr>
<tr>
<td>2</td>
<td>need them, they have a lot. But when you have 15,</td>
</tr>
<tr>
<td>3</td>
<td>16,000 trucks going through there a day, it's pretty</td>
</tr>
<tr>
<td>4</td>
<td>impressive and pretty scary.</td>
</tr>
<tr>
<td>5</td>
<td>Last week we had a major accident on</td>
</tr>
<tr>
<td>6</td>
<td>Highway 35 that literally if we had a drone, we could</td>
</tr>
<tr>
<td>7</td>
<td>have used your drone, sir, if we had a drone, I</td>
</tr>
<tr>
<td>8</td>
<td>promise you it would have been about 17 miles worth of</td>
</tr>
<tr>
<td>9</td>
<td>just congested traffic and it did move for four to</td>
</tr>
<tr>
<td>10</td>
<td>five hours. Know what I was thinking, everybody is</td>
</tr>
<tr>
<td>11</td>
<td>going through ranches and going through every which</td>
</tr>
<tr>
<td>12</td>
<td>way to get to where they were going, and it's really</td>
</tr>
<tr>
<td>13</td>
<td>hard to move around in that congestion. I start</td>
</tr>
<tr>
<td>14</td>
<td>thinking could you imagine if something would ever</td>
</tr>
<tr>
<td>15</td>
<td>catastrophically happen to our bridges or to our</td>
</tr>
<tr>
<td>16</td>
<td>roadways right there?</td>
</tr>
<tr>
<td>17</td>
<td>I promise you Texas will feel it and the</td>
</tr>
<tr>
<td>18</td>
<td>United States are going to feel it even more. Because</td>
</tr>
<tr>
<td>19</td>
<td>we are a major, major component.</td>
</tr>
<tr>
<td>20</td>
<td>Couple years ago it really bothered me</td>
</tr>
<tr>
<td>21</td>
<td>because the federal government, not having anything to</td>
</tr>
<tr>
<td>22</td>
<td>do with TxDOT, the federal government was pulling out</td>
</tr>
<tr>
<td>23</td>
<td>some moneys for everyone. They did some A moneys, B</td>
</tr>
<tr>
<td>24</td>
<td>moneys, C moneys, they stopped in Pearsall. In</td>
</tr>
<tr>
<td>25</td>
<td>Pearsall.</td>
</tr>
<tr>
<td>26</td>
<td>So what, we just jump and skip and forget</td>
</tr>
<tr>
<td>27</td>
<td>about Laredo and go to Pearsall. I can't understand,</td>
</tr>
<tr>
<td>28</td>
<td>I can't fathom the thought process of why we're not in</td>
</tr>
<tr>
<td>29</td>
<td>consideration, not just in Webb County, but in our</td>
</tr>
<tr>
<td>30</td>
<td>region as a whole needs to be considered as a major,</td>
</tr>
<tr>
<td>31</td>
<td>major infrastructure and to be able to help and</td>
</tr>
<tr>
<td>32</td>
<td>alleviate.</td>
</tr>
<tr>
<td>33</td>
<td>So if we can work on all that, I really do</td>
</tr>
<tr>
<td>34</td>
<td>appreciate it. Regardless, sometimes, and I'm going</td>
</tr>
<tr>
<td>35</td>
<td>to be very blunt here, sometimes it doesn't matter</td>
</tr>
<tr>
<td>36</td>
<td>what affiliated party you are in, it matters how we</td>
</tr>
<tr>
<td>37</td>
<td>are helping, not only the Texans, and very proud to be</td>
</tr>
<tr>
<td>38</td>
<td>one, by the way, but also the United States.</td>
</tr>
<tr>
<td>39</td>
<td>This is something that's very, very</td>
</tr>
<tr>
<td>40</td>
<td>important, because, you know, we could, even though</td>
</tr>
<tr>
<td>41</td>
<td>we're a Democratic party, we're still servicing the</td>
</tr>
<tr>
<td>42</td>
<td>needs of many and we are doing everything we can</td>
</tr>
<tr>
<td>43</td>
<td>locally with the moneys that we have, with the MPO,</td>
</tr>
<tr>
<td>44</td>
<td>with the RMA, I really do appreciate TxDOT for being a</td>
</tr>
<tr>
<td>45</td>
<td>big supporter, I want to thank Mr. Salazar and Melissa</td>
</tr>
<tr>
<td>46</td>
<td>and everybody else that's helped out. They are doing</td>
</tr>
<tr>
<td>47</td>
<td>a great job.</td>
</tr>
<tr>
<td>48</td>
<td>I'm not going to take much longer, but I</td>
</tr>
<tr>
<td>49</td>
<td>will say that what's our goal? What's our goal? What</td>
</tr>
<tr>
<td>50</td>
<td>are we doing here? What are we discussing? I feel</td>
</tr>
</tbody>
</table>
the United States in which goods go in and out. The next one after that comes to mind probably New York, and you're right. But the third largest custom district in the entire country is the Laredo customs district. And sometimes a couple of years it’s gone above New York.

