

September 25, 2023

TO: Mr. Jaime Chamberlain, Chairman

FROM: Luis E. Ramirez Thomas, President, Ramirez Advisors Inter-National

SUBJECT: Monthly Report of Activities – August 2023

On behalf of Ramirez Advisors Inter-National, LLC (“RAI-N”) we are pleased to present our monthly activity report to you and the Board of Directors of the Greater Nogales Santa Cruz County Port Authority (“GNSCCPA”). As always, we request and welcome your continued comments and suggestions as to how we can improve on our services, our communications, and our activities on your behalf. With your feedback, we will make every effort to improve our response to your directives and ensure an effective implementation of the initiatives at hand.

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

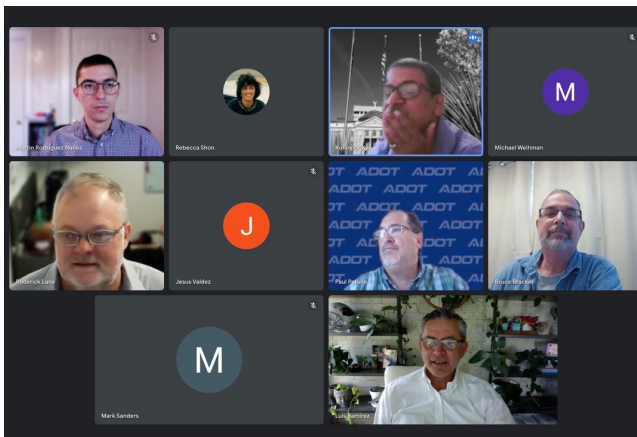
1. EV Truck Pilot Program Update.
2. PA joins County in assessing possibility of AZ-SMART Grant application for Ruby Road/Rico projects.
3. PA joins UA/Regional Consortium in EDA Tech Hubs Grant Application.
4. PA Holds retreat to assess current programs and future efforts.
5. Closure of the I-19 Flyover Bridge.
6. Presentation of Stakeholder Survey results.
7. New US Consul General in Nogales, Sonora
8. Ari-Son Council Meeting.
9. Northbound Border Crossing Data (Jan-June 2023).

This report is not intended to be a full description of all activities but rather, provides highlights and information on the direction of our activities to keep the Board of Directors informed and to ensure adherence 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. Josh Rubin, Mr. Guillermo Valencia, Mr. Bruce Bracker and other members of the Board of Directors and stakeholders 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 ongoing dialogue with the leadership and the Board of Directors.

1. EV TRUCK PILOT PROGRAM CONTINUES

- The technical team continues to look for grant opportunities that may help defray the cost of electric trucks for the pilot program.
- The Port Authority is awaiting a response on the grant application that was submitted to the US Department of Transportation.
- At the direction of Chairman Chamberlain, several meetings and follow up were taken in order to advance the project:
 - Meeting with Nikola Motors on July 13 to discuss the possible use of Nikola trucks during the pilot program. Nikola indicated their interest in participating and felt that their trucks were ideally suited for these types of operations.

2. PA JOINS COUNTY IN ASSESSING POSSIBILITY OF AZ-SMART GRANT FOR RUBY ROAD/RICO PROJECTS



- On August 2nd and 8th, the PA joined Santa Cruz County in a discussion with the Arizona Department of Transportation (ADOT) to evaluate the possibility of applying for an Arizona SMART Grant to help pay for the design phase for the modernization of the I-19 interchanges at Ruby Road and Rio Rico drive.
- The SMART grant program is a funding program that has been set aside for transportation related projects in rural areas of the state.
- As of early August, as much as \$12.5 million was still available (though new grant applications were expected that could impact the total amount available in the future).
- During the dialogue with ADOT, the planning team confirmed that although the Design Concept Report (DCR) that was completed in 2018 remained valid for at least 10 years, costs had increased by a factor of 2.18 as of mid-2023.
 - That means that the 2018 cost estimate of \$26.1 million would be closer to \$56.898 million in 2023.
- The PA provided a memorandum with the updates cost estimates (that were based on guidance from ADOT) to Santa Cruz County that could be used to inform members of the state legislature.

- The Port Authority and the County are in contact with Southeast Arizona Governments Organization (SEAGO) on this possible grant application.
 - A copy of that memorandum can be found in Attachment #1.

3. PA JOINS UA/REGIONAL CONSORTIUM IN APPLICATION FOR EDA TECH HUBS GRANT

- On August 7, the Port Authority sent a letter to the US Economic Development Administration indicating support for the for the Minerals for Energy Transition and American Leadership and Sustainability (METALS) proposed by the METALS consortium and their team based in the desert southwest.
- This effort if being championed by the Dr. Misael Cabrera of the University of Arizona.
- The Port Authority, after much review and consultation agreed to join the consortium as the potential for investment in the community is significant, adhering to sustainable approaches, particularly in areas that attract new technologies, investment, and jobs.
- As stated in the letter, “We are truly excited that the METALS proposal will look at the innovative ways to help our nation regain its leadership position in strengthening supply chains from the mineral development through the application of new technologies and processes that ensure a viable and sustainable future for our community and for our nation.”
- A copy of the letter is provided in Attachment #2.

