

June 24, 2014

**TO:** MR. BRUCE BRACKER, CHAIRMAN, GNSCCPA  
**FROM:** Luis E. Ramírez Thomas, President, RAI-N  
**SUBJECT:** Activity Report

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On behalf of Ramirez Advisors Inter-National, LLC (“RAI-N”) allow me to present our activity report to you and the Board of Directors of the Greater Nogales Santa Cruz County Port Authority (“GNSCCPA”). Before outlining the issues and efforts we have addressed on your behalf to date, we request and welcome your continued comments and suggestions as to how we can improve on our services, our communications and on our activities on your behalf. With your feedback we will make every effort to improve our response to your needs and learn to better anticipate your directives.

Our activities on behalf of the GNSCCPA have focused on the following key areas:

1. **Arizona-Mexico Commission Plenary;**
2. **Mariposa Ribbon Cutting Ceremony;**
3. **Borderlands Conference;**
4. **Binational Bridges and Border Crossings Meeting;**
5. **Crossborder Trucking Update;**
6. **Rail Issues at Nogales; and**
7. **Representation of GNSCCPA with Key Entities.**

This report is not intended to be a full description of all our activities but rather provides highlights and information on the direction of our activities to keep Board of Directors informed and to ensure that our activities adhere to the vision and guidance imparted to RAI-N by the GNSCCPA and its leadership. Throughout this period, RAI-N has maintained active and frequent communications with Ms. Allison Moore, Mr. Bruce Bracker and various other members of the Board of Directors in order to ensure that we have a fully coordinated approach to our efforts. RAI-N stands ready to address any issue, concern or suggestion that may arise from this report and from our on-going dialogue with the leadership and the Board of Directors.

**1. ARIZONA-MEXICO COMMISSION PLENARY**

- On June 19-20, 2014, the Arizona-Mexico Commission hosted its Summer Plenary in Paradise Valley.
- The Event was very well attended. More importantly several key issues of critical importance to the GNSCCPA were topics for discussion during several of the committee meetings and on the private agenda for the meetings between Governors Brewer of Arizona and Padres of Sonora.
- Among those attending the plenary from Nogales were:
  - The Honorable Arturo Garino, Mayor
  - The Honorable Joe Dias, Councilman
  - The Honorable John Doyle, Councilman
  - The Honorable Nubar Hannessian, Councilman
  - The Honorable Esther Melendez-Lopez, Councilwoman
  - City Manager Shane Dille
  - Deputy City Manager John Kissinger
  - Lance Jungmeyer, Fresh Produce Association of the Americas (FPAA)
  - Georgina Felix, FPAA
  - Allison Moore, FPAA
  - JB Manson, GNSCCPA
  - And several others
- During the Competitiveness meeting hosted by both Governors, Mr. Manson gave a presentation that highlighted the ongoing needs at the Commercial Corridor in Nogales, Sonora and the delays that are experienced regularly at the Querobabi Military Inspection station.
- Governors asked both the Ministry of Communications and Transportation (SCT) of Mexico and the Ministry of Foreign Affairs (SRE) to look into both matters.
  - The Representative of SCT, Javier Francisco Hernandez, Director of the SCT Center in Sonora, informed that SCT had received a letter from Vias Concesionadas that they could complete the repaving of the corridor by July 31, 2014.
    - This is one of the principle issues the GNSCCPA has been pushing for.
  - Governor Padres indicated that he had ben in contact with General Cienfuegos of the Ministry of Defense of Mexico (SEDENA) and that they were intent on securing \$100 million pesos in order to make improvements to Querobabi. That this is one request the Governor would be taking to President Peña Nieto of Mexico.
  - A copy of Mr. Manson's presentation is provided in Attachment #1



JB Manson during his presentation to the Governors on Nogales Issues.

- ✦ The Economic Development Committee hosted a forum of the three border communities that featured the three border Mayors of Douglas, Nogales and San Luis.
  - The forum provided an opportunity for the border communities to highlight the investments made at the ports of entry, the quality of life and the many business opportunities that exist.



