



Industrial Development Authority

MINUTES

INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF DOUGLAS
FRIDAY, APRIL 10, 2026, AT 10:00 A.M.
CITY HALL, COUNCIL CHAMBER, 425 10TH STREET, DOUGLAS, AZ, 85607

1. **CALL TO ORDER.** 10:05 a.m.

2. **ROLL CALL.**

	PRESENT	ABSENT		PRESENT	ABSENT
Robert Fernandez	X		Kim Peralta	X	
Alan Manquero		X	Yvonne Perez	X	
Vicky Merritt	X		David Studer	X	
Ida Pedrego	X				

3. **PERSONS WISHING TO ADDRESS THE INDUSTRIAL DEVELOPMENT AUTHORITY MEMBERS IN WRITING OR VERBALLY ON ANY ITEM NOT ON THE AGENDA.**

Diana Lamar of 1303 F Avenue, Douglas, Az 85607 Brought up information regarding the DREDC and the IDA with city staff and members of the DREDC.

Steven Helffrich of 1303 F Avenue, Douglas Az 85607.

4. **DISCUSSION/WITH POSSIBLE DECISION ON APPROVAL OF CONSENT AGENDA ITEM:
MEETING MINUTES FOR JANUARY 20, 2026, AND FEBRUARY 13, 2026.**

Motion by Ms. Peralta, second by Ms. Perez, to approve the consent agenda items as presented.

Roll Call: Voted in Favor: Robert Fernandez, Vicky Merritt, David Studer, Yvonne Perez, Kim Peralta, and Ida Pedrego. Voted Against: None.

5. **DISCUSSION/WITH POSSIBLE DECISION ON FEBRUARY AND MARCH 2026 TREASURER'S REPORTS.**

Motion by Ms. Pedrego, second by Ms. Peralta, to approve the February and March 2026 treasurer's report.

Roll Call: Voted in Favor: Robert Fernandez, Vicky Merritt, David Studer, Yvonne Perez, Kim Peralta, and Ida Pedrego. Voted Against: None.

6. **UPDATE/DISCUSSION BY THE CITY OF DOUGLAS ON ANY DISCUSSION PERTINENT TO THE IDA.**

Mrs. Urquijo reported that the city is finalizing all remaining DREDC checks and accounts. She noted that the DREDC has been formally dissolved as a corporation and no longer exists. When the DREDC was active, the City Manager and Deputy City Manager were listed by default on the Corporation Commission documents; however, because the DREDC had not been meeting, City officials were not aware they were still listed.

She added that if the IDA wishes to engage Luis Ramirez in any capacity, that action should be placed on a future agenda.

A committee of IDA members has been established to work with Ms. Urquijo regarding the new port project, and the City is prepared to collaborate with that committee.

Mr. Studer recalled that at the beginning of the year, the IDA and the City were scheduled to meet to discuss the possibility of the City conveying land in exchange for the \$1,700 per month the IDA had been paying the City for the Ramirez contract. That meeting was cancelled due to the seating of a new City Council member. He asked whether the city still intends to pursue that discussion and whether the meeting will be rescheduled.

Mrs. Pedrego confirmed that at the last IDA meeting, three members, Mr. Studer, Ms. Peralta, and Mr. Fernandez—were appointed to meet with the city. The meeting still needs to be scheduled.

Mr. Studer also asked whether the connector road to the new port has been made permanent. Ms. Urquijo stated that the connector road has been funded. He requested a map for the IDA committee to review prior to the meeting. The connector road is James Ranch Road. The City's 45-acre site is adjacent to the port on the west side and is not located off James Ranch Road. These items remain pending.

Ms. Peralta asked when the DREDC was officially dissolved. Ms. Urquijo confirmed the dissolution date was December 31, 2025.

Mayor Grijalva reported that federal funding has been secured through Senators Kelly and Gallego. The city has also requested \$20 million from the State for infrastructure to bring water to the site before road construction begins. Three legislative committees appear supportive. The infrastructure proposal is being presented as a benefit not only for Douglas but for the entire state.

He added that both the County and the City are present for the Diaz item to support collaboration. The Mayor noted that the El Paso port is expected to close around the same time the Douglas port is completed. He has consulted with Luis Ramirez to assist with communications with AP, Sonora, and Mexico City regarding the quality of the route from Juarez to AP, with the goal of redirecting traffic to Douglas. He will continue to provide updates.

Mr. Fernandez asked why the El Paso bridge is closing. The Mayor explained that the bridge empties into a residential area and the U.S. Government is closing it for health reasons. Although two other ports remain open, wait times are expected to increase by approximately 61%. The Mayor hopes to attract some of that traffic to Douglas.

County Supervisor Gomez provided an update, emphasizing the importance of regional cooperation. She discussed Opportunity Zones, noting that the County is guaranteed four zones and that Douglas has a strong chance of being designated a key zone for investors and tax incentives. The deadline is July 1. The County has hired a California firm to assist with the process. She is also working to establish a Port Authority Board, with the first meeting planned with commercial trucking representatives. An additional \$7 million is needed for BDI.