4. PA BOARDS HOLDS RETREAT TO ASSESS CURRENT PROGRAMS AND FUTURE EFFORTS

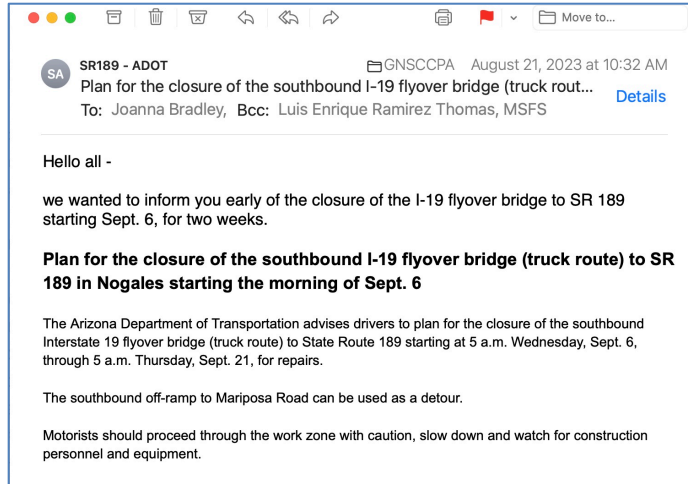


- On August 12th the Bord of Directors held a retreat at the Tubac Resort.
- During this meeting, the board was encouraged to assess current programs and help define future efforts.
- Among the major outcomes of the meeting were:
 - Creation of a new Sponsorship program to help ensure the continued growth of the organization.
 - Define the transition for the leadership of the organization
 - Creation of rules of etiquette and conduct for public meetings

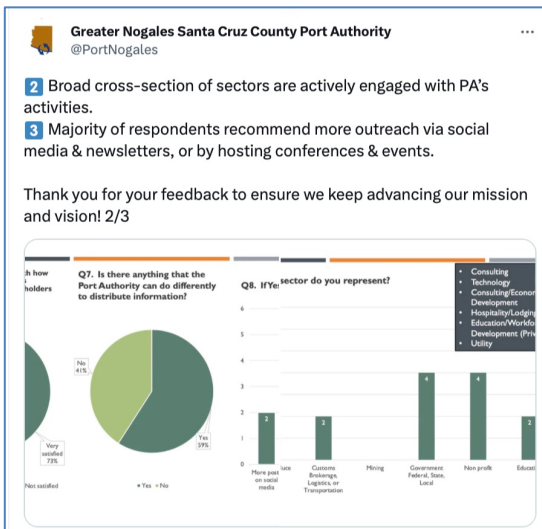
- A copy of the Agenda and the Minutes of the meeting are provided in Attachment #3 and #4

5. CLOSURE OF I-19 FLYOVER

- On August 21 the Port Authority received notification that the Arizona Department of Transportation would be conducting repairs to SR-189 which required the closing of the overpass for up to 2 weeks.
- Thankfully the repairs came at a time when trade was near its lowest point of the year therefore the impacts to the community would be minimized.
- This and other updates were broadly distributed by the Port Authority to help stakeholders and users plan accordingly.



6. PRESENTATION OF STAKEHODLER SURVEY RESULTS



- In anticipation of the Board retreat, the Port Authority conducted a stakeholder survey that was presented to the Board of Directors during the Board Retreat and then again during the August Board meeting.
- The survey invited comments from stakeholders at large and helped guide the discussion during the retreat.
- Key results were posted on the PA's social media and the website.

- Among the key findings of the survey were:
 - Respondents are familiar with the mission of the organization and approve of the structure and frequency of the monthly board meetings.
 - The respondents represent a broad cross-section of the various sectors of significance and impact in the community.
 - A greater focus is recommended on social media and general communication efforts, including a possible newsletter to be published by the Port Authority. Several respondents indicated that they would be interested in sponsoring the organization.
 - There is great interest in the Port Authority hosting conferences or events to bring attention to the issues and the region.
 - Most stakeholders indicate that ports of entry need to remain as the principal area of focus, followed by transportation, binational coordination, and economic development.
 - New areas of focus include the need for housing in the community.

- A copy of the Survey results can be found in Attachment 5.

