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DOCKETS

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# City of Laredo

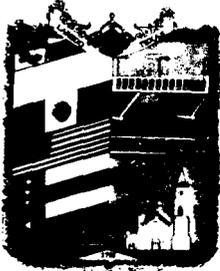
Application  
for  
Federal Assistance

Small Community Air Service Development  
Pilot Program

Docket No. OST-2002-11590 - 27

Submitted to:  
The Honorable Norman Y. Mineta  
Secretary, U. S. Department of Transportation

April 2002



# CITY OF LAREDO

ELIZABETH G. FLORES  
Mayor

LAREDO, TEXAS  
1755

April 5, 2002

The Honorable Norman Y. Mineta  
Secretary, U. S. Department of Transportation  
400 7th Street, S.W.  
Washington, D.C 20590

Dear Secretary Mineta:

I write to you to request U.S. Department of Transportation approval of Laredo's Application for a grant under the Small Community Air Service Development Pilot Program.

It is of utmost importance for my city to improve its air service so vital to our economic well being. For decades we have longed for domestic jet service and finally starting April 8th Continental Express will initiate daily RJ service to Houston George Bush Intercontinental. Furthermore, we recently inaugurated main line jet service to Mexico City offered by Mexicana and Azteca Airlines.

As you are acutely aware, the airlines are experiencing financial hardships with limited or no financial resources to advertise in small communities like Laredo, Texas. Our airport too is experiencing financial hardships as a result of declining aeronautical revenues and increased security costs. To help ensure that Continental's RJ service and Mexicana and Azteca airlines are a success and continue to service Laredo, Texas we need federal assistance to enable the city to advertise and promote the new service.

The City of Laredo requests a grant in the amount of \$568,000 00 from the U S Department of Transportation to enable it to promote and market air service at the Laredo International Airport. The City of Laredo will be the sponsoring governmental entity and the City's Convention and Visitors Bureau will be a co-sponsor providing a portion of the cost

Thank you for your consideration of my request for federal assistance under the Small Community Air Service Development Pilot Program.

Sincerely,

  
Elizabeth G. Flores

HENRY BONILLA  
230 DISTRICT, TEXAS

2458 RAIFORN OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-4511

**Congress of the United States**  
**House of Representatives**  
Washington, DC 20515-4323

April 12, 2002

COMMITTEE ON APPROPRIATIONS

CHAIRMAN, SUBCOMMITTEE ON AGRICULTURE

SUBCOMMITTEE ON DEFENSE

SUBCOMMITTEE ON FOREIGN OPERATIONS

The Honorable Norman Mineta  
Secretary  
U.S. Department of Transportation  
400 7th Street, N.W.  
Washington, D.C. 20590

Dear Mr. Secretary:

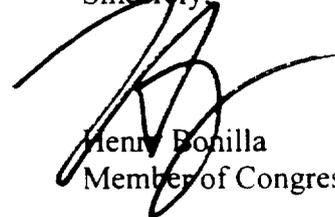
I am writing to request your approval a grant application submitted by the city of Laredo, Texas.

Laredo is the fastest growing city in Texas and with this rapid growth comes the need for improved air service. Along with main line jet service to Mexico City offered by Mexicana and Azteca Airlines, Laredo International Airport recently added Continental Express daily RJ service to Houston George Bush Intercontinental.

To keep this air service in tact and the airlines efficient, the City of Laredo requested a grant in the amount of \$568,000.00 from the Department of Transportation. I support this measure and ask that you provide full consideration for federal assistance under the Small Community Air Service Development Pilot Program.

Thank you for your assistance in this matter. If you have any questions or concerns, please feel free to contact my Legislative Aide, Alfredo Rodriguez at (202) 225-4511.