The Honorable Arturo Garino of Nogales, The Honorable Danny Ortega, Jr. of Douglas and the Honorable Gerardo Sanchez of San Luis during the Economic Development Committee Meeting at the AMC Plenary

## 2. ***MARIPOSA RIBBON CUTTING CEREMONY***

- ✦ On June 18, 2014 the General Services Administration (GSA) hosted the first planning conference call for the ribbon cutting ceremony
  - GSA has selected October 15 as the date for the ceremony.
  - GSA will be responsible for sending out the invitations
  - GSA has a budget of \$1,500 for the event. They will have to rely on the local community if an event similar to the Groundbreaking Ceremony is to take place.
  - GNSCCPA has already confirmed that Del Campo Produce will make their facilities available to hold the festivities.
  - GNSCCPA has also reached out to the Office of the Governor and has confirmed that the Governor as of today, does not have a conflict on that

date – this does not mean that she will attend as GSA will have to send out a formal invite to the Governor before they will respond to the invitation.

- ✦ GNSCCPA is putting together a Host Committee for the event, which will need to raise approximately \$25,000 to pay for the related expenses.
- ✦ This will be a great opportunity to attract many stakeholders to see the new state of the art facility and secure media coverage to promote Mariposa and Ambos Nogales.

### ***3. BORDERLANDS CONFERENCE***

- ✦ On Friday, May 30, the City of Tucson hosted the Borderlands Trade Conference in Tucson, Arizona.
- ✦ Close to 300 people attended this binational meeting that included representatives of both the public and private sectors of Sinaloa, Sonora and Arizona.
- ✦ The Port Authority was represented by Mr. Manson during a presentation on Nogales and the border. Mr. Manson was joined by Mr. Armando Goncalvez of CBP on the panel.
  - Mr. Goncalvez disclosed that the port of entry system in Arizona in 2013 processed \$22.6 billion in Imports and \$19.4 billion in Exports for a grand total of \$42 billion. That is \$28 billion more than Arizona's total trade with Mexico (\$14.1 billion in 2013), meaning that \$28 billion worth of goods simply use our border and Arizona as a pass through.
  - A copy of Mr. Manson's presentation is provided in Attachment #2.

### ***4. BINATIONAL BRIDGES AND BORDER CROSSINGS MEETING***

- ✦ On May 28 and 29, 2014, the SRE, along with the US Department of State held the annual meeting of the Binational Bridges and Border Crossings. This is the annual meeting that addresses all port of entry projects on the entire US-Mexico border.
- ✦ Chairman Bracker and Ms. Martha Rascon, Ex-Officio member of the GNSCCPA and facilitator of the Corridor Working Group, were presenters during the Public Session of the meeting.
  - As a response from Chairman Bracker's presentation, Marco Frias, Director General for Highway Development of SCT stated that he would personally ensure that Vias Concesionadas would complete the improvements at the Mexican Commercial Corridor.
  - A copy of the letter sent by Chairman Bracker to Mr. Frias on May 29, 2014 is provided in Attachment #3.

#### 5. *CROSS-BORDER TRUCKING UPDATE*

- On Monday, June 30, 2014, John Halikowski, Director of ADOT will be hosting a meeting with key industry representatives and the Associate Administrator of the Federal Motor Carriers Safety Administration, Anne Collins in Phoenix, Arizona.
  - Mr. Manson and Mr. Terry Shannon will participate in the meeting on behalf of Nogales.
  - Special thanks to Ms. Georgina Felix of the FPAA for providing the minutes of the past working group meetings and for providing a summary of the key issues raised by industry. They will be provided to the participants of the meeting on June 30.