She noted that a symposium on Opportunity Zones will be held on the 29th and asked whether the IDA received an invitation. The IDA had not been invited but contacted the Mayor to obtain one. She stressed the importance of all parties working together. She also reported progress toward securing the screw-worm center at BDI.

Mayor Grijalva added that he had just received information that Harden owns land outside the port and has submitted a housing proposal to a firm in Tucson, with a response expected next week. He will update Mr. Fernandez as more information becomes available.

7. PRESENTATION/DISCUSSION/POSSIBLE DIRECTION BY ISMAEL AND ROSA DIAZ ON A PROJECT AND POSSIBLE COLLABORATION WITH THE IDA.

Mr. Diaz stated that when he returned to Douglas, he recognized that significant development was underway. His family operates three businesses, including an automotive shop run by his son and a freight brokerage. He believes these types of services will be essential to support the new port of entry. He views the port as the catalyst for broader growth, tourism, trucking, warehousing and wants to be part of that development. He emphasized that Douglas needs to attract qualified professionals and that he is seeking information from the IDA, as well as guidance on what information he can provide, to help move efforts forward. He reiterated that the port is the key driver for future economic expansion and wants the IDA to know he is ready to participate and collaborate.

Mrs. Pedroza asked Mr. Diaz to explain the current lack of a truck stop in Douglas capable of accommodating commercial trucks for fueling. Ms. Peralta asked whether he is an international carrier; Mr. Diaz confirmed he is not at this time.

Ms. Merritt asked what specifically Mr. Diaz is seeking from the IDA. He responded that he is looking for support and direction so that, once he finalizes his plans, he will know where trucking-related businesses should be located.

Mr. Fernandez clarified that Mr. Diaz is essentially trying to determine where his businesses need to be positioned once the port is operational.

Mr. Fernandez asked Mr. Diaz to consider a hypothetical scenario in which the port is fully operational and identify what he would need at that point—financial support, permits, or other assistance. Mr. Diaz replied that he is still determining his needs and does not yet have a specific financial figure. Potential needs include docks, parking, rail access, fuel services, and adequate ingress and egress without requiring trailers to be unhooked. He also mentioned the need for refrigerated facilities for produce.

Mrs. Pedrego asked whether he is also referring to land needs and whether the IDA could assist with land acquisition. She noted that he appears to have some financial backing. Mr. Diaz's son is a diesel mechanic. Several members noted that diesel mechanics are already available in Douglas.

Mr. Fernandez asked what materials Mr. Diaz had provided. Mr. Diaz explained that he distributed an invitation for businesses to sign up to receive updates. The port-of-entry information sheet he shared includes County contact information. He is also holding meetings. When asked who Victor Alvarado is, Mr. Diaz stated that he works for Supervisor Gomez, though he could not fully explain the County's involvement.

Mr. Fernandez noted that many of the questions Mr. Diaz is asking the IDA are questions he should also be asking the County.

Mr. Diaz's son stated that he plans to offer mobile diesel and mobile mechanic services and believes he can help support the city's growth. Ms. Peralta asked whether they currently have a garage; they do not. Mr. Fernandez commented that there is a clear need for such services, especially given that freight entering the United States is transferred to freight forwarders such as UPS, FedEx, and Yellow Freight, and that many diesel trucks break down in Mexico. He asked how feasible it would be to operate a mobile service that could also serve Sonora, noting that demand there is significant. Mr. Diaz's son anticipates increased traffic once the new port opens.

Ms. Peralta asked that they provide business cards once they are operational. They also indicated they can service forklift equipment, which is currently unavailable in the area. Ms. Peralta requested their email and phone numbers.

Mr. Helffrich reminded the group that it typically takes at least two years to become fully operational, including the time required for permits and land acquisition. He encouraged Mr. Diaz to continue pressing the County for information.

No action taken.

8. PRESENTATION/DISCUSSION/POSSIBLE DIRECTION BY ANTONIO BALTAZAR ON NEW ENERGY AND HOUSING.

Mr. Baltazar was not in attendance.

No action taken.

9. DISCUSSION REVISITING THE IGA WITH THE CITY OF DOUGLAS AND MR. LUIS RAMIREZ, RAMIREZ ADVISORS INTERNATIONAL LLC.

Ms. Urquijo explained that the purpose of this item is to determine the direction the IDA wishes to take. The IDA may choose to enter into an Intergovernmental Agreement (IGA) with the city, or it may choose to manage the matter independently. She noted that no IGA has ever existed between the City and the IDA for financial support.

Mrs. Pedrego stated that this issue has been discussed several times. The intent is for the IDA to determine what it wants—whether the priority is land or another form of compensation—so that clear direction can be provided to the city.