Sincerely,



Henry Bonilla  
Member of Congress

PLEASE REPLY TO

1101 W. BREA W. SUITE 300  
SAN ANTONIO, TX 78230  
(210) 697-9055

1300 MATAMOROS ST. SUITE 1118  
LAREDO, TX 78040  
(956) 726-4682

1111 E. BREA W. SUITE 101  
DALLAS, TX 75240  
(936) 774-6547

1400 N. MICHIGAN ST. SUITE 110  
MCKINNEY, TX 75069  
(972) 562-1111

<http://www.house.gov/bonilla>



## Small Community Air Service Development Pilot Program

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# APPLICATION FOR FEDERAL ASSISTANCE

<b>1. TYPE OF SUBMISSION</b> <i>Application</i> <input type="checkbox"/> Construction <input checked="" type="checkbox"/> Non-Construction <i>Preapplication</i> <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction		<b>2 DATE SUBMITTED</b> 4-09-02	Applicant Identifier														
		<b>3 DATE RECEIVED BY STATE</b>	State Application Identifier														
		<b>4 DATE RECEIVED BY AGENCY</b>	Federal Identifier														
<b>Legal Name</b> CITY OF LAREDO		<b>Organizational Unit</b> LAREDO INTERNATIONAL AIRPORT															
<b>Address (give city, county, state and zip code):</b> 5210 BOB BULLOCK LOOP LAREDO, TX 78041		<b>Name and telephone of the person to be contacted on matters involving this application (give area code)</b> JOSE L. FLORES 956-795-2000															
<b>6. EMPLOYER IDENTIFICATION NUMBER (EIN):</b> <table style="width:100%; text-align:center; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; width: 20px;">7</td> <td style="border: 1px solid black; width: 20px;">4</td> <td style="border: 1px solid black; width: 20px;">6</td> <td style="border: 1px solid black; width: 20px;">0</td> <td style="border: 1px solid black; width: 20px;">0</td> <td style="border: 1px solid black; width: 20px;">1</td> <td style="border: 1px solid black; width: 20px;">5</td> <td style="border: 1px solid black; width: 20px;">7</td> <td style="border: 1px solid black; width: 20px;">3</td> </tr> </table>		7	4	6	0	0	1	5	7	3	<b>7 TYPE OF APPLICANT (enter appropriate letter in box)</b> <table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%; vertical-align: top;">           A State            B County            C Municipal            D Township            E Interstate            F Intermunicipal            G Special District         </td> <td style="width:50%; vertical-align: top;">           H Independent School Dist            I State Controlled Institution of Higher Learning            J Private University            K Indian Tribe            L Individual            M Profit Organization            N Other (Specify)         </td> </tr> </table> <div style="text-align: right; border: 1px solid black; width: 30px; float: right; margin-top: 5px;">C</div>		A State B County C Municipal D Township E Interstate F Intermunicipal G Special District	H Independent School Dist I State Controlled Institution of Higher Learning J Private University K Indian Tribe L Individual M Profit Organization N Other (Specify)			
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<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:20%;">a Federal</td> <td style="text-align:right;">568,000 .00</td> </tr> <tr> <td>b Applicant</td> <td style="text-align:right;">.00</td> </tr> <tr> <td>c State</td> <td style="text-align:right;">.00</td> </tr> <tr> <td>d Local</td> <td style="text-align:right;">40,000 .00</td> </tr> <tr> <td>e Other</td> <td style="text-align:right;">.00</td> </tr> <tr> <td>f Program Income</td> <td style="text-align:right;">.00</td> </tr> <tr> <td><b>g. TOTAL</b></td> <td style="text-align:right;"><b>608,000 .00</b></td> </tr> </table>		a Federal	568,000 .00	b Applicant	.00	c State	.00	d Local	40,000 .00	e Other	.00	f Program Income	.00	<b>g. TOTAL</b>	<b>608,000 .00</b>	<b>a. YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON</b> DATE <u>4-09-02</u> <b>b NO</b> <input type="checkbox"/> PROGRAM IS NOT COVERED BY E.O. 12372 <b>a</b> OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW	
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b Applicant	.00																
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f Program Income	.00																
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		<b>17 IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?</b> <input type="checkbox"/> Yes. If "Yes", attach an explanation <input checked="" type="checkbox"/> No															
<b>a Typed Name of Authorized Representative</b> LARRY DOVALINA		<b>b Title</b> CITY MANAGER	<b>c Telephone</b> 956-791-7303														
<b>d Signature of Authorized Representative</b> 		<b>e Date Signed</b> 4/9/02															

Application for Federal Assistance

U. S. Department of Transportation

Docket No. OST-2002-11590

Small Community Air Service Development Pilot Program

City of Laredo, Texas

Laredo International Airport

April 2002

The Laredo International Airport (LRD) meets the criteria for participation in the Small Community Air Service Development Pilot Program. LRD satisfies the airport *size* criterion being a non-hub airport enplaning approximately 69,000 passengers during 2001 and 70,445 passengers in 1997. **On** April 1, 2002 the Laredo City Council approved a motion authorizing the City Manager to submit this application.