#### 6. *RAIL ISSUES AT NOGALES*

- Friday, June 13, Union Pacific hosted a briefing on their activities for a small technical group.
- Here are some notes from that briefing.
  - 1- Santa Teresa Intermodal facility has been completed and is operational.
    - a. \$400 million 2,200 acre facility that features:
      - i. Intermodal ramp
      - ii. 8-lane Automated Gate System
      - iii. Refrigerated Container and Trailer Refueling
      - iv. 1,266 Container and Trailer Parking Stalls
      - v. Locomotive Fueling Facilities
    - b. UP intends to use this facility to have containers offloaded onto trains at LA/LB and then shipped all the way to the Santa Teresa facility to be staged. UP commented that Arizona is too close to LA/LB for this to be practical from a railroad perspective. (See attached figure that depicts these flows)
    - c. UP has relocated most railroad operations out of El Paso to this new facility.
    - d. UP still relies on the crossing at El Paso/Ciudad Juarez for Mexico service. New Mexico does not have a rail connector with Mexico – although some are pushing for it to be built.
  - 2- Sunset Line double tracking
    - a. Project is several years behind schedule as demand dramatically dropped in the late 2000's and although picking back up it is not as

- dramatic as it used to be.
  - b. They are continuing to double track in some areas, particularly those that are in the “middle of nowhere” meaning isolated areas where they can work at their own pace.
  - c. UP estimates that some 45 to 50 trains pass through sunset line each day. Prior to the double-tracking project, the system was maxing out at 65. They anticipate this flow to continue at this rate for the foreseeable future.
  
- 3- Red Rock Yard
  - a. UP still wants the project to move forward, really intended to handle high volume of traffic in Tucson and Phoenix markets
  - b. Working with state land on impacts of the project on surrounding areas. Hope to have studies submitted to state land department before the end of the year.
  
- 4- Port of Tucson secured a \$5 million Tiger Grant in partnership with Pima County
  - a. County is putting in some additional cash along with Port of Tucson to build a circuit track (total project cost is more like \$8 million)
  - b. Banking on increasing flow of grains, recyclable materials headed to Asia and produce coming from Mexico
  - c. Pima County inquired if Nogales was in favor of the utilization of Port of Tucson for produce
  
- 5- Tucson Nogales Corridor
  - a. UP is moving forward with three projects that will enhance efficiency of the corridor:
    - i. Expansion and modernization of rail yard at Rio Rico
    - ii. Improvements to as many as 11 bridges – this will allow for heavier loads to transported (currently cars and auto parts are very light shipments so have been able to function without need to for improvements)
    - iii. Some additional sidings (locations were not mentioned)
  
  - b. Additional project for consideration is the construction of a “Y” (essentially where I-10 meets I-19) that would allow for better flows from Nogales to the West Coast and vice versa.
    - i. Currently trains coming from the West Coast have to pass the offshoot to Nogales and then come back to it – very inefficient and time consuming
    - ii. Project will depend on volumes of traffic from Nogales to and from the West Coast.

- c. UP sees the movement of fresh produce via rail as an emerging area of opportunity
  - i. Invited UP team to Nogales to see how produce is being handled to see if other products besides the very resistant ones, can be considered for shipment via train.

- ✦ A copy of the map that Union Pacific has included in some promotional materials for the Santa Teresa Facility is provided in Attachment #4.

**7. *REPRESENTATION OF THE GNSCCPA WITH KEY ENTITIES***


- ✦ Continuing efforts to maintain an on-going dialogue with various agencies in order to ensure full coordination of efforts and maximizing the impact of our limited resources, including:

- ADOT;
- AMC;
- DHS/CBP;
- Ferromex;
- GSA;
- Office of the Mexican Consulate General, Phoenix
- Offices of Arizona Congressional Delegation;
- Office of the Governor;
- SCT;
- SRE;
- State Department;
- State of Sonora;
- Transportation and Trade Corridor Alliance;
- Union Pacific; and
- US Consulate in Nogales, Sonora.

- ✦ It is imperative to highlight the great success that has been achieved on these efforts by coordinating efforts with key stakeholders, including the FPAA, Santa Cruz County, the City of Nogales and others as each has well established relationships with most of these entities.