Now, they have the number in terms of population to build up some of that infrastructure that goes in and out. Laredo doesn't have that population, but the infrastructure is still needed if it's processing almost as much as, and it's not a distant third, by the way, Los Angeles and New York.

And as the Judge said, all you have to witness, even a minor incident that clogged up everything for hours, I saw that, it was just incredible. It just slowed down trade totally. Imagine if it was something a little larger than that. If you want to clear congestion on Texas highways, permanently, shut the border and you won’t have any more problems north of Laredo. Thank you.

SECRETARY PABLOS: Well, this is a very important item, you know, and as I mentioned earlier, things are only going to get better with respect to trade with Mexico. And you look at all of the projections, Mexico will become the sixth largest economy in the world, and none of that is going to happen without Texas being a part of that. So we do need to make sure that we address the concerns. I think TxDOT within its constraints is doing an excellent job. Texas is a big state. And what I’m seeing here, if you look at the last 25 years I think the border infrastructure has been developed tremendously. Look at El Paso, and you have tremendous work. There is still work to be done of course, but I don't think that this should be focused as a political issue. I think this is an economic development issue that requires both sides to collaborate, and we’re seeing it. We’re seeing some really good work. The fact that you are here at the table, Judge, is very important to me in particular. I know that with your passion and your broader vision now as a county and regional approach, I think it’s important to have.

So I encourage you to come any time, share your thoughts with us. Thank you for everything that you are doing down there. It’s important that Laredo gets that support. But again, we've got many trade corridors that need to be addressed and that’s why we’re here.
Our next item if we have, Sam, part of my role as Secretary of State is also to look into and to participate in the Human Trafficking Committee. I've asked Sam Taylor with my staff to give a 30 second presentation. We have a handout on human trafficking. So Sam, if you could just take a very brief moment in letting us know what this is all about, I'd appreciate it.

SAM TAYLOR: Sure. Thank you, Secretary. My name is Sam Taylor. I'm the Communications Director for the Texas Secretary of State's Office and I just wanted to draw your attention to the handout that's going around now. Two sessions ago the legislature created what's called the Human Trafficking Prevention Business Partnership Program. Now, the goal of this was to engage the private sector. We have tons of non-profits all across the State of Texas that are very engaged on the issue of human trafficking, but really what the legislature, I think the writers of this bill, wanted to engage the private sector and share training materials, educational resources and best practices for any companies and private sector organizations that are engaged in any kind of trade, any kind of large scale commerce, especially the ones that are doing cross-border trade.

So I just wanted to encourage you all to spread this info sheet to any of the businesses that you work with, any of the organizations that you work with and direct them to our website. There is a large logo on our front page, has the partnership program logo right there. If any of the businesses that you interact with on a regular basis have questions about this, feel free to reach out to me, our office, we will connect with you and give you more information about how to receive a certificate of recognition from our office. Thanks.

SECRETARY PABLOS: Thank you. Again, it does impact our commerce to a certain level. Being that we are asking for now business participation, I thought it would be important for him to speak.

Our last item is I wanted to ask Sergio Contreras, he has an economic development study that he wants to pass out. He was recently in Washington with Mayor Saenz and others from the border testifying. I want to congratulate you for your excellent testimony and for representing us well. Sergio, I'll give you the floor for a minute so you can give us a briefing on what you have there.

SERGIO CONTRERAS: Thank you, Secretary of State. For those in the audience, I will have some of these snapshots right over here to the side. It's an economic snapshot of the Rio Grande Valley which showcases and highlights the many different sectors from border trade to also residential and commercial retail and work force development. I want to say thank you and congratulations to your appointment, Commissioner New. So we also have it online on the website. We look forward to you reviewing it and we also want to thank all those partners that are part of it. Thank you.

SECRETARY PABLOS: Thank you, Sergio. Congratulations on all your good work. I hope that there will be a time are where the entire Rio Grande Valley can come together from an economic development perspective and work together to promote the entire region.

So I'm really excited about everything that's going on down there, and I'm looking forward to coming down to Brownsville to the port. I'm sorry I had to cancel, but we had some change in our schedule, but I certainly want to get down there to visit with you.

Before we adjourn, are there any comments, any new business, anything anyone would like to add?

Okay.

Hearing none, the time is 12:32 and at this time I'd like to adjourn today's meeting of the Border Trade Advisory Committee Meeting. Thank you for being here.

(Off the record at 12:32 p.m.)
I, Deborah Endler, RPR, hereby certify to the following:

That the transcript is a true record of the proceedings;

I further certify that I am neither counsel for, related to, nor employed by any of the parties or attorneys in this action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of the action.

Certified to by me this 1st Now day of August, 2018.