7. NEW US CONSUL GENERAL IN NOGALES, SONORA



- On August 30, the US Consulate General in Nogales, Sonora announced the arrival of the new Consul General, Michelle Ward.
- The Port Authority welcomes Consul General Ward and looks forward to continuing the long-standing tradition of a close and collaborative relationship with her and the new team at the Consulate.
 - As provided by the US Department of State:
 - **Michelle N. Ward** is a nineteen-year member of the U.S. Foreign Service. For the last three years, she has served as the deputy executive director in the office of the Secretary of State. In 2019, Michelle received the Department of State's highest award for management excellence. She is a resource manager who has served overseas in Beirut, Montreal, Damascus, Havana, and Lomé. Michelle holds a bachelor's degree in international business administration and economics from Temple University and a Master of Science in national resource strategy from the National Defense University. She speaks French, Spanish, and basic

Arabic. Prior to joining the Foreign Service, she worked in investment finance, served as an IRS auditor, coordinated special programs for disadvantaged girls for the Girl Scouts, and led National Civilian Community Corps emergency management volunteers in AmeriCorps.

8. ARI-SON COUNCIL MEETING



- On August 31, the Maricopa Association of Governments (MAG) hosted the 10th annual meeting of the Ari-Son Council, alongside the annual meeting of the Arizona League of Cities and Towns.
- With well over 150 participants, there was extensive discussion about the many economic development opportunities as a single megaregion, leveraging what each state has to offer.
- Special thanks to Port Authority Board members, Guillermo Valencia, and the Honorable Jorge Maldonado for participating in this binational event.
- Additionally, Municipal President Juan Gim of Nogales, Sonora participated in the discussions of the binational opportunities.
- Participants from both sides of the border expressed the need to collaborate and coordinate efforts of mutual benefit.

9. BORDER CROSSING DATA IS RELEASED THROUGH JUNE 2023

- As reported to the leadership of the Port Authority on August 4, the border crossing data through June provides the following information:

Attached please find the latest northbound border crossing data through June 2023. Truck traffic is up 2.1%, reflecting the addition of the grape import season to the totals. Total people are up 4.7%, reflected in the growth of both cars and pedestrians. Should the trends continue, we are optimistic that 2023 will be another growth year for commercial and non-commercial crossings!

Nogales Totals

- **224,501 northbound trucks** crossed at Nogales from January to June 2023, a 2.1% increase compared to the same period in 2022.
- **5.03 million people** crossed northbound at Nogales from January to June 2023, a 4.7% increase compared to the same period in 2022.
 - Please note that we have observed discrepancies in the bus passenger data for this year and have reached out to verify the reason for the incomplete data.
- **1.4 million pedestrians** crossed northbound at Nogales from January to June 2023, a 19.2% increase compared to the same period in 2022.
- **1.8 million cars** crossed northbound at Nogales from January to June 2023, a 2% increase compared to the same period in 2022.
- **441 northbound trains** crossed at Nogales from January to June 2023, a 6.3% increase compared to the same period in 2022.

Arizona Statewide Totals

- **267,367 northbound trucks** crossed at Arizona's ports of entry from January to June 2023, a 1.1% compared to the same period in 2022.
- **11.7 million people** crossed northbound at Arizona's ports of entry from January to June 2023, a 6.5% increase compared to the same period in 2022.

The table with details is provided below.



Arizona Northbound Border Crossings(*) January-June 2022 vs January-June 2023

Port	Mode	Jan-Jun 2022	Jan-Jun 2023	Difference	Change
Douglas	Trucks	15,217	13,834	↓ -1,383	↓ -9.1%
	Personal Vehicles	736,983	807,664	↑ 70,681	↑ 9.6%
	Personal Vehicle Passengers	1,306,629	1,458,948	↑ 152,319	↑ 11.7%
	Pedestrians	318,101	351,930	↑ 33,829	↑ 10.6%
	Buses	46	86	↑ 40	↑ 87.0%
	Bus Passengers (*)	944	2,109	↑ 1,165	↑ 123.4%
	Total People (*)	1,625,674	1,812,987	↑ 187,313	↑ 11.5%
Nogales	Trucks	219,824	224,501	↑ 4,677	↑ 2.1%
	Personal Vehicles	1,806,226	1,841,656	↑ 35,430	↑ 2.0%
	Personal Vehicle Passengers	3,470,291	3,523,562	↑ 53,271	↑ 1.5%
	Pedestrians	1,188,069	1,416,371	↑ 228,302	↑ 19.2%
	Trains	415	441	↑ 26	↑ 6.3%
	Buses	3,380	4,207	↑ 827	↑ 24.5%
	Bus Passengers (*)	146,031	92,684	↓ -53,347	↓ -36.5%
	Total People (*)	4,806,419	5,032,617	↑ 226,198	↑ 4.7%
San Luis	Trucks	27,589	27,173	↓ -416	↓ -1.5%
	Personal Vehicles	1,626,658	1,707,269	↑ 80,611	↑ 5.0%
	Personal Vehicle Passengers	2,644,222	2,807,827	↑ 163,605	↑ 6.2%
	Pedestrians	1,044,359	1,149,183	↑ 104,824	↑ 10.0%
	Buses	38	54	↑ 16	↑ 42.1%
	Bus Passengers (*)	38	54	↑ 16	↑ 42.1%
Total People (*)	3,688,619	3,957,064	↑ 268,445	↑ 7.3%	
Lukeville	Trucks	391	385	↓ -6	↓ -1.5%
	Personal Vehicles	226,063	224,016	↓ -2,047	↓ -0.9%
	Personal Vehicle Passengers	485,810	502,712	↑ 16,902	↑ 3.5%
	Pedestrians	35,399	38,641	↑ 3,242	↑ 9.2%
	Buses	306	307	↑ 1	↑ 0.3%
	Bus Passengers (*)	1,650	1,656	↑ 6	↑ 0.4%
Total People (*)	522,859	543,009	↑ 20,150	↑ 3.9%	
Naco	Trucks	1,509	1,474	↓ -35	↓ -2.3%
	Personal Vehicles	149,948	159,358	↑ 9,410	↑ 6.3%
	Personal Vehicle Passengers	271,459	291,067	↑ 19,608	↑ 7.2%
	Pedestrians	45,486	39,085	↓ -6,401	↓ -14.1%
Total People	316,945	330,152	↑ 13,207	↑ 4.2%	
Sasabe	Personal Vehicles	13,676	13,963	↑ 287	↑ 2.1%
	Personal Vehicle Passengers	25,976	26,720	↑ 744	↑ 2.9%
	Pedestrians	559	258	↓ -301	↓ -53.8%
	Total People	26,535	26,978	↑ 443	↑ 1.7%