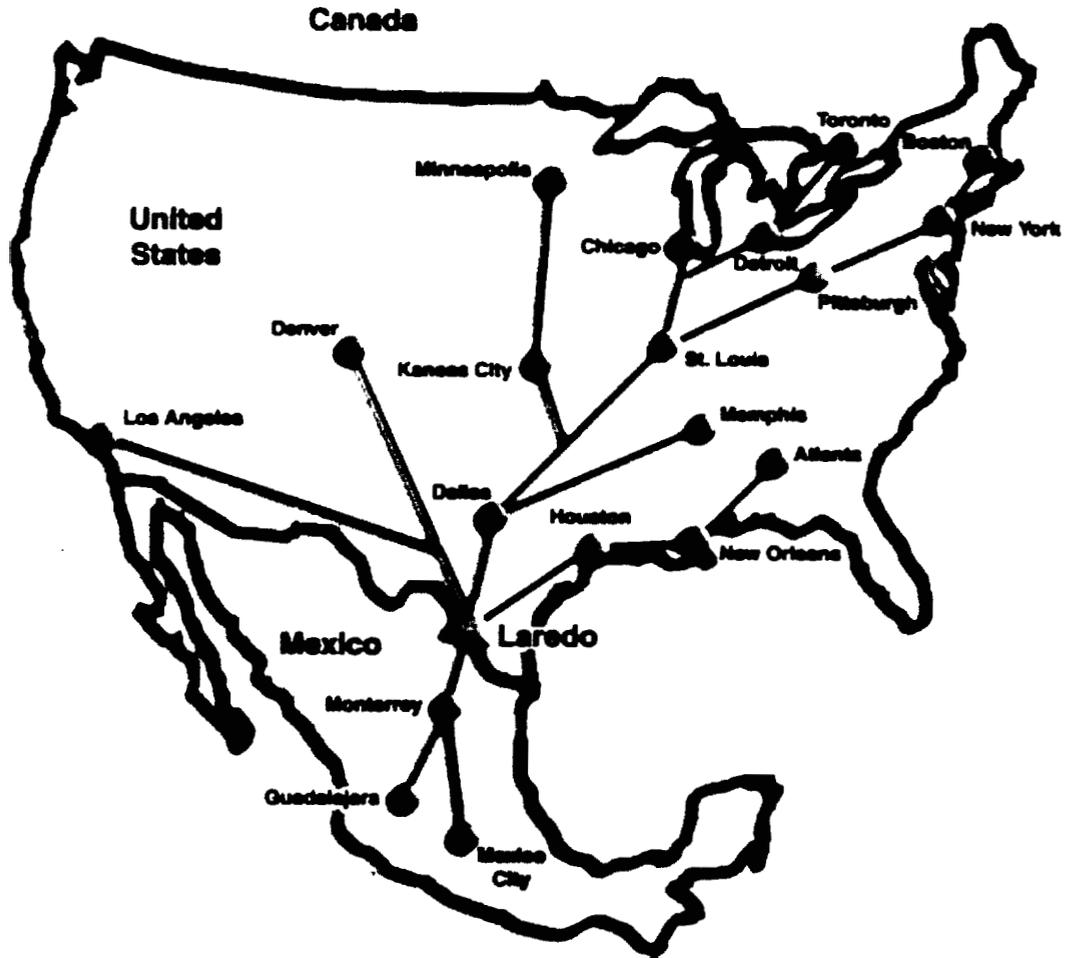
The primary objective of Laredo's proposed Strategic Plan is to secure jet service to Houston George Bush Intercontinental and to **DFW** and to help ensure that passenger activity grows sufficiently to sustain and encourage future jet service.

See Appendix I for a copy of Letters of Support to the City's application. These letters attest to the critical need for jet service at affordable fares and the inconvenience of driving to other airports.