DEBORAH L. ENDLER, RPR
EXPIRATION DATE: Firm Registration No. 631
Kim Tindall & Associates, LLC
16414 San Pedro, Suite 900
San Antonio, Texas 78232
Phone 210-697-3400
Fax 210-697-3408
$234 134:1,25 136:5
$43 12:13
$460 133:25 134:24
$60 12:6
$85 138:6

(2045) 92:5

1

1 72:14 73:17 75:7,12 76:3,21 77:22
78:3,8,23 79:17,19 105:2 109:9
114:11 117:13,16 124:18 125:7
1.2 70:5
1.3 89:19
1.6 52:22
10 49:5 52:9 58:8 82:16 118:6 121:3
123:1 140:11
100 2:13 45:23 73:9,11 82:6,16
100,000 44:10
1021 19:24 25:23
109 2:4 41:21
119 44:6
11:35 118:7
11B 88:21 91:7,9,11
11th 123:1
12:32 153:3,7
13 99:19
14 50:10
140 136:5
141 35:10
1472 136:17,19
148 17:15,16
149 17:15,17
142:2

16 35:8
16,000 142:3
17 142:8
18 120:10
18th 73:25
1970's 47:2
1990 96:1,19
1998 96:2,20
1A 35:16
1st 80:13,14

2

2 52:21 58:12 73:19 86:23 88:7
2,100 141:11
20 10:2 22:3 35:8 46:25 58:11
133:20 134:7 137:7,10
200 27:1
2000's 96:2
2016 14:4
2016-17 91:11
2017 11:21 72:15
2018 78:11 92:2
2019 79:2
2020 140:12
20th 19:5
21 110:7
22 46:9
221 36:18
24 73:9 133:25 134:24
240,000 140:10
25 52:11 147:7
260,000 141:21
27 139:3
28 44:11
285 11:10,14 13:1

3

3 73:20 75:2,9 97:21 98:13,19
30 20:1 26:15 83:15,23 144:23 150:4
35 97:4 134:11 135:8,24 136:22
137:17 138:16 141:5 142:6
350 52:11 140:13
360 140:13

4

4 38:1 73:21 105:7,8,14 110:23
112:4,10 132:13 137:8,16
4-5 144:21
40 12:12 83:16 144:23
42 12:12
480 137:22,25

5

5 72:14 73:24 75:10 105:7 112:11
117:13,16 137:8,16
50 87:25 90:2,6,7,8 91:16
54 96:20
57 20:18,19 21:24 137:23,25
59 135:4,12,21,24 136:10 137:5
141:3

6

60 138:4
65 139:20
69 135:25 136:25 137:4 141:4

7

700 26:16
75 139:20

8

80 35:6
adding 116:19,24
addition 72:13 73:3 74:6 75:1 77:11 80:12 97:10
additions 149:9
addressed 147:25
addressing 72:25 94:20
adds 17:11
adequate 144:3
adjourn 152:25 153:4
adjust 82:10,23
administration 51:13 76:24 77:8
Advisory 2:6 95:3,12,14 153:5
advocacy 38:22 39:1
advocate 48:15
aerospace 69:11
affairs 7:22 77:8 119:13
affect 14:21 109:10
affiliated 143:11
afford 18:18
afforded 16:22
Afghanistan 43:19
after-thought 10:19
afternoon 30:24 67:14
afterward 70:3
agencies 46:11 51:2 76:11,18 81:13 82:3 92:7 103:12,16,24 111:10,12
agency 35:20 79:21
agenda 149:22
agent 55:1 62:6 65:13
agents 57:6 109:25
agree 25:22 99:16 126:3
agreement 79:10 85:11,19,24 87:2
agreements 43:3 79:9,15,25 81:2, 7,11 85:10 86:21
ahead 118:6 133:9
air 47:25 48:10 100:5
airlines 54:2
airplane 52:7 55:7
airport 52:10 57:1 58:11 136:2
airports 51:20,24 52:9 53:17,19 54:2,13 59:11,13 65:3
Alalejandro's 132:20
Alejandro 120:18
Alexander 44:15
Alfonso 7:2
algorithm 71:9,13
algorithms 45:4 70:21 71:4
all's 58:19
alleviate 21:9 136:20 138:2 143:7 144:14
alliance 8:1 115:22
allocated 61:18 134:25
allocating 91:14
allocation 61:16
allotted 121:25
allowing 145:10
ally 33:10
alongside 25:25
altering 69:22,23
alternate 79:6
alternative 58:25
alternatives 74:15
Alveno 119:9
amazed 10:3
amazing 52:21 53:8
America 5:24 41:7 42:15 44:17,21 45:21 51:10 64:24
American 21:1
Americans 53:9
amount 12:14 18:4 21:6 32:19 139:12
buckets 106:6
budget 10:14,18 24:11,15,17 29:6
34:18 35:7,8 37:23 91:11
budgetary 10:23 75:3
budgeted 37:22
99:8 104:24 146:9
building 24:16 31:18 53:23 62:16
118:16
built 24:21,24 37:2 100:20 101:3
137:24 141:11 145:1
bulldozed 26:10
bunch 46:10 47:23 59:21 83:2
burden 94:24
Bureau 50:25
burning 13:5
bury 63:16
business 7:12,13 44:2 74:14 116:6,
7:14 144:8 150:15 151:15 153:1
businesses 39:21 56:7 151:3,7
Butte 11:12
buy 68:17 126:4
buy-in 114:12
buying 14:21

