



Industrial Development Authority

MINUTES

INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF DOUGLAS
TUESDAY, JANUARY 20, 2026, AT 10:00 A.M.
CITY HALL, COUNCIL CHAMBER, 425 10TH STREET, DOUGLAS, AZ, 85607

1. **CALL TO ORDER.** 10:00 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.**

Mr. Fernandez stated there was none.

4. **DISCUSSION/WITH POSSIBLE DECISION ON APPROVAL OF CONSENT AGENDA ITEM: MEETING MINUTES FOR DECEMBER 12, 2025.**

Mrs. Pedrego stated Minutes were previously sent via email to board members and a copy was attached to the agenda.

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

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

5. **DISCUSSION/WITH POSSIBLE DECISION ON THE DECEMBER'S TREASURER'S REPORT.**

Mrs. Perez informed the directors that beginning balance was \$83,845.49 with deposits of Aspen \$1,300.00, Douglas Tortilleria \$208.82, Dr. Finch \$480.00, and Steve Helffrich \$893.72 for a total of \$2,882.54 deposits. Two checks to DREDC of \$1,700.00 each for a total of \$3,400.000. Ending balance of \$83,328.03 in Checking, savings balance \$996.00 and Edward Jones \$305,012.64.

Motion by Mrs. Pedrego, second by Mrs. Peralta, to approve the meeting minutes of December 12, 2025.

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

6. UPDATE/DISCUSSION ON THE NEW WAREHOUSE BY MR. STUDER.

Mr. Studer said he really didn't have anything to report but believes the board needs to go into executive session to discuss restructuring the loan. He stated Mr. Bracamonte is trying to rebuild his credit, if the IDA reports him to the three major credit bureaus it will affect him negatively. Mr. Studer would like to negotiate with Mr. Bracamonte, whether to ask for interest only for the last six months, or what does the board wants to do. Yes, there is not a lot the IDA can do but we can make it difficult for him to get a loan through a legitimate bank. Mr. Fernandez stated he was the person who had blindsided Mr. Studer. He saw the email from the secretary stating Mr. Bracamonte did not respond to messages. He picked up the phone and called him. As per Mr. Fernandez's communication with Mr. Bracamonte, he too believes he wants to pay the IDA. Mr. Fernandez believes there is leverage because he owes a lot more than the original loan due to all the late charges. Mr. Studer suggests the directors sit down and develop a plan for Mr. Bracamonte to pay the IDA. Mr. Bracamonte is aware that the IDA is last in line to pay back and that every day he is late, late charges are accrued. Mr. Studer suggests the IDA discuss this item in private as it is a local business, the directors can meet 15 – 20 minutes to develop a plan of payment. He further stated that in business you must have good credit. Mrs. Merritt notes if we go into executive session the IDA attorney needs to be present. Mrs. Peralta asked for a copy of the contract so she can review and know how much is owed up to a certain date. That way we can discuss how to help and discuss Mr. Bracamonte's intentions. Without him being present it is very hard to read what he thinks. She further suggests that Mr. Bracamonte be present just like when he applied for the loan to find out if he is willing to make steady payments. Mrs. Perez will forward the information to the IDA secretary, and she will send out copies to the board members.