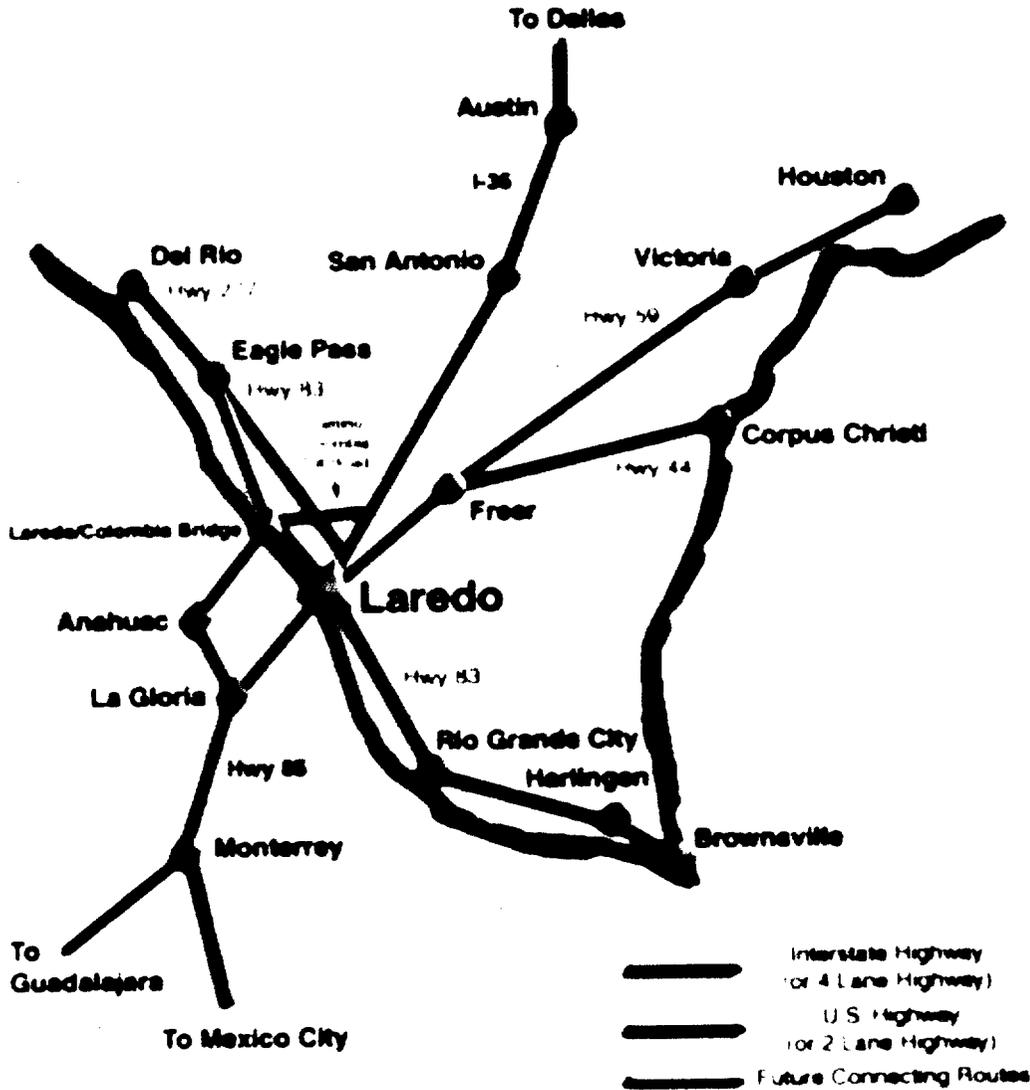
About Laredo, Texas

In the center of the primary trade route connecting Canada, the United States and Mexico, and the doorstep of Mexico's burgeoning industrial complex, Laredo and Nuevo Laredo

# PORT OF LAREDO PRIMARY TRADE ROUTES



# LAREDO REGIONAL HIGHWAY SYSTEM



Copyright © 2002 Laredo Development Foundation

## Distance Chart Laredo, Texas to:

CITY	Miles
San Antonio	154
Corpus Christi	141
McAllen	143
Harlingen	173
Austin	232
Houston	311
Dallas	424

offer markets, business opportunities and profit potential which business and industry simply cannot find anywhere else. In 2001, the U. S. Census Bureau reported Laredo's MSA is still the fastest growing in Texas and one of the fastest growing in the U. S. The January 2001 MSA population at about 206,000 people, and the city only population at about 200,000. With over 650,000 people living just across the river in Nuevo Laredo, the Los Dos Laredos area has a combined population of 850,000.