C

cake 41:20
california 20:16 46:23 65:18
call 2:5 17:16 19:2,23 20:25 21:17
112:14 141:23
called 46:14 51:25 54:13 150:14
calling 101:17
callous 56:6
calls 75:20 105:11 106:1,4
camera 84:6
cameras 55:4 61:1 62:23 67:16,17,
20,23 84:2
Cameron 8:3
Canales 29:3
cancel 152:22
Canon 7:5
Cantu 6:5,6 9:11 86:24 88:5 97:18
111:20
capabilities 106:23
capability 83:9 105:21
capacity 94:11 105:21 133:21
capital 12:18
Capitol 4:13 17:12
captured 60:14
capturing 102:4
card 60:12
cards 57:17
care 120:20
career 43:14,18
careful 96:17 140:5
carefully 96:11
cares 10:5,7
cargo 61:5,11 82:7,11 83:17 86:12
87:3,4,19 106:11 108:14,22 109:6
111:2 114:23 144:24
Caroline 8:5 149:7
carried 57:5
carrier 107:7
carriers 113:19
carries 9:18
Carrizo 19:2,22 20:4 138:21
carry 65:1 126:14
carrying 57:16
cars 83:2 87:5
cartels 67:19
Carter 41:3
case 15:4 37:17 47:2 74:14 109:3
110:5
casting 25:16
catastrophically 142:15
catch 24:8 43:7 51:6
catch-up 64:25
categorize 73:11
category 64:9 69:14
cattle 12:8 30:23
casting 90:13
CBI 92:20 93:3
CBP 45:8 50:1 51:24 52:14 54:10,15
56:12 57:11 59:16 62:9 82:19 83:13,
21 84:2 92:7 109:8
cellular 107:6
census 140:12
center 114:2
centers 84:15
central 136:21 137:2
CEO 8:1 39:17
certificate 151:11
cetera 99:12 102:11
Chad 90:5
Chair 2:7 16:3 35:5 75:2 86:24
chairing 10:4
chairman 80:19
chairs 74:19
challenge 48:2 53:20 58:18,19 59:4
64:15 70:19 94:4 140:4
challenges 10:10,11 39:21 53:18
65:20 68:24 109:13
Chamber 40:7
chambers 80:24 114:6
champion 29:4,6
champions 99:10 117:15
chance 103:3
change 34:20 87:22 96:24 152:22
changed 14:1,4 47:19
changer 20:2
changing 29:19 50:22
charge 88:10
charged 23:1
Chavez 6:15
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>high</td>
<td>11:25 66:19 100:14 107:5 118:25</td>
</tr>
<tr>
<td>higher</td>
<td>90:21</td>
</tr>
<tr>
<td>highlight</td>
<td>10:23</td>
</tr>
<tr>
<td>highlights</td>
<td>133:18 152:5</td>
</tr>
<tr>
<td>highways</td>
<td>90:23 103:21 146:19</td>
</tr>
<tr>
<td>Hirsch</td>
<td>7:11</td>
</tr>
<tr>
<td>historic</td>
<td>118:16</td>
</tr>
<tr>
<td>historically</td>
<td>16:21 17:25 28:6</td>
</tr>
<tr>
<td>hits</td>
<td>103:6</td>
</tr>
<tr>
<td>hobbie#t</td>
<td>68:13</td>
</tr>
<tr>
<td>hole</td>
<td>48:12</td>
</tr>
<tr>
<td>Hollywood</td>
<td>70:20</td>
</tr>
<tr>
<td>Holston</td>
<td>41:4</td>
</tr>
<tr>
<td>home</td>
<td>120:20 141:7</td>
</tr>
<tr>
<td>Homeland</td>
<td>41:8 44:3 47:18 48:23 65:8</td>
</tr>
<tr>
<td>homicide</td>
<td>47:2</td>
</tr>
<tr>
<td>honestly</td>
<td>2:16</td>
</tr>
<tr>
<td>Hong</td>
<td>64:11</td>
</tr>
<tr>
<td>honor</td>
<td>4:11</td>
</tr>
<tr>
<td>Honorable</td>
<td>40:12 138:13</td>
</tr>
<tr>
<td>honored</td>
<td>4:15 7:24</td>
</tr>
<tr>
<td>hopeful</td>
<td>131:20</td>
</tr>
<tr>
<td>hoping</td>
<td>115:25</td>
</tr>
<tr>
<td>horizon</td>
<td>108:7</td>
</tr>
<tr>
<td>host</td>
<td>8:6 118:15</td>
</tr>
<tr>
<td>hosting</td>
<td>118:13</td>
</tr>
<tr>
<td>hot</td>
<td>41:19</td>
</tr>
<tr>
<td>hour</td>
<td>2:13 83:23 139:21</td>
</tr>
<tr>
<td>hours</td>
<td>57:14 142:10 146:16</td>
</tr>
<tr>
<td>House</td>
<td>16:4 80:20 118:25</td>
</tr>
<tr>
<td>Houston</td>
<td>16:24 89:9 128:21 141:24</td>
</tr>
<tr>
<td>hub</td>
<td>29:22</td>
</tr>
<tr>
<td>Hudspeth</td>
<td>23:16</td>
</tr>
<tr>
<td>huge</td>
<td>68:22 70:1</td>
</tr>
<tr>
<td>human</td>
<td>49:22 60:16 63:3 150:3 5 14 19</td>
</tr>
<tr>
<td>Hutchinson</td>
<td>5:22 41:14 42:13 68:5 69:17 70:1</td>
</tr>
<tr>
<td>Hutchison</td>
<td>5:22 41:6</td>
</tr>
<tr>
<td>hydrocarbons</td>
<td>11:16 12:21</td>
</tr>
<tr>
<td>I</td>
<td>10:15</td>
</tr>
<tr>
<td>I-69</td>
<td>6:16 145:19</td>
</tr>
<tr>
<td>ICE</td>
<td>57:4 65:12</td>
</tr>
<tr>
<td>ID</td>
<td>63:6</td>
</tr>
<tr>
<td>Idaho</td>
<td>46:16</td>
</tr>
<tr>
<td>ideal</td>
<td>14:24 110:18</td>
</tr>
<tr>
<td>ideas</td>
<td>38:12 14 106:15 109:9 17 110:13</td>
</tr>
<tr>
<td>identifications</td>
<td>89:16</td>
</tr>
<tr>
<td>identity</td>
<td>65:11 69:23</td>
</tr>
<tr>
<td>illegal</td>
<td>62:4</td>
</tr>
<tr>
<td>illicit</td>
<td>61:6</td>
</tr>
<tr>
<td>illusions</td>
<td>31:6</td>
</tr>
<tr>
<td>illustrate</td>
<td>51:10</td>
</tr>
<tr>
<td>image</td>
<td>60:13 62:18</td>
</tr>
<tr>
<td>images</td>
<td>84:16 85:2</td>
</tr>
<tr>
<td>imbedded</td>
<td>63:11</td>
</tr>
<tr>
<td>immediately</td>
<td>40:25 60:17 111:5</td>
</tr>
<tr>
<td>implementing</td>
<td>109:5 14 110:9 22 114:9</td>
</tr>
<tr>
<td>import</td>
<td>82:3 83:3 100:2</td>
</tr>
<tr>
<td>importance</td>
<td>9:22 81:10 136:9 137:11 138:2</td>
</tr>
<tr>
<td>imports</td>
<td>100:16</td>
</tr>
<tr>
<td>imposed</td>
<td>111:8</td>
</tr>
<tr>
<td>impressive</td>
<td>40:22 142:4</td>
</tr>
<tr>
<td>improve</td>
<td>47:24 25 76:10 105:19</td>
</tr>
<tr>
<td>improved</td>
<td>3:5</td>
</tr>
<tr>
<td>improvement</td>
<td>84:17</td>
</tr>
</tbody>
</table>
invest 94:8
investment 21:7,8 34:8
investments 120:9
invitation 3:17 69:5,18 70:2
invite 149:23
invited 112:19
inviting 66:24
involved 57:10 113:18
involvement 73:24 112:12,23
iphone 50:12
Iraq 43:19
iris 45:14 51:18 70:17
Irving 42:17
isolated 31:8
itch 38:16
iteration 102:12
iterations 54:12
IV 135:9