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

After the last city council meeting on 1-07-26 Mrs. Urquijo said she had information to share with the IDA. She informed that the city is working on a play write, the first Mexican Governor, Raul Castro, who was from Douglas, Arizona. The city will bring a play wright on February 12th. She reported on a couple things that the city awarded an RFQ to Luis Ramirez. She stated that at the last meeting the IDA was looking to open that scope. Under the new agreement Mr. Ramirez is no longer working through a pass-through with DREDC as of the last calendar year. The city will now contract directly with Mr. Ramirez to finish the project he has been working on. In that revised scope the city will include what the IDA requested as an entity to incorporate some work with the development of the new 45 acres. Mrs. Urquijo needs to work with someone from the IDA Commission to finalize that and do something different or a revised IGA. The city does have direction to work with the IDA for some combined meetings but needs guidance first if there are specific investments or collaboration, on specific properties or looking into long term partnerships with the city. Basically, the city manager has received directions from the city council who are open to working with the IDA and what to know what they are specifically jumping into. Their guidance to the IDA received is to assign one or two individuals from the IDA to work with city council through with some of those specifics. So, by the time we meet whether it is a joined executive if it has to do with land partnerships we must competitively accept E session if it has to deal with land partnerships it could be a joined executive session, meaning we would have done some homework both working on each side what the as to what the proposals might be. So, it is not locked into anything yes, we will do this or will do that. We're open to discussion about what its property is or development out west. So those are the two things I can report updates on. Mrs. Pedrego asked what RFQ means. Mrs. Urquijo explained that it is a process for procurement we have to the city must post competitively accept proposals on the website for economic purposes. On the seventh of each month the RFQ is replenished and Mr. Ramirez resubmits his qualifications. It is competitive proposal for economic development. Mrs. Pedrego asked how many people applied, was informed it is an open continuance and has been that way for about a year and half. It is always on the website. The city has brought in a few consultants from this perspective. Mr. Fernández asked if Mr. Ramirez will receive a new contract. If it is the City's expectation that the IDA will continue to provide funding for that contract. Mrs. Urquijo stated the city's expectation is hopeful but that is up to the IDA. Past conversations the IDA would be willing to continue to partner but would like to add something added to the scope. What is that modification to the scope the IDA wants, the city continues with the project they are under. Mr. Fernandez asked if Mr. Ramirez's contract was up. Mrs. Urquijo stated, no, his contract is not up. Mr. Fernandez asked, does that mean the IDA stops paying Mr. Ramirez. Mrs. Urquijo noted his contract was not up, but what was removed was the pass-through organization of the pass through the DREDC, the instrument to pay him. Mr. Fernandez asked what this means with current payments. Is the IDA to continue paying or since a new contract is being renegotiated, they stop. Mrs. Urquijo thinks it opens the opportunity to modify the IDA's IGA since it states you pay DREDC and until the new contract is renegotiated that is no longer the case, it is the city. The city is in the process of modifying these on their end and the IGA as well. Mr. Fernandez asked if Mr. Ramirez would get

paid this month. Mrs. Urquijo stated the city will catch up with what is owed Mr. Ramírez. I don't know the specifics. Mr. Fernandez stated that IDA's position is to stop until Mr. Ramirez's contract is renegotiated. Mrs. Urquijo asked if the IDA received invoices from the DREDC. Mrs. Perez informed she has January's check but has not received instructions as to who or where to send the money. Mrs. Perez also stated she has two checks and contacted Mr. Scherden about the checks, and he informed her he is no longer with the DREDC. Mrs. Perez also indicated she has January's check but has not received instructions as to who or where to send the money. It was further noted by Mrs. Merritt and Mrs. Perez that the IDA has never received any paperwork or receipt to confirm payments from the DREDC. Mrs. Pedrego stated that Mr. Fernandez and she were the oldest directors, and they never saw any paperwork from the DREDC it was understood and it was just paid. Mrs. Urquijo said then we have some catch up to do. It was noted by both Mrs. Merritt and Mrs. Perez that we have not received newsletters from Mr. Ramírez for some time. The city will make sure that the city and IDA received those updates and it will be the DREDC and Port Authority will not receive the newsletter. We just know that through the city's efforts the DREDC as of December 31, 2025, has been dissolved. Mrs. Urquijo stated the IDA can choose not to share the cost, but she understood the IDA wanted Mr. Ramirez to assist with the development of the 45 acres to update his scope. Mr. Fernandez stated the IDA really needs to take it step by step. He has two concerns and wants to be fair to all parties, Mr. Ramírez and the city. He has taken the perception that the IDA does not have to pay anymore. Mrs. Urquijo stated all that was changed was the tool how Mr. Ramirez was being paid. She didn't think a decision not to share the cost had been made. Mr. Fernandez stated that because from the beginning there was no formal contract with the DREDC, only a statement in the IDA's minutes. He believes what concerns the board is why do we have to continue to pay. I don't want to discuss whether Mr. Ramirez is worth it or not, our concern is our revenues are being depleted. I am concerned that the city has a perception that the IDA is in and does a new RFQ with Mr. Ramirez and the IDA board says otherwise. I don't want to talk on the board's behalf as each one has a vote. As the President I still don't know where we fall in these cracks. The board originally said we would continue to pay Mr. Ramirez. However, what leverage does the IDA have? Can Mr. Ramirez give us more leads with the industrial, can the city of Douglas give us more land since we are paying this bill, and now it looks like the IDA has lost their leverage because it is a new contract. The city of Douglas can pick up his tab and say thank you for paying for all these years and we will take it from here. Or we still need the IDA to help fund Mr. Ramirez and what leverage the IDA has. Unfortunately, we don't have the funds and what Mr. Ramirez can offer the IDA. That is why I am worried because we don't know where the IDA stands. Mr. Urquijo believes we off topic on the agenda and she was reassured that we were on item seven. She believes it needs to be specific action item by both parties. Although, she has approval from council for an RFQ for Mr. Ramirez. She can negotiate directly with Mr. Ramirez. She needs to know from the IDA if we are going to be part of the continued agreement or not and if we are it can include the things that were just mentioned. Mrs. Urquijo believes it is a valid opportunity, and she will need to do some research because of the dissolution of the instrument of the passthrough. She needs to see since nothing was done with the IGA. She needs to know if she includes the IDA or not. Mr. Fernandez stated the IDA would like to know sooner than later, regardless of what the answer may be. That needs to be an agenda item. Mr. Studer believes the city was in partnership with the city and the IDA has paid a lot of money and has received nothing back from the city. The new and old board members say we have paid a lot of money. People come and go and he knows that two council members who will be gone in a little bit and the IDA has paid a lot of money, I believe it just can't be a one sided and we don't get anything so we can move in a positive way. Mrs. Merritt thought that it would be part of the discussion with the city council when an executive meeting was scheduled, those items would be discussed in executive session. Mrs. Urquijo said those types of items are not for executive session those are for land-related, not for Mr. Ramirez's contract. Mrs. Pedrego stated two or three board members will be chosen to meet with the city council to negotiate. One of the things discussed was what we were going to negotiate with the city. The IDA has no idea what the city will negotiate with the IDA. To reimburse the IDA for their support of Mr. Ramirez. The IDA has no knowledge and what is negotiable so how can the IDA approve of supporting Mr. Ramirez. How does the IDA go about negotiations with the city. At this point we have not discussed or negotiated with the city. We cannot negotiate for what we have paid or might continue to pay without knowing what is negotiable. Mrs. Urquijo's recommendation is that a new approach be taken with Mr. Ramirez, removing the pass-through and bringing back that approved agreement and the IDA assigns IDA members to work with the city and Mr. Ramirez to revise the IGA and if the IGA is within what the IDA wants after speaking with Mr. Ramirez. Mrs. Urquijo states she can work with any of the IDA members for the RFQ for Mr. Ramirez to be able to approve to move forward. He is not being paid at this time. Mr. Fernandez asked if Mr. Ramirez has expectations as to when the contract will be completed and stated he is trying to respect timelines. Mrs. Urquijo informed us that they have special meetings. It is having to come back and very specifically discuss those two items.