Known locally as Los Dos Laredos, Laredo and Nuevo Laredo are actually one city divided only by the Rio Grande. Originally settled by the Spaniards in **1755**, Laredo/Nuevo Laredo became the first "official" Port of Entry on the U.S./Mexico border in 1851. Now, the Customs District handles more trade than the ports of Southern California, Arizona, New Mexico and West Texas combined.

Laredo is the only U.S./Mexico border city strategically positioned at the convergence of all land transportation systems. Mexico's principal highway and railroad leading from Central America through Mexico City, Saltillo and Monterrey, the industrial heart of Mexico, converge at Laredo to meet **two** major U.S. rail lines, Interstate **35** and other roads which fan outwards to the urban centers and seaports of Texas and beyond to Northern States and Canadian Provinces including Illinois, Michigan, New York and **Ontario**.

For the last several years, Mexico's economic reforms, increased U.S./Mexico trade and cross border production sharing have combined to spur Laredo's **growth** as never before. As the fastest growing city east of the Rocky Mountains and the most competitive NAFTA crossing Laredo's bright economic future is virtually guaranteed.

See Appendix 2 for Laredo's economic activity charts.

It goes to show that despite being one of the fastest growing **MSA** in the nation and impressive growth in all local economic sectors that Laredo remains an under served air transportation market. This is truly a paradox that can only be explained by lack of domestic jet service and high fares contributing to the high leakage of passengers to other airports 2+ hours away.

#### About Laredo International Airport:

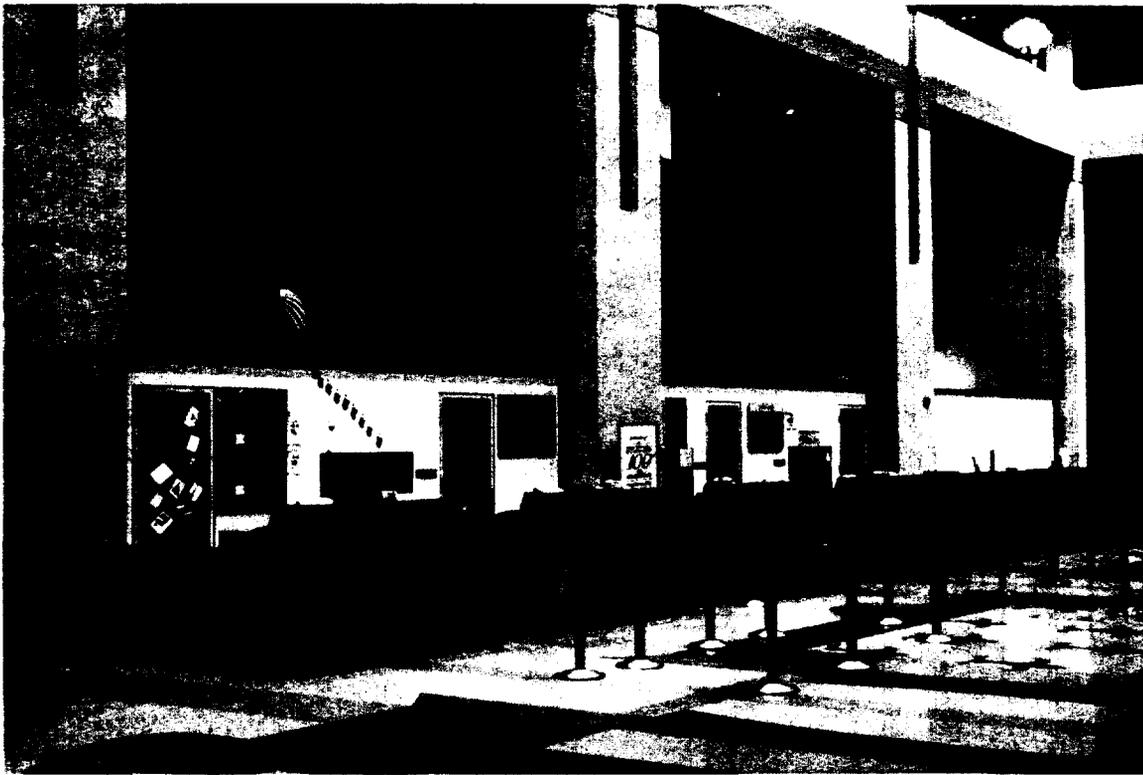
In **1975**, the City of Laredo acquired from the federal government what was then known as Laredo Air Force Base. Since then the City has embarked in a major capital improvement program to convert the former base to civilian / commercial use.