**Attachment #1**


**Presentation during meeting with Governors at Plenary**



## Nogales Update


By:  
 James B. Manson  
 Past-Chair

Phoenix, Arizona  
 June 20, 2014




## Nogales by the Numbers

### Trucks




- 2013 sets a new record for the number of trucks processed (311,669)
- Up from 288,384 in 2011

### Trains

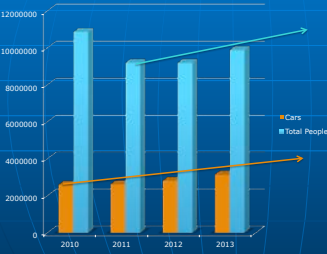


- Working with UP/Ferromex to find ways to increase efficiency of rail operations in anticipation of growth in number of trains
- UP is working on an expansion of the inspection yard at Rio Rico to process containers

Source: US Customs and Border Protection www.nogalesport.org



## Nogales by the Numbers



- Processed 9.9 million people in 2013!
- Upward trend since 2010
- Expect trend to continue


Source: US Customs and Border Protection www.nogalesport.org



## Investments at Nogales

- TOTAL INVESTMENTS TO DATE \$270+ million
  - Mariposa POE Reconfiguration
    - Truck crossing times average 45 to 55 minutes!
  - New primary inspection booths for both ADOT and FMCSA
  - New Pedestrian pick up and drop off at Mariposa POE (US Side)
  - Road improvements for entry and egress to and from POE
  - Repaving of Mariposa Road from POE to Grand Avenue
  - Added a second turning lane to merge onto I-19
  - Design Concept Report underway for Mariposa Road long term improvements

www.nogalesport.org



## Mariposa Reconfiguration

- Project completion expected in August of 2014
- Double if not triple throughput capacity for NB inspections
  - From 4 to 8 cargo lanes
  - From 4 to 12 Car lanes
  - Dedicated pedestrians facilities
  - Dedicated bus processing facilities
  - From 23 docks to 56, including 6 with Climate Control
  - Increased NII capabilities
  - Latest in traffic flow management strategies
  - Silver Leeds Certified facility
- Dedicated SB inspection facilities
  - 3 primary lanes
  - 6 cargo docks
  - Dedicated secondary inspection facilities

www.nogalesport.org



## What we are getting!



- Fully operational today
- Project completion August 2014



Greater Nogales Santa Cruz County PORT AUTHORITY

### Remaining Challenges

- MX 15 one of Mexico's principal North-South Trade corridors
- MX 15 connects Mexico City and Pacific Coast of Mexico with Western US
- Sierra Madres create a natural corridor from central Mexico to Arizona
- Impacts flow of billions of pounds of produce and billions of dollars of manufactured products from all over Mexico

www.nogalesport.org

Greater Nogales Santa Cruz County PORT AUTHORITY

### Querobabi

- Military inspection at Querobabi
- Limited infrastructure creates a bottleneck for all cargo and tourism that relies on MX 15 for access to Arizona and the North American market
- Trucks can wait in excess of 8 to 12 hours

www.nogalesport.org

Greater Nogales Santa Cruz County PORT AUTHORITY

### Remaining Challenges

- Pavement is in poor condition
- Fencing is breached in many areas
- Need expanded facilities to match investment on the US side

www.nogalesport.org

Greater Nogales Santa Cruz County PORT AUTHORITY

### Commercial Corridor

- Repaving entire corridor (13KM)
- Construction of additional lane from border 1KM into Mexico
- Construction of a second Aduanas facility some 4 KM south of the border for Maquila traffic
- Construct pedestrian pick up and drop off
- Improve maintenance and security of entire corridor


Greater Nogales Santa Cruz County PORT AUTHORITY

**Thank You!**

James B. Manson  
Past Chair  
Greater Nogales and Santa Cruz County Port Authority

[www.nogalesport.org](http://www.nogalesport.org)  
(520) 287-2707  
jb@pacificbrokerageinc.com