Port	Mode	Jan-Jun 2022	Jan-Jun 2023	Difference	Change
State Totals	Trucks	264,530	267,367	↑ 2,837	↑ 1.1%
	Personal Vehicles	4,559,554	4,753,926	↑ 194,372	↑ 4.3%
	Personal Vehicle Passengers	8,204,387	8,610,836	↑ 406,449	↑ 5.0%
	Pedestrians	2,631,973	2,995,468	↑ 363,495	↑ 13.8%
	Buses	3,770	4,654	↑ 884	↑ 23.4%
	Bus Passengers(*)	148,663	96,503	↓ -52,160	↓ -35.1%
	Trains	415	441	↑ 26	↑ 6.3%
	Total People(*)	10,987,051	11,702,807	↑ 715,756	↑ 6.5%

Attachment #1

Copy of memorandum on Ruby Road and Rio Rico Interchanges



July 26, 2023

TO: Supervisor Bruce Bracker, Santa Cruz County**FROM:** Jaime Chamberlain, Chairman, Greater Nogales Santa Cruz County Port Authority**SUBJECT:** Modernization of I-19 Interchanges at Ruby Road and Rio Rico Drive

The Greater Nogales Santa Cruz County Port Authority has been working on the modernization of the I-19 interchanges at Ruby Road and Rio Rico Drive as an integral component of the efforts to ensure a safe and secure movement of goods and people at Nogales.

The Arizona Department of Transportation (ADOT) completed the Design Concept Report (DCR) in 2018, that identified the conceptual designs and provided the estimated costs of the three key components of the improvements. The complete DCR can be found at https://azdot.gov/sites/default/files/2019/08/I-19_EFR-Final-Project-Assessment-Mar-2018.pdf.

In 2018, the improvements were estimated at \$26.101 million. Given cost increases, supply chain issues, inflation and other factors, recent estimates indicate that the total cost of the project in 2023 is \$56.898 million.

The 2023 State Budget included \$8.6 million to be applied towards the cost of the project. Additionally, Senator Kyrsten Sinema has indicated that she has put forward as one of her Congressionally Designated Spending (CDS) requests for \$50 million to help pay for the project though the CDS still requires congressional approval and there are no guarantees at this time. The Port Authority is working with the Senator in ensuring the necessary follow up during the congressional approval process.

In the meantime, in a coordinated effort with ADOT, work is underway to help identify possible funding opportunities that may help advance the project. One such opportunity is the Arizona State Match Advantage for Rural Transportation (SMART) Fund program. Under consideration is the application for a \$3.5 million AZSMART Grant to be matched by a \$500,000 contribution by Santa Cruz County. The combined total of \$4 million would be used to pay for the complete design of all aspects of the project, allowing the project to move forward and get the project to a Shovel-Ready status so that when the balance of the funds is secured, the project can move into the construction phase very quickly.