J

Jacaman 136:2
Jacob 6:13
JAKE 6:13
January 78:13
Japan 40:21 64:12 104:8
JFK 56:18
Jimmy 38:11

jobs 12:3 18:7 42:9 43:9 44:21,22
John 65:9
joined 7:10 43:24
joining 2:9 5:6 111:25
joint 51:9 136:14
Jon 7:25
Josue 8:2 9:10
Juan 7:3,20,21
Judge 40:13 67:2,3 138:13 139:1,10 145:20 146:14 147:16
July 77:22
jump 116:17 117:7 143:1

K

Kansas 6:20
keeping 130:10
keys 26:15
kidding 13:7 27:1
kids 139:18
kill 139:4
Kim 65:11
kiosks 54:20,21 55:3
knowing 114:12
Kong 64:11

L

LA 46:25
label 135:8
labeled 135:24
labor 12:17,19 14:14,18
laboratories 44:24
lack 25:24 48:6
Laffeo 40:4,5,7
Laffey 40:5
Lagos 3:9,16 6:7 87:12,14 115:17
laid 84:19,20
land 91:20,24 103:20
landowner 67:11
lands 95:9
lane 82:11,20 96:21 138:6 139:17
language 25:14
larger 53:14 63:20 146:18
largest 11:21 19:8 29:7,8 45:25 47:17 146:4 147:1
Las 64:1
lastly 40:4 122:3,17
late 50:21
latent 45:15
laugh 26:13
launch 27:10
laws 47:21,22
objection 149:6
objections 149:20
objectives 76:9 78:5,23 79:23
8:14,19 121:11 125:16 129:7,9,11
130:1,3,9,25
objects 62:25
occur 77:24 78:10 79:1
occurred 40:25 41:25 77:22
occurs 69:19
October 81:24
off-line 36:10 37:12 38:5
off-site 84:16
off-system 36:3
off-systems 36:12
offense 32:21
offer 104:12
offering 118:15
offerings 111:13
68:19 72:7 77:2 84:2 150:11 151:9,12
officer 55:10 64:7
officers 52:14 59:22 65:19 83:8
87:24
offices 4:13 44:23 45:20,21 84:12
official 53:15 98:25
officials 36:8 60:14 109:8 114:14
officio 77:12
offline 132:25
oil 7:19 12:1,10 19:15 20:11 139:7
Olaguibel 7:3
older 85:24
on-line 36:17 37:13 38:4
on-system 36:3 100:15
one-on-one 132:24
ongoing 19:4 100:10 116:1 136:8
online 122:11 123:17 152:10
open 3:1 18:9 19:22 37:15 66:16
110:4 124:13 135:17 149:3
openness 68:8
operating 81:14
operation 91:6
operational 91:2 105:20
operations 5:23 7:13,17 41:7 42:14
111:14 113:11
opinions 107:23
opportunities 16:22 23:24 38:19
108:10,19 109:14 112:17 115:1
126:9,13
opportunity 2:18 5:9 9:7 16:14
65:15 78:15 79:16 97:5,7,10 99:4
119:2 127:14
opposed 9:17 131:5
opposite 67:24
opposition 19:18 20:6 23:10 25:4
optimism 17:19
order 2:7 22:8 35:22 75:4 92:15
113:14 114:12
organization 17:10 80:21
organizations 114:17 128:16
150:23 151:4
organizing 80:17
oriented 84:22
original 73:4,5,6,9 76:4 78:8 97:8
Outay 57:10
ours 5:12 36:23
outer 137:12
outfit 23:2 82:15
outfits 116:10
outline 109:13 122:23 124:1
outlining 108:17
output 122:5 126:3
outreach 98:22 109:7 121:7 126:24
127:20,21
over-stays 48:16
overlap 121:1
overlapping 123:3
overlays 96:3,11
overpasses 135:16,21 136:1
overseas 68:22
overseeing 111:11
overseen 145:5
overview 121:18 130:20
owner 68:13
owners 113:22