**Attachment #2**  
**Presentation during Borderlands Trade Conference**



## Regional Opportunities


By:  
**James B. Manson**  
Past-Chair

Tucson, Arizona  
May 30, 2014




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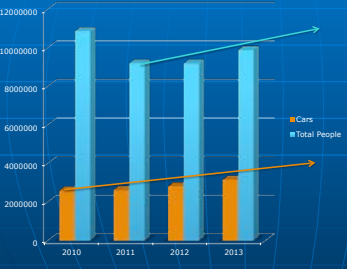


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Source: US Customs and Border Protection www.nogalesport.org



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www.nogalesport.org Source: US Customs and Border Protection




## Regional Competition




- Trade Delegation to:
  - Manufacturing Center in Guaymas, Sonora
  - Produce Center in Culiacan, Sinaloa
- Facing competition from Texas border
  - Must leverage our natural trade corridor
- Opportunity to market the region as a center for
  - Research and Development
  - Manufacturing Center of Excellence
  - Global Logistics Hub
  - Identify Value-Add opportunities
  - Leverage Binational competitive advantages

www.nogalesport.org Source: US Customs and Border Protection



## Interstate 11



- US Congress designated new interstate that will start by connecting Phoenix and Las Vegas
- Creates North America's newest north-south trade corridor connecting western Mexico all the way through Arizona to the Pacific Northwest and the Canadian provinces of Alberta and British Columbia
- Relieves north-south corridor to I-5 in connecting California-Oregon and Washington
- Cements Arizona as a principal gateway for trade with Mexico



## Why work together?



- Key North American trade and investment corridor
- Gateway for major consumer markets in the US and Mexico
- Gateway to the world
- World class infrastructure and multimodal connectivity

**Greater Nogales**  
 Santa Cruz County  
 PORT AUTHORITY

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 Santa Cruz County  
 PORT AUTHORITY

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 Santa Cruz County  
 PORT AUTHORITY

### What we are getting!



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- Project completion August 2014

www.nogalesport.org

**Greater Nogales**  
 Santa Cruz County  
 PORT AUTHORITY

### Synergies: Sonora




- Manufacturing Sectors:
  - Electric
  - Electronic
  - Medical
  - Aerospace
- Seaport for bulk shipments and finished vehicles

www.nogalesport.org Source: US Customs and Border Protection

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 Santa Cruz County  
 PORT AUTHORITY

### Synergies: Sinaloa





- Produce capital of Mexico
- Food Manufacturers for both domestic consumption and export
- High capacity Protected Production
- Focused on value-add opportunities with fresh produce
- Arizona is natural gateway to North America

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 Santa Cruz County  
 PORT AUTHORITY

### Synergies

- Develop global **binational marketing**
- Sinaloa is heavily focused on finding ways to **provide value add to core areas of business**
- Tremendous **investments in adopting new technologies** that increase yields and productivity, such as protected agriculture
- Sonora is heavily focused on high-value manufacturing, particularly aerospace, automotive, electric and electronic components
- Arizona border offers access to an **efficient and effective cross-border logistics network**
- The construction of the **natural gas pipeline** from the Arizona border will provide service to both Sonora and Sinaloa, stands to dramatically **improve the industrialization of the region**

www.nogalesport.org Source: US Customs and Border Protection

<p>Greater Nogales Santa Cruz County PORT AUTHORITY</p> <h2>Remaining Challenges</h2>   <ul style="list-style-type: none"><li>• Military inspection at Querobabi</li><li>• Limited infrastructure creates a bottleneck for all cargo and tourism that relies on MX 15 for access to Arizona and the North American market</li><li>• Trucks can wait in excess of 8 to 12 hours</li></ul> <p><a href="http://www.nogalesport.org">www.nogalesport.org</a></p>	<p>Greater Nogales Santa Cruz County PORT AUTHORITY</p> <h2>Think Regionally to Compete Globally!</h2> <p>James B. Manson Past Chair Greater Nogales and Santa Cruz County Port Authority</p> <p><a href="http://www.nogalesport.org">www.nogalesport.org</a> (520) 287-2707 <a href="mailto:jb@pacificbrokerageinc.com">jb@pacificbrokerageinc.com</a></p>
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Attachment #3  
Letter from GNSCCPA to SCT on Corridor