During the past 10 years the Federal Aviation Administration has invested over \$60.0 million dollars in safety, capacity, security and conversion related projects. The Airport Fund has contributed over \$7.0 million during the same period in matching federal





*LRD Passenger Terminal – Ticket Counters Ground Level*



*LRD Passenger Terminal – Ticket Counters*



*LRD Passenger Terminal – Departure Lounge 2<sup>nd</sup> Level*

grants. This in turn has depleted airport reserves and now the airport fund is struggling to remain financially self-sufficient.

A new state of the art airport terminal building with a federal inspection area (capacity of 300 passengers/hour) was recently built with four second-level loading bridges. This ensures that the airport is ready for jet service.

The airport has three runways (the longest is 8,200 feet), and a very large air cargo area. An extension of the longest runway to **10,200** feet is planned. There are no environmental or other perceived limitations to airport growth.

#### Air Service Studies:

Historically, Laredo, Texas has been and continues to be an under served air transportation market. A lack of jet service has caused missed opportunities across the board, from business recruiting to conventions to tourism and travel development. Laredo has never had the airline capacity to service small to midsize conventions. For these reasons the City of Laredo and the Laredo Chamber of Commerce have undertaken several airline service studies.

These studies have noted an excessive leakage of passengers to regional airports, namely San Antonio International, Corpus Christi International, Nuevo Laredo, Mexico and Monterrey, Mexico. San Antonio, Corpus Christi and Monterrey, Mexico are located approximately 150 miles from Laredo.

One of the most important questions on the **1997** survey conducted by Vesta Rae and Associates titled, *Airline Market and Route Analysis Study* may have been that with respect to San Antonio:

- Out of the **990** surveys returned, **88%** (876 respondents) indicated that they have driven to San Antonio to fly. Several respondents added “*frequently,*” “*all the time,*” “*most of the time,*” and one wrote, “*we all do it*” next to the question.
- Ticket cost was the most prevalent motivation for doing so, followed by jet service, more destinations and more daily flights.

With LRD’s large leakage factor, it is thought that introduction of regional jets would recapture a certain percentage of the “drive-fly” travelers.

The City of Laredo was one of 31 communities in Texas and New Mexico which participated in a *Small Market Air Service Needs Assessment* Study conducted by Wilber Smith Associates, Inc. and funded by the Federal Aviation Administration, Texas Department of Transportation Aviation Division, New Mexico Department of



Transportation and the 31 communities. This study noted that, It is important as part of any subsidy programs that the community consider the following: *“An agreement should include someform of advertisementprogram to support the service. Whetherprovided by the local community or the airline, it is important to get the word out about new service and to promote it heavily with frequent air travelers including large area businesses”*.

Air Service:

American Eagle and Continental Express have historically served Laredo, with non-stop service to Dallas/Fort Worth and Houston, respectively. This service has been consistent over time and continues making up the bulk of the air service traffic for the airport. In the past, Conquest offered non-stop service to McAllen and San Antonio and one stop service to Austin, but this service dropped off after 1996. Taesa Airlines, a Mexican air carrier also served Mexico City **and** other cities in Mexico on a limited basis from April 1991 until November 1999 when the Mexican government pulled its operating certificate.

During March 2002 Compania Mexicana de Aviacion, S. A. de C. V. (Mexicana) and Lineas Aereas Azteca, S. A. de C. V. (Azteca) initiated Mexico City / Laredo, Texas service.

During April 2002 Continental Express replaced two daily turbo prop flights with regional jets (EN-135 and EN-145).

Weekly Departures by Destination, March 2002 - Laredo Intl TX (LRD)

Destination	Carrier	Equipme nt	Seat s	Departures
Dallas/Ft. Worth (DFW)	American E.	Saab 340	34	35
George Bush Intercont.(IAH)	Continental Exp.	EMB-120	30	7
George Bush Intercont.(IAH)	Continental Exp.	ATR - 42	42	6
George Bush Intercont. (IAH)	Continental Exp.	ERJ- 135	37	7
George Bush Intercont. (IAH)	Continental Exp.	ERJ-145	50	6
Mexico City, Mexico (MEX)	Azteca	B-737	130	5
Mexico City, Mexico (MEX)	Mexicana	F-100	101	2

Source: Laredo International Airport

Comparison to other South Texas Airports:

In contrast to Laredo, similarly size cities, such as, McAllen, Harlingen and Corpus Christi are serviced by several domestic airlines utilizing main line jets with annual passenger enplanements ranging from 3.6 to **5.4** times greater than Laredo’s.