p.m. 153:7
Pablos 2:2,7,19 3:4,18 4:1,9 5:19
8:13,17 9:10,17 10:1 33:24 38:18
81:9 85:7,17 86:16 87:1 88:4 103:4
105:9 112:5 114:25 116:16 118:2,5,
10 119:17 128:11 130:23 131:15,17
132:22 133:3,12 145:18 146:22
151:13 152:13
pace 123:7
packages 132:4
packet 72:13 100:11 122:23
padre 29:3
palms 45:15
Pan 20:25
panel 133:13 145:10
109:2,16 110:19,23 112:1
papers 126:25
paperwork 71:12
paradigm 55:13
Pardon 87:1
park 139:15 141:10
parking 83:12
Parkway 136:14
part 3:5 17:6 18:13 26:1 43:11,18
47:14 53:11 72:16 76:3 77:13 78:20
79:16,19 81:3 82:12 83:18 84:24
94:18 100:10 101:14 102:19 104:22
112:22 114:1 126:18 137:6 139:8
140:18 147:3 150:1 152:12
participants 66:2 76:17 112:19
113:17 114:21 131:2
participate 40:2 116:8 150:3
participated 17:9 87:13 105:11
participating 87:18 94:5 149:2
participation 74:7 94:1 149:18
151:15
partner 9:4 32:6 94:16 114:16
partners 14:9 45:9 109:13 122:1
124:5 127:18 131:24 152:12
partnership 56:12 150:15 151:6
partnerships 22:12 94:17
parts 63:23
party 143:11,16
Paso 6:24 8:1 13:21 15:20 16:18
23:14 29:1,17 39:25 77:3 80:7 93:9,
16 99:24 103:17,25 110:7 147:9
pass 6:6 19:11,21,25 20:3,18,21
21:7,9 22:1,2,5,6 25:23 28:5 32:7,11
41:12 97:9 100:19,19 101:2 137:20,
23 138:1,3,7 18:21,23 141:4 151:19
passed 47:21 118:21
passenger 99:19
passion 147:17
passionately 10:6,7
passport 49:19 56:22 58:6 60:12
62:20 64:7,9
passports 52:3
past 13:2 48:12 50:3 82:22 83:2 90:9
path 131:21
paths 57:22
pathway 20:13
Patriot 47:22
patrol 26:5 27:10 59:1,17 62:9
pattern 91:10
Paul 6:24 7:9,11 93:23
pause 103:2 125:6
paving 13:9
pay 34:9 54:23 71:11 94:10 102:6
145:15
paying 23:1,6
PC 84:6
PCS 84:3
peak 8:32
Pearsall 142:24,25 143:2
Pecos 13:2 16:8
pedestrian 57:11 58:14 60:23
107:17
Pena 85:12
pending 92:23
Pentagon 43:20
people 14:12,24 15:10 17:12 19:7
35:12 44:11 45:23 46:4 48:18 49:1,
18 50:6,14 52:11 53:13,16 55:23
56:7 57:13 58:21 60:18,22 64:2,6,8,
11 69:14 70:13 80:9 83:17 84:16
91:19 93:16 102:6 103:10 104:4,10
110:20 111:21,23 113:7 115:24
127:14 140:10
percent 35:6,8 38:1 82:6 83:16
87:25 96:20 138:4 144:23
percentage 55:16 61:18 82:5
Perez 7:1
performance 45:3 52:20 66:19
127:24
period 80:21
periods 82:24
permanently 146:20
Permian 11:4,9,17 12:1,2
permission 112:11
Perry 85:14,18
person 54:23 60:4,15 61:10,11
116:7
personal 81:23 91:23 107:17
personnel 110:1
perspective 9:21 52:24 53:24 103:8
120:3 130:8 148:1 152:17
pest 32:18
Peter 8:4
Pharr 7:17 77:4 80:7
phase 55:2 84:15 96:20 107:14,16
125:16 138:5
phases 107:14
phone 52:5 66:16 106:3
phones 49:16 50:14
photo 58:7
photos 102:11
physically 83:10
pick 85:23,25
picking 17:21
picture 56:18 84:4 86:5 145:21
pictures 48:21
piece 20:19,22 21:4 48:9,11 60:10,
23 125:11
110:7
piloted 81:21
pilots 59:18 108:11
pink 31:18
pipeline 100:6 111:13,15
pipelines 18:11,12,22 106:13
110:24 111:3,10
pivot 50:4 61:15
<table>
<thead>
<tr>
<th>110:6,9</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>trade</strong> 2:6 3:12 5:1,2 6:1 8:19,21 9:4</td>
<td><strong>trickles</strong> 37:11</td>
<td></td>
</tr>
<tr>
<td>20 73:1,18 19 74:23 75:13 76:6</td>
<td><strong>U.S.-mexico</strong> 110:25</td>
<td></td>
</tr>
<tr>
<td>14 98:10 101:18,22 103:13,17,19</td>
<td><strong>unaccounted</strong> 140:13</td>
<td></td>
</tr>
<tr>
<td>104:2,6 112:25 119:10 126:9 128:22</td>
<td><strong>unbelievable</strong> 139:7</td>
<td></td>
</tr>
<tr>
<td><strong>trades</strong> 103:24</td>