May 29, 2014

Mr. Marco Frias  
Ministry of Communications and Transportation  
Mexico, D.F.  
Mexico

Via Electronic Mail: [mfrias@sct.gob.mx](mailto:mfrias@sct.gob.mx)

Dear Marco,

I wanted to thank you for taking the time to chat with Martha Rascon, Luis Ramirez and I during the recent Binational Bridges and Border Crossings meeting in Tijuana. As I mentioned, there has been tremendous progress on the inspection facilities at the Mariposa port of entry and we continue our work with the Arizona Department of Transportation to make improvements to the connector road between the port of entry and the federal highway system. As you know, we are expecting the full completion of the \$250 million project in August of this year.

But we remain seriously concerned over the related improvements to the commercial corridor on the Mexican side of Mariposa. On multiple occasions, in both previous binational meetings and site visits to Nogales, as well as our visits with you in Mexico City we have received assurances that the related improvements to the corridor were to be completed at the same time that the project on the US side was to be completed.

Among the anticipated improvements were:

- The repaving of the entire corridor with thicker pavement to enhance the durability of the road;
- Improve the security of the corridor, including the necessary fencing and patrolling;
- Deploy the necessary signage for lane designation well into Mexico to ease segregation and flow management;
- The construction of the pedestrian pickup and drop off facilities with the related access to the border;
- The construction of an additional lane from the border 2 kilometers into Mexico; and
- The construction of a new Aduanas inspection facility some 4 kilometers south of the border in order to better serve the industrial parks in Nogales, Sonora.

While we have seen some initial movement of construction signage, barriers and cones, little seems to be actually being done. Given the anticipated completion of the US side of the port of entry by August, it is of great urgency that the improvements start with due haste to ensure

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Mr. Marco Frias  
Ministry of Communications and Transportation  
May 29, 2014

that we are not simply moving the bottleneck from one point to another, thus really minimizing the potential gains of the investment being made on the US side.

We were greatly encouraged by your personal commitment that the Ministry of Communications and Transportation (SCT) would take on a more active oversight role for the improvements to the corridor and paraphrasing your statement, SCT would be monitoring the situation daily.

No doubt that this is a project of great interest to both nations as Nogales is one of the principle gateways for trade and tourism in North America. We greatly appreciate your personal interest and commitment on this project and look forward to our continued work with you and your team to ensure that these projects move forward accordingly.

I would be remiss if I did not take this opportunity to seek your assistance in helping to address the situation at the Querobabi military inspection station on Highway 15 just north of Hermosillo, Sonora. While we were apprised that some \$100 million pesos were to be invested by the Ministry of Defense of Mexico to improve this inspection point we continue to see lines of hundreds of trucks on a daily basis at this inspection point. Wait times in excess of 6 or 8 hours continue to be a regular occurrence. Highway 15 is not just a connector between Hermosillo and Nogales but is perhaps the principle west coast corridor for Central Mexico and all the Pacific coast states of Mexico with Western United States.

Again, I thank you for your personal commitment to advancing these issues of binational significance. Looking forward to our continued working relationship with you, I remain,