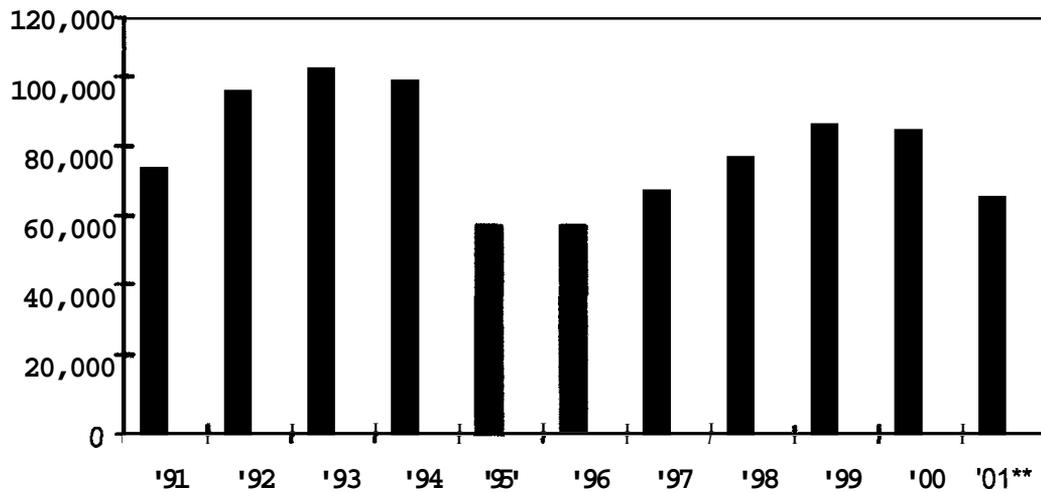


CITY	2000 ENPLANEMENTS
Laredo	87.086
McAllen	317.818
Corpus Christi	441,682
Harlingen	466.935

Source: FAA DOTNNTSC CY 2000 ACAIS Database.

McAllen (MFE), Corpus Christi (CRP) and Harlingen (HRL) all have mainline and regional jet service and reasonable air fares whereas Laredo has not.

Annual Enplanements-Laredo International TX (LRD), 1991-2001



\* Mexican Peso Devaluation Dec. '94

\*\* Tragic Events of Sept. 11, 2001

Top Destinations:

The top five destinations for Laredo, in order of importance, are:

1. Dallas/FortWorth,
2. Houston,
3. Detroit,
4. Chicago, and
5. New York (La Guardia Airport).



The two tables that follow show representative fares at Laredo and San Antonio to the top five destinations from LRD. The fares noted are those from Continental/ Continental Express and American / American Eagle which are the only two domestic airlines operating at LRD. Laredo is definitely a higher priced market than San Antonio. These higher fares and lack of jet service is a contributing factor to passenger diversions to San Antonio.

Air Fare Comparison Table: To Top Destinations on Continental Express / Continental Airlines

Destination	Laredo	San Antonio	Variance \$
Houston	<b>\$652</b>	<b>\$106</b>	<b>\$546</b>
O'Hare Intl.	<b>\$695</b>	<b>\$497</b>	<b>\$198</b>
Detroit, MI	<b>\$487</b>	<b>\$445</b>	<b>\$ 42</b>
N.Y. La Guardia	<b>\$ 1,560</b>	<b>\$ 1,517</b>	<b>\$ 43</b>

days advance purchase R.T. air fares with departure date of April 22 and return date of April 24, 2002.

The excessive fare to Houston is a major contributor to leakage of passengers to San Antonio. Also people simply drive the 311 miles to Houston. Chicago O'Hare fares are high compared to San Antonio. Leisure travel to Houston and Chicago is not feasible from LRD.

Air Fare Comparison Table: To Top Destinations on American Eagle / American Airlines

Destination	Laredo	San Antonio	Variance \$
DFW	<b>\$157</b>	<b>\$125</b>	<b>\$ 32</b>
O'Hare Intl.	<b>\$701</b>	<b>\$381</b>	<b>\$ 320</b>
Detroit, MI	<b>\$493</b>	<b>\$447</b>	<b>\$ 46</b>
N.Y. La Guardia	<b>\$1,566</b>	<b>\$475</b>	<b>\$ 1,091</b>

April 4, 2002,  
18 days advance purchase R.T. air fares with departure date of April 22 and return date of April 24, 2002.