8. DISCUSSION/WITH POSSIBLE DECISION TO NOMINATE TWO IDA BOARD MEMBERS TO BE THE LIAISONS WITH THE IDA ATTORNEY, JANA FLAGLER.

Mrs. Pedrego states Mr. Merritt is already the liaison and believes best person would be the treasurer. Mrs. Peralta would recommend Mr. Studer since he works with many attorneys. Mr. Studer believes that Mrs. Merritt and Mrs. Perez work well together. Mrs. Merritt believes the President should be on the committee as he is the head and it is important at all times. Mr. Fernandez agrees that three is best. Mr. Studer believes you need three for voting, you need an odd number for consensus.

Motion by Mrs. Pedrego, second by Mrs. Peralta, for board members Mrs. Merritt, Mrs. Perez, and Mr. Fernandez to be liaisons with Mrs. Flagler, IDA Attorney.

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

9. UPDATE ON JOINT EXECUTIVE MEETING AND FINANCIAL DISCLOSURES WITH CITY COUNCIL AND IDA DIRECTORS.th M

Mrs. Urquijo wanted to meet first in an executive session to provide a briefing to the city council and receive directions. City Council has directed me the city to meet with some your team of IDA board members and we do have some land options and partnerships. And those would be legal and it was done in the past. It is time to update those opportunities. Give voice to the next partnerships with the city and it is a matter of who I work with. The IDA is eager to get this completed and respect the timeline for negotiating with Mr. Ramirez. You mentioned we don't need an executive session we know who the three board members will be negotiating with city. Can we go into executive session without the attorney being present. Mrs. Urquijo stated she could not respond to that. It would be recommended we ask the City Clerk. It is a matter of who you will be working on this and it can be added to the IDA agenda. We want to respect the timelines we have to negotiate a timeline. Mrs. Urquijo asked who she could confer with on the board for Mr. Ramirez. Mr. Fernandez noted it would be him until further notice.