Respectfully,

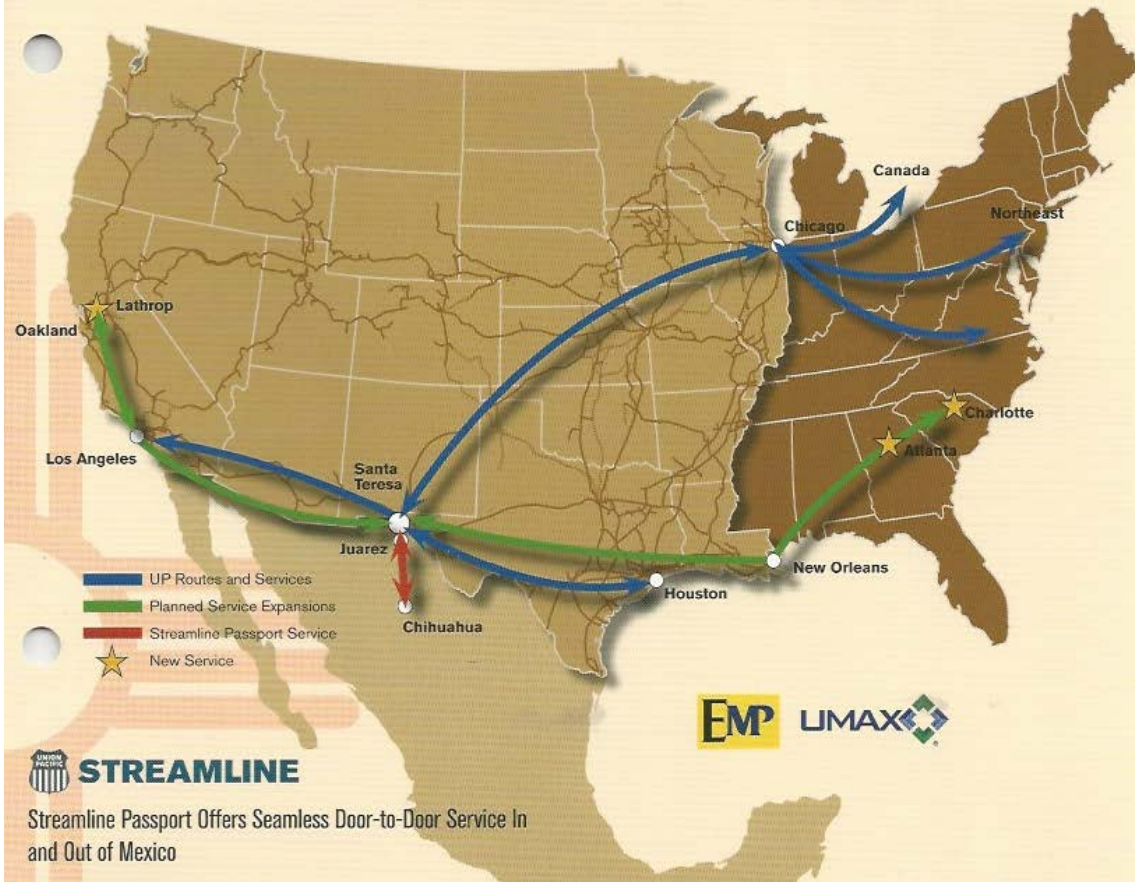


Bruce Bracker  
Chairman

CC: Ana Luisa Fajer, Ministry of Foreign Affairs  
John Halikowski, Arizona Department of Transportation  
Margie Emmermann, Office of the Governor  
Ramon Riesgo, General Services Administration  
William Brooks, Customs and Border Protection

Attachment #4  
Union Pacific Map of Santa Teresa Facility

Key Routes and Planned Service Expansions



**Streamline Passport Offers Seamless Door-to-Door Service In and Out of Mexico**

The Streamline Passport program is a door-to-door intermodal solution for customers throughout Mexico, backed by the industry's largest intermodal container fleet and Streamline's extensive drayage network. Streamline Passport shipments clear customs at the border and are serviced to and from Union Pacific's border terminals, including Laredo, TX; Santa Teresa, NM; and Nogales, AZ (Tucson) with drayage in and out of Mexico. Streamline's relationships with U.S. freight forwarders and Mexican and U.S. Customs brokers create a virtually seamless network, ensuring your shipment crosses the border with ease.

For more information about Streamline, call **1-800-262-2549** or visit [Streamline.com](http://Streamline.com).

**Providing Capacity and Connecting Markets Across North America**

- Superior Service: Reliable, truck-competitive service across North America's largest intermodal network.
- Capacity: Access to over 60,000 containers in the EMP and UMAX program, North America's two largest rail-owned container fleets.
- Ease of Doing Business: Ramp-to-ramp or door-to-door options available.



**BUILDING AMERICA®**