<td><strong>understanding</strong> 38:25 81:5 85:8,13</td>
<td></td>
</tr>
<tr>
<td><strong>trading</strong> 32:6 43:2</td>
<td>95:3 104:10 121:3 129:13 144:1</td>
<td></td>
</tr>
<tr>
<td><strong>traditionally</strong> 16:21</td>
<td><strong>understandings</strong> 75:24</td>
<td></td>
</tr>
<tr>
<td><strong>traffic</strong> 12:14 14:2,9 19:10,14 20:8,10</td>
<td><strong>understands</strong> 39:20,21</td>
<td></td>
</tr>
<tr>
<td>136:20,21 137:1,8 138:1 139:6,7,12</td>
<td><strong>unfunded</strong> 48:2</td>
<td></td>
</tr>
<tr>
<td>142:9</td>
<td><strong>unified</strong> 5:13 23:9 74:4 86:12 87:19</td>
<td></td>
</tr>
<tr>
<td><strong>trafficking</strong> 150:3,5,15,19</td>
<td><strong>Union</strong> 134:5,22 135:13</td>
<td></td>
</tr>
<tr>
<td><strong>train</strong> 71:3,13</td>
<td><strong>unique</strong> 94:5 109:20</td>
<td></td>
</tr>
<tr>
<td><strong>trained</strong> 70:21</td>
<td><strong>Uniroyal</strong> 134:15 141:9</td>
<td></td>
</tr>
<tr>
<td><strong>training</strong> 71:3 150:21</td>
<td><strong>unit</strong> 7:12 59:12</td>
<td></td>
</tr>
<tr>
<td><strong>transaction</strong> 58:7</td>
<td><strong>united</strong> 29:13,14 44:23 46:8 53:21</td>
<td></td>
</tr>
<tr>
<td><strong>transition</strong> 4:20</td>
<td>54:2 68:24 70:8 141:16 142:18</td>
<td></td>
</tr>
<tr>
<td><strong>transitions</strong> 109:1</td>
<td>143:13 144:5 145:22 146:1</td>
<td></td>
</tr>
<tr>
<td><strong>translate</strong> 4:2 104:12</td>
<td><strong>University</strong> 136:2</td>
<td></td>
</tr>
<tr>
<td><strong>transportation</strong> 2:10 16:4,6 24:4</td>
<td><strong>unusual</strong> 82:12</td>
<td></td>
</tr>
<tr>
<td>15,18 92:4 113:6 119:20 120:2,5,23,</td>
<td>133:10,16</td>
<td></td>
</tr>
<tr>
<td>25 133:10 148:9</td>
<td><strong>updated</strong> 85:16 128:4</td>
<td></td>
</tr>
<tr>
<td><strong>trap</strong> 30:14</td>
<td><strong>updates</strong> 81:2 123:13 124:4</td>
<td></td>
</tr>
<tr>
<td><strong>travel</strong> 47:25 48:1 55:18 148:8</td>
<td><strong>updating</strong> 79:24</td>
<td></td>
</tr>
<tr>
<td><strong>traveled</strong> 40:21 54:19</td>
<td><strong>upgrades</strong> 24:13</td>
<td></td>
</tr>
<tr>
<td><strong>travelers</strong> 52:2</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>traveling</strong> 137:17</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>tremendous</strong> 37:24 81:11 147:10</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>tremendously</strong> 147:9</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>trend</strong> 69:20,21</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>trends</strong> 100:14,17</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>trickles</strong> 37:11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>upgrading</td>
<td>53:22</td>
<td></td>
</tr>
<tr>
<td>urban</td>
<td>29:19</td>
<td></td>
</tr>
<tr>
<td>urgency</td>
<td>32:25 33:1</td>
<td></td>
</tr>
<tr>
<td>USDA</td>
<td>86:15</td>
<td></td>
</tr>
<tr>
<td>user</td>
<td>114:24</td>
<td></td>
</tr>
<tr>
<td>users</td>
<td>99:1 113:8,22</td>
<td></td>
</tr>
<tr>
<td>Users'</td>
<td>65:7</td>
<td></td>
</tr>
<tr>
<td>utilization</td>
<td>92:2</td>
<td></td>
</tr>
<tr>
<td>utilize</td>
<td>101:15 113:21 123:21</td>
<td></td>
</tr>
<tr>
<td>utilized</td>
<td>90:2 98:2</td>
<td></td>
</tr>
<tr>
<td>utilizing</td>
<td>104:25 110:6</td>
<td></td>
</tr>
<tr>
<td>UTP</td>
<td>92:2</td>
<td></td>
</tr>
</tbody>
</table>