The cost breakdown in 2018 was identified as follows:

- Alternative E: \$8.565 million
 - Alternative D: \$11.153 million
 - Alternative A: \$6.383 million
- TOTAL 2018: \$26.101 million**

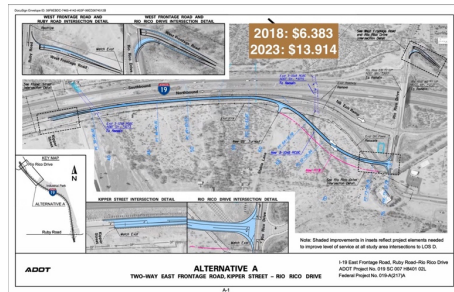
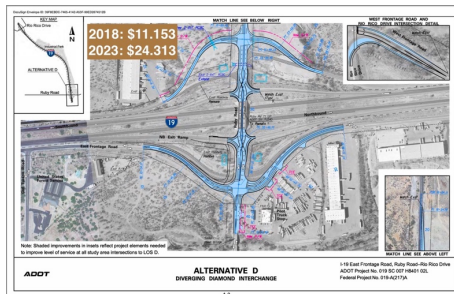
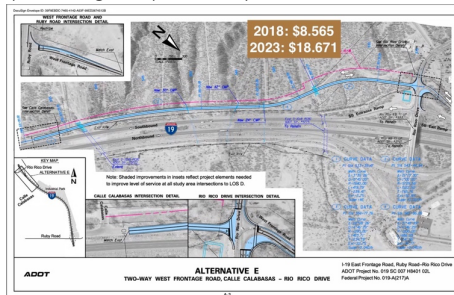
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The Honorable Kyrsten Sinema
US Senate
May 20, 2020

ADOT indicates that in 2023, costs estimates have increased by a factor of 2.18. thus the 2023 cost estimates are:

- Alternative E: \$24.313 million
 - Alternative D: \$13.914 million
 - Alternative A: \$18.671 million
- TOTAL 2023: \$56.898 million**

Following are the conceptual designs as provided by the DCR:



Attachment #2

Copy of letter in support of METALS grant application



August 7, 2023

Jeffrey Hays
Economic Development Representative - Arizona
Seattle Regional Office
Economic Development Agency

RE: University of Arizona Proposal for the EDA Tech Hubs METALS Submittal

Dear Mr. Hays,

On behalf of the Greater Nogales Santa Cruz County Port Authority, I write to express our support for the Minerals for Energy Transition and American Leadership and Sustainability (METALS) proposed by the METALS consortium and their team based in the desert southwest. The Port Authority has a long history of collaboration with the University of Arizona and various other members of the METALS team.

We are truly excited that the METALS proposal will look at the innovative ways to help our nation regain its leadership position in strengthening supply chains from the mineral development through the application of new technologies and processes that ensure a viable and sustainable future for our community and for our nation. I believe that this proposal aligns perfectly with our shared vision and goals that positions our region and our nation as a leader in these technologies.

In particular, the Port Authority is leading the efforts to conduct a pilot program for cross-border drayage operations with the utilization of electric trucks. It may sound simple, but crossing the international border presents a number of security, logistical and operational challenges that are only endemic to border communities and not to the rest of the nation. But without an effective infrastructure that supports electric trucks at the border, then supply chains will be severely impacted. We are excited for our partnership with the University of Arizona as we are confident in their stewardship of technology development, process improvement and new approaches to innovation that ensure that we protect our environment and adhere to principles that ensure regional sustainability.

Again, we support the METALS proposal and urge you to consider this proposal favorably for designation as a tech hub. Please feel free to reach out to me if you require any additional information or have any questions regarding this proposal and our commitment of support.

Respectfully,

Jaime Chamberlain
Chairman

Attachment #3
Copy of Board Retreat Agenda



AGENDA

2023 BOARD OF DIRECTORS RETREAT
(Board Members and Delegates)

AUGUST 12, 2023
TUBAC RESORT
TUBAC, ARIZONA

- | | |
|------------------|--|
| 9:00 -10:00 AM | Continental Breakfast and Open Discussion <ul style="list-style-type: none">• Invite Board members to speak about their experience, involvement, and expectations of the Port Authority (3- 5 min each) |
| 10:00 – 10:15 AM | Survey Results
Presentation by: Martin Rodriguez <ul style="list-style-type: none">• Overview and findings/observations from online survey of board and stakeholders |
| 10:00 AM to Noon | Topics for Discussion:
Moderator: Jaime Chamberlain <ul style="list-style-type: none">• Governance and Leadership Transition• Consideration for Board Expansion• Fundraising• County Contract (compliance and expectations)• Update to Key Issues Document• Discussion on PA Operations and Procedures• Coordination with Nogales, Sonora• Social Media• <i>Friend of the Border</i> Award |
| Noon – 2:00 PM | Working Lunch <ul style="list-style-type: none">• Open Discussion• Verification of Action Items |

Attachment #4
Copy of Minutes of Board Retreat

MINUTES

**Greater Nogales Santa Cruz County Port Authority
Board of Directors Retreat
Saturday, August 12, 2023
Tubac, AZ**

PARTICIPANTS

Board Members present:

- Bruce Bracker, Supervisor, Santa Cruz County
- Guillermo Valencia, Nogales U.S. Customhouse Brokers Association
- Jaime Chamberlain, Nogales-SCC Economic Development Foundation
- Jorge Maldonado, Mayor, City of Nogales
- Josh Rubin, INDEX Nogales
- Matt Mandel, Fresh Produce Association of the Americas
- Nilo Larriva, Nogales Community Development Corporation
- Pat Risner, Santa Cruz County Mining Cluster

Delegates present:

- Jesus Valdez, Santa Cruz County
- Allison Moore, Fresh Produce Association of the Americas
- Garrett Workman, Santa Cruz County Mining Cluster

Guests present:

- Luis Ramirez, Ramirez Advisors
- Martin Rodriguez Nuñez, Ramirez Advisors

NOTES

Meeting called to order at 9:05 AM on Saturday, August 12, 2023.

Introduction

- Chairman Chamberlain began the meeting by inviting each board member to offer comments on their perspective of the organization.

Survey Results

- Mr. Rodriguez presented the findings of the online surveys completed by the board members, delegates, and regional stakeholders.
- The survey questions focused on the Port Authority's mission and vision, areas of focus, operations, outreach, and general feedback.
- Chairman moderated a discussion on the findings and identified a series of action items to consider for implementation.

Action Items:

1. Prepare a final report of the stakeholder survey results for public distribution.

Governance and Leadership Transition

- With Chairman Chamberlain's 4-year term set to expire in October 2023, board members discussed the next steps to select and transition to a new slate of officers for the organization.

Motion by Mr. Valencia for the board to vote on a leadership transition at the October 2023 Board Meeting. Second by Mr. Mandel. Approved unanimously by the board.

- Mr. Mandel expressed concerns that the current structure of the terms for the executive leadership, as stated in the bylaws, would ask the next Vice Chair for a 10-year commitment (4 years Vice Chair, 4 years Chairman, 2 years Past Chair).
- Mr. Mandel and other board members indicated that this should be reconsidered given that a member may no longer be a part of the board during that 10-year period.

Action Items:

1. Vice Chair Rubin to review the organization's bylaws relating to the terms of the Chairman, Vice Chair, and Past Chair and offer suggested changes to the language for board consideration at the October 2023 Board Meeting.
2. Select the new slate of officers by October 2023.

Consideration for Board Expansion

- Since the last board retreat that was held on January 2022, the Port Authority invited the Nogales-Santa Cruz County Chamber of Commerce and Tucson Electric Power/UniSource to join the organization as ex-officio members.
- Discussion on the addition of other sectors – such as banking/finance, real estate, education, and healthcare – based on the survey results and the potential contributions to advance the Port Authority's mission.
- The organization's bylaws state that individual persons or companies cannot be members. Rather, members must be representing an industry sector association.

Action Items:

1. Reach out to board-identified sectors of focus (real estate and banking/finance) and explore their interest for possible board membership.

Fundraising

- Based on survey feedback, there is a clear interest for broader stakeholder support and financial sponsorships of the organization.
- The establishment of a tiered sponsorship program will be developed and submitted for approval by the board.

Action Items:

1. Prepare a draft of a tiered-sponsorship plan to present to the board for consideration and approval.

Services Agreements with the City and County

- Review of the services agreements with Santa Cruz County and the City of Nogales that are required to receive the \$50,000 annual contributions.
- The agreement with Santa Cruz County has been executed.
- The board is requesting that the City of Nogales consider modifying the services agreement to mirror the ones executed with the County, as this is part of the Port Authority's effort to standardize their contracts.

Action Items:

1. City of Nogales to consider adopting the Port Authority's standard service agreement.

Key Issues Document

- Review of the latest version of the 2023 Key Issues Document which outlines the priority projects and initiatives of the organization.
- Discussion on the opportunity of strengthening the message by collaborating with the port authorities from Douglas and San Luis-Yuma, including scheduling a summit to look for opportunities to align messaging and coordinate efforts.
- Santa Cruz County informed the board on two relevant efforts (1) the Economic Development Plan currently that is under development, (2) and the completion of the Capital Improvement Program that should be shared with all participants.
- Discussion regarding how the Port Authority can best support broader initiatives regarding workforce development. There is a recognition that the Port Authority does not have the resources to implement such programs and that it is best use of efforts to partner with other organizations that are driving such programs.
- With the anticipated modernization of the DeConcini port of entry, the board recognized that Nogales Community Development will have to play a more prominent role in representing the interests of the area surrounding the port of entry and addressing the project's impact on key sectors including retail, tourism, and housing.