Mr. Fernandez asked about the status of the contract with Mr. Ramirez: whether it is complete, in place, and available for review. Ms. Urquijo responded that the contract continues unless the City terminates it. The project is estimated to be completed in 2028. As with any contract, there is a notice provision. The scope remains unchanged, although Mr. Ramirez is available for additional services outside the scope if requested.

Mr. Studer stated that the IDA does not have a signed contract with either the City or Mr. Ramirez.

Mr. Fernandez asked whether the IDA should review the contract and reiterate questions he has heard from members: Do we want more land? What is needed to finalize this matter?

Mr. Studer stated that the board needs to determine the financial arrangement it wants. The IDA already owns 45 acres, and perhaps it should also own the land beneath the building it occupies. He noted that the IDA has provided substantial funding to the city over the years.

Mr. Fernandez asked what the IDA needs from the city in order to move forward.

Ms. Urquijo responded that planning concepts for the 45 acres will come from the IDA committee. She emphasized that Mr. Ramirez is a separate issue; if the IDA wishes to engage him directly, that is its decision. The existing contract

is between the City and Mr. Ramirez. Historically, the IDA has contributed financially toward that contract. She needs to know whether that will continue, as she is preparing the City's 2027 budget.

Mr. Fernandez stated that based on IDA discussions over the past year, the IDA does not intend to continue funding Mr. Ramirez through the City. This ties into the 45 acres and the compensation discussions raised by Mr. Studer. The board wants compensation and additional land, and he understands the City's position but wants to finalize the matter.

Ms. Urquijo stated that the IDA needs to take a formal vote.

Mrs. Pedrego noted that the contract terms remain the same, and that Mr. Ramirez has stated that any change in scope would require additional compensation. Ms. Urquijo added that the city has met with Mr. Ramirez every three weeks for the past five years.

Mrs. Pedrego stated that she was present when the IDA voted to support the DREDC and that Mr. Ramirez's involvement was integral. She said Mr. Ramirez has expressed willingness to assist the IDA, and she personally would like to see the relationship continue.

Mr. Fernandez requested that Ms. Urquijo send the contract to the IDA. He asked when the city needs a decision. Ms. Urquijo replied that she needs it by May.

Ms. LaMar raised concerns about the last ten years of the relationship with the DREDC, suggesting that some issues may stem from administrative sloppiness. She described the DREDC as a "curious entity" and questioned whether it had been functioning effectively for the past five years. She noted that the relationship between the city and the DREDC, and between the DREDC and the IDA, has not been clearly explained. She also pointed out that the city was aware that the president of the IDA also served as president of the DREDC.

10. UPDATE/DISCUSSION ON DOUGLAS TORTILLERIA.

Mr. Fernandez reported that he spoke with Mr. Marco, who is continuing to move forward with his project. A licensed contractor has been hired, and Mr. Fernandez believes the contractor's involvement will help Mr. Marco make progress. Mr. Marco expects to advance once the contractor begins work.

Mrs. Pedrego mentioned that Mr. Marco had previously discussed a possible payment modification, but Mr. Fernandez noted that Mr. Marco did not raise that issue with him. He also emphasized that Mr. Marco has consistently made his payments on time, even though the business is not yet open.

Mr. Fernandez stated that he has been transparent with the city in trying to assist Mr. Marco. However, he noted that there appears to be miscommunication among the parties involved. He added that when individuals attempt to move forward without fully understanding the required rules and regulations, complications inevitably arise.

11. DISCUSSION/DECISION ON THE NEW WAREHOUSE.

Several months ago, the board discussed the possibility of allowing Mr. Bracamonte to make interest-only payments. Mr. Fernandez noted that the IDA is third in line behind debt collectors. Mr. Studer asked whether the board wished to proceed with an interest-only arrangement. Ms. Perez stated that receiving something is better than receiving nothing and supported interest-only payments without late charges.

Mr. Studer added that a renegotiated contract would need to be drafted. Ms. Peralta recommended including a personal guarantee as part of the new agreement.

Motion by Mrs. Pedrego, second by Mr. Studer, to inform Mr. Bracamonte from the New Warehouse, that he is being asked to pay interest only for six months and if good faith is demonstrated on his part, the loan may be renegotiated. Mrs. Merritt will direct Ms. Flagler to provide legal paperwork and ask for a personal guarantee.

Roll Call: Voted in Favor: Robert Fernandez, Vicky Merritt, David Studer, Yvonne Perez, Kim Peralta, and Ida Pedrego. Voted Against: None.

12. DISCUSSION/WITH UPDATE ON IDA'S WEBSITE.

Item was not discussed.

13. ITEMS FOR NEXT AGENDA.

1. Website Update
2. Potential IGA with Mr. Ramirez
3. New Warehouse
4. City Update

14. NEXT MEETING DATE.

Friday, May 8, 2026, at 10:00 a.m.

15. ADJOURNMENT.

Motion by Mrs. Pedrego, second by Mrs. Merritt, to adjourn meeting at 11:34 a.m.

Motion passed unanimously.