---

### V

vacuum | 32:1 |
vague | 110:12 |
Vallejo | 7:2 |
varied | 57:24 |
vault | 16:14 38:9,10 |
Vegas | 64:1 |
vehicle | 61:9 85:4,5 107:17 |
vehicles | 91:23 |
venture | 136:15 |
venue | 56:3 |
venues | 55:23 |
verification | 61:9 |
versa | 103:21 |
versus | 134:18 |
viable | 95:7 |
vibrant | 31:9 |
vibration | 63:14 |
vice | 5:23 7:11,21 16:3 80:19 103:21 |
Victoria | 32:14 |
videos | 101:23,24 102:11,14 |
view | 62:17 104:3 |
Vincent | 7:1 |
VIP | 82:13 |
Virginia | 65:6 |
visa | 48:4,16 49:19 57:18 64:6,9 |
visas | 43:16 |
vision | 62:3 73:6 74:4 102:10 147:17 |
visited | 28:20 |
visiting | 105:5 |
voice | 3:7 |
volume | 64:3 |
vote | 9:14 149:8,22 |
VP | 41:6 |

---

### W

Wagner | 65:9 |
wait | 4:21 57:20 83:5,6,15 109:23 |
waiting | 92:23 |
waits | 83:22 |
walking | 49:9 56:3 57:25 |
wall | 8:14 61:14,22,25 67:6 68:2,7 |
wanting | 56:2 |
war | 44:20 68:23 |
warehousing | 114:1 |
warmly | 66:5,23 |
Warner | 65:12 |
warning | 62:6 |
wars | 43:19 |
waste | 116:10 |
watch | 63:7 |
water | 12:21,24 140:5 |
wave | 54:21 125:14 |
waving | 145:3 |
ways | 47:19 66:14 70:14 82:25 131:3 |
web | 148:5 |
Webb | 67:3 136:15 140:2,3,9,17 141:17 143:4 145:4 |
Webex | 75:15 |
website | 103:1 127:2 151:5 152:10 |
week | 75:15 88:7 97:24 142:5 |
week's | 97:23 |
weekend | 64:13 |
weekly | 101:7 |
weeks | 10:13 |
weighs | 27:1 |
wells | 13:5 |
western | 13:16 46:14 |
wheels | 17:3 |
widen | 135:1 |
widening | 19:18 134:10 135:9 138:16 |
wider | 114:20 |
win-win | 54:7 |
wind | 63:2 67:11,12,13,14 68:1,3 |
winning | 41:22 |
woke | 12:5 |
wonderful | 5:19 8:17 15:10 52:23 118:5 119:4 |