Action Items:

1. Update the Key Issues Document to reflect the updated priorities during the board retreat, including the Urban Design Study, workforce development, and the possible inclusion of a section dedicated to water/water availability in the community.
2. Santa Cruz County to provide a copy of their Capital Improvement Program for distribution.
3. Convene a meeting of the Arizona border port authorities in Douglas, Nogales, and San Luis in September 2023 in Tucson for an open discussion to align efforts on cross-border issues. The meeting would include the signing of a joint resolution outlining shared priorities.

Operations and Procedures

- Discussion on a number of operational issues, particularly focusing on the response from the surveys and the positive response on how the Port Authority conducts its business, social media, and board meetings.
- Discussion on offering stakeholders more opportunities to provide input on Port Authority activities.
- Given growing attention to Port Authority activities and board meetings, the board is recommending the establishment of policies and procedures that govern public participation during Port Authority meetings.

Action Items:

1. Schedule future board meetings at 2:00PM on the fourth Wednesday of the month at the Santa Cruz County Provisional Community College District.
2. Conduct a 3-month pilot of a "Coffee with the Chairman" from 12:30-1:30PM to allow stakeholders to engage one-on-one with Port Authority leadership.
3. Draft policy for the board's consideration and approval on public participation at Port Authority meetings.

Coordination with Nogales, Sonora

- Board members expressed a need for increased coordination with Nogales, Sonora to ensure alignment on a number of issues that are of critical importance to Ambos Nogales. Such projects include the modernization of DeConcini, SENTRI lanes at Mariposa, stormwater and water management issues.

Action Items:

1. Schedule a meeting with the leadership of *Consejo Empresarial de Nogales* before the end of the year.

Social Media

- Board members reaffirmed that they are satisfied with the current social media approach. No action items were identified.

“Friend of the Border” Award

- The board was informed of the anticipated retirement of Randy Heiss of Southeast Arizona Governments Organization (SEAGO), and the board expressed unanimous desire to present an appropriate recognition for Randy Heiss during the September board meeting.
- Chairman Chamberlain moderated a discussion of the possible candidates to consider as the next recipient of the “Friend of the Border” Award.
- The previous recipients were Will Brooks, Virginia Staab (2020), John Halikowski (2021), and Misael Cabrera (2022).
- The board members identified the following as candidates for the next award:

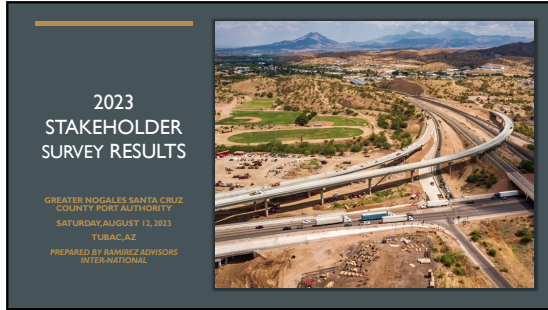


Action Items:

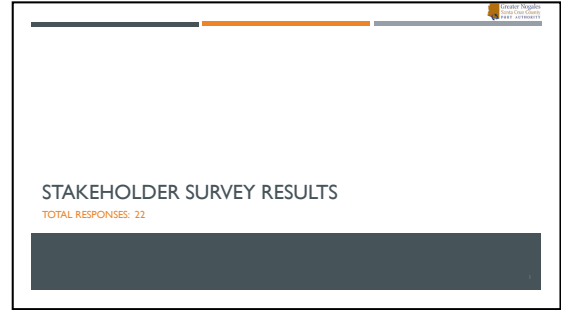
1. Send the list of suggested candidates by email for a board vote. Present the “Friend of the Border” Award at the October 2023 Board Meeting.

Meeting was adjourned at 2:00 PM on Saturday, August 12, 2023.

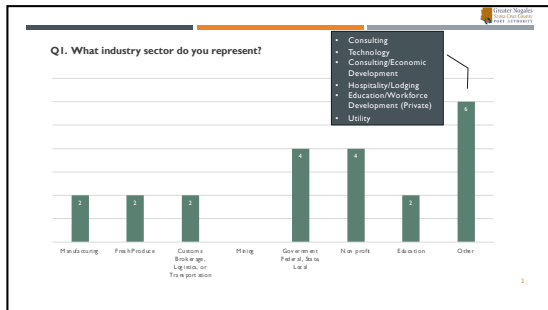
Attachment #5
Stakeholder Survey Results