10. UPDATE/DISCUSSION ON DOUGLAS TORTILLERIA.

Mr. Fernandez has information because he contacted Mr. Marco. In October he saw information where there was an extensive list of things that needed to be completed by Mr. Marco and Mr. Fernandez's understanding is that he has completed some of it but still needs funding for the hood. Mr. Fernandez states he wants to be transparent the way Mr. Marco is making it seem that the city of Douglas keeps moving the goal post on him. There are always two sides to the story. In October the question I asked him if he understood everything he needed to complete to open the tortilleria. I will do my due diligence and speak with the city to ask for their point of view and get them together to help Marco open the tortilleria. Mr. Studer asked if he was asking for funding for the hood. Mr. Fernandez stated he has not, Marco just informed him he will need funding. Mr. Studer states he needs a licensed contractor because it is commercial building and he cannot perform the job himself but work under a licensed contractor. He also asked if he owns the building. He was informed he is buying the building and making monthly payments. Mr. Studer stated the IDA gave him a loan for something. Mr. Fernandez stated it was a loan of \$10,000. Mrs. Pedrego says he has hired licensed contractors for electrical and plumbing that she knows. Prior needs to get a list from the city of what he needs to get down and the contractor who will install the hood, if the IDA lends him the money we need to take a lien on the building. Mrs. Perez suggests the list needs to come from the city stating what he needs to complete so he can open the store. Mrs. Peralta stated Marco had already been asked for an itemized sheet or contractor's quote and to her knowledge he never did with exactly what needs to be completed, how much money is needed to complete the work with an itemized sheet to help him itemize all the things together. (It is noted the information was provided to Mr. Fernandez). Mrs. Perez believes that list needs to come from the city. Mr. Fernandez asked Mrs. Perez why she needs it from the city. Mrs. Perez stated, because the city may have one thing and Mr. Marco may have another list. There was much discussion as to why there could be changes on the scope of work by Mrs. Peralta and Mr. Studer and Mrs. Perez informed that group there have been two different city inspectors during this time frame. She also informed us that Mr. Marco has been very diligent at paying his on time every month for more than a year and she would like to see him open his business. It is kind of strange that he has come and scope of work from the city since he opened there has been a change of personnel. Mr. Fernandez provides a list of items from the city. Mrs. Perez states as wife of the city inspector, she is aware that things can change from one date to another as changes are made. Mr. Fernandez will be asking the city for their story and Mr. Marcos and do appreciate that he has been paying on time. My goal is to get this guy running his tortillera.

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

Mr. Manquero explained, Mrs. Peralta sent him an email from Mr. Green. I will paraphrase what he explained in the email. Mr. Green charges \$50 for raising the drone, \$25 picture of the drone. \$1,500 for the website and \$250 for his hosting means you are saving to a server and charging rent. Live cameras are a different topic. I

am really obsessed with prices, that is what I do every single day. I believe it is very expensive. Mr. Green is charging the host, which means you are saving to live cameras. I am opposed because he is charging for a cake and then charging for the ingredients, too. Whenever you are building a website, you don't charge for the extra stuff that you are putting into the website it is your creativity. I just made a quick comparison of what we would charge so you could get an idea. When it comes to the drone, I have never seen someone charge for the content on the website that is your signature I have never seen you charge the content of the website, because it is your signature. The information on the website is easy to do; it is creativity that is around \$1,000 you do not want to be charged \$500. To teach others there is a company called Wicks it is easy just like creating a word document but not recommended. It is super easy Wicks charges \$40.00 a month, the domain is \$20 a year, and \$50 to \$100 minutes how much stuff you are loading compared to \$250.00 that was \$400. The most valuable one that would bring customers is the one going towards Agua Prieta. The city tried but it is horrible with technology. The fastest estimate is 5G because it would be needed like a phone it would be about \$140 each and an app is \$40 a year and \$50 a plan. Depends on the number how many cameras you have and renew. Mrs. Peralta stated the purpose is to allow positive information as testimonies of small loans and examples like the Douglas tortilleria. Mr. Manquero thinks it is best not to get into the city's website, it would be separate link and then send it to the IDA website and that the biggest asset is the camera going to Agua Prieta. Mrs. Pedrego asked how many cameras he would recommend. He responded with two for Mexico and about four around the city. The purpose of this Mrs. Peralta explained is to add new information from testimonies of people who have received funding from the IDA. The website currently is not the best. It would be beneficial for your international customers, and to help the carriers. Mr. Manquero believes it should not be for selling advertisements but for information only. This item should be placed on the next agenda. Mr. Manquero would have to recuse himself and add it to the next agenda.

12. ITEMS FOR NEXT AGENDA.

1. Appoint a committee of three board members to advocate for the IDA for the 45 acres and Mr. Ramirez
2. Consider revisiting the IGA with the city and Mr. Ramirez.
3. IDA website.
4. Update on tortilleria.
5. Open discussion on amendment to New Warehouse.

13. NEXT MEETING DATE:

Friday, February 13, 2026 at 10:00 a.m.

14. ADJOURNMENT.

Motion by Mrs. Pedrego, second by Mr. Studer to adjourn meeting at 11:31 a.m.

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

Ida Pedrego, IDA Secretary