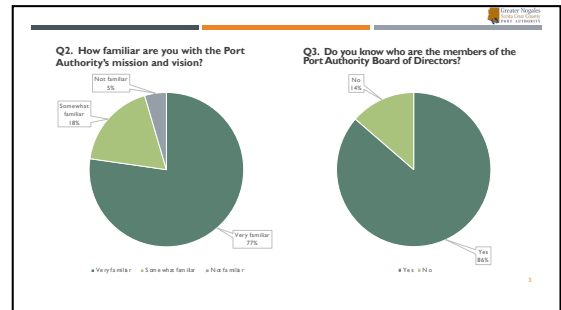
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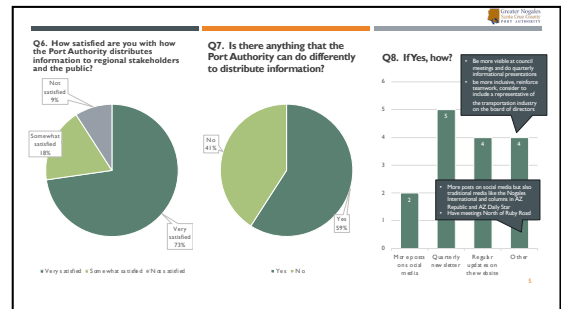
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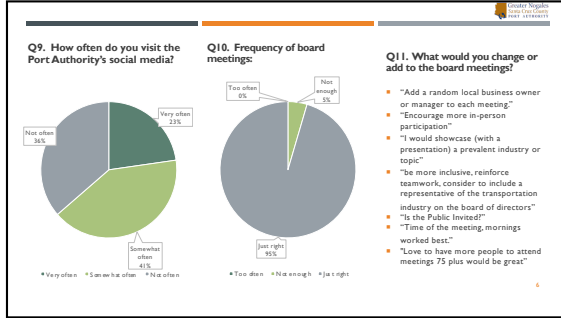
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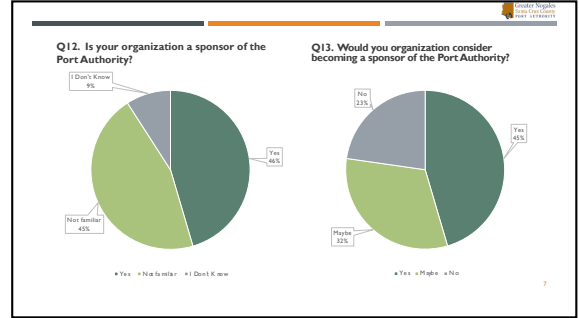
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- Q14. Are there specific events/conferences which the Port Authority should consider sponsoring or organizing? If so, please specify:**
- No
 - Can't think of any more
 - Sponsor: B.I.S.A. Conference, "Policia Internacional Sonora Arizona."
 - More educational events
 - A regional (binational) economic development summit that focuses on attracting new investment to the region
 - Nogi Music Fest in October
 - Tucson Chamber-Hispanic Market Outlook AZ Technology Council- Tech and Business Expo
 - no
 - No
- SCHOLARSHIP PROGRAM FOR MAQUILADORA INDUSTRY WORKERS THROUGH ANNUAL GOLF TOURNAMENT.
 - More focus on resources to expedite people movement.
 - Work with the Mexican counterpart to improve crossings to avoid the big contamination in downtown Nogales Mexico due to the long waiting lines. People should be accepted or rejected on a quicker way.
 - not sure
 - Educate/Update the Arizona Commerce Authority on the benefits of Ambos Nogales. Host a site visit by that team so they understand the growth south of the border and know what assets to promote for the area.
 - Business/Networking expo with invitations to companies across the state and others who do business or have the potential of doing business here in our community
 - no additional come to mind
 - Community events

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- Q15. Opportunity for general comments or questions:**
- Build a culture of inclusion by having women on your board of directors
 - N/A
 - A citizen of the border
 - "be more inclusive, reinforce teamwork, consider to include a representative of the transportation industry on the board of directors"
 - "There are often comments at meetings that more needs to be done regarding economic development and jobs attraction. Infrastructure and Workforce availability are primary criterion for site selectors. Identifying and expanding available workforce are critical steps to job growth. Enhance efforts with JTED to expand Career Technical Education opportunities in the region."
 - "Perhaps start outreach to the general public, I think this will be more relevant now with the support provided by the city and county. Moreover, on Q#4 in my opinion the 6 factors are highly correlated and not necessarily I is more important than the other"
 - Are there any members from Rio Rico that are not involved in Produce that are voting members of your board that may bring a new perspective.
 - N/A
 - Overall, Port Authority meetings are well organized. But for those of us that have to commute from outside Nogales, morning meetings work best. However, the virtual option has been a reasonable option, but miss the personal interactions.

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- KEY TAKEAWAYS**
- Respondents are familiar with the mission of the organization and approve of the structure and frequency of the monthly board meetings.
 - The respondents represent a broad cross-section of the various sectors of significance and impact in the community.
 - A greater focus is recommended on social media and general communication efforts, including a possible newsletter to be published by the Port Authority. Several respondents indicated that they would be interested in sponsoring the organization.
 - There is great interest in the Port Authority hosting conferences or events to bring attention to the issues and the region.
 - The majority of stakeholders indicate that ports of entry need to remain as the principal area of focus, followed by transportation, binational coordination and economic development.
 - New areas of focus include the need for housing in the community.

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