The high fares to Chicago O'Hare and to New York La Guardia, number 3 and 5 top destinations respectively, is an excellent example as to why people from Laredo make the 2+ hour drive (150 miles) to San Antonio. Leisure travel to Chicago and to New York is not feasible.



- A description of the public-private partnership: During the first year the partnership will be a public –public partnership between the Airport Fund and the City of Laredo Convention and Visitors Bureau. The Airport will supervise the implementation of the program and the Conventions and Visitors Bureau will administer, implement, and manage the program budget.

A public-private partnership is not feasible during the first year of the program as a result of the relative short time (60 days) to negotiate an agreement with the incumbent airlines operating at LRD and have the respective parties approve any agreement. The current financial environment for the airlines and the airport would not have yielded a financial participation from the airline community.

The evolving and de facto partnership is one where the airline provides the jet service and the City in ~~turn~~ helps to market and promote the service. In this scenario, the airline's contribution is the added cost of aircraft, equipment and operations which cost is significant.

#### Operating Budgets:

LRD's constrained airport operating budgets have not allowed for LRD to invest in a meaningful marketing program to market air service. Priority has been given to fund safety, security and capacity related projects.

See Appendix 3 for copy of LRD's operating budgets. It is evident from our low fund balances that LRD can not afford to pay for an adequate marketing and promotional campaign in support of air service. Yet LRD can not afford to do nothing if it is to sustain, retain and improve on the recent improvements to air service.

The airlines too have not invested locally and instead have relied on their regional and national marketing programs. Even at times when the airlines operating at Laredo have come out with promotional fares, the general public in Laredo is not made aware and consequently the leakage to other regional airports continues.

Efforts *to* attract other domestic air carriers have not been successful because these airlines have a perception that Laredo is a relatively small market and thus not one to compete for with an incumbent airline.

#### Proposed Partnership and Incentives to Airlines:

However, between now and FY 03 we will seek to develop a partnership with the incumbent airlines to share in the cost of marketing air service at LRD. The City proposes to use 100 percent of incremental revenues received from the airlines, using FY 02 as the



base year, to abate up to 80 percent of the airline's cost of advertising service to LRD. For example if during FY 02 the airport receives \$40,000 in revenues from Continental and during FY 03 revenues from Continental Express increase to \$60,000 then the City in FY 03 will offer to abate 80% of Continental's cost of advertising LRD service up to \$20,000. In this scenario the airline can leverage the City's contribution.

The following year FY 04 the same advertising incentive to the airlines will be continued except that the base year is now the previous fiscal year being FY 03, and so on for the next three years.

The City is aware of the FAA's rules concerning diversion and discrimination in the use of airport revenue and has consulted with the FAA Office of Compliance on structuring this incentive program in a manner that is in conformity with FAA requirements. The City understands that providing incentives to airlines in marketing the airport is an acceptable use of airport revenue. Participation in the program will be equally available to all airlines on the same terms and conditions, and will be voluntary. Also, the incentive program will be available only during the limited promotional period. The City will continue to consult with the FAA to ensure that the program is both compliant and effective.

- o The City of Laredo is the sponsor to accept program reimbursements.
- Community assurances: Should LRD be approved to participate and receive a grant under the Small Community Air Service Development Pilot Program, we propose that the grant contain a condition requiring that the City of Laredo fund (non airport revenues) contribute to the program a minimum of \$20,000 during FY 03 and \$20,000 during FY 04.

Already the City of Laredo Conventions and Visitors Department is financially assisting the airport. The assistance has come in the form of purchasing advertisements on behalf of the airport, by attending out of town tourism conferences, by hosting FAM tours for Mexicana Airlines and for Azteca Airlines, by printing airport marketing materials, hosting inaugural flight ceremonies for Mexicana Airlines, Azteca Airlines and Continental Express. We estimate that during FY 02 the City's Convention and Visitors Bureau will invest a minimum of \$45,000.00 in the above referenced activities in support of the air service marketing effort. This is not a continuation of an existing program nor were these expenditures budgeted. Rather the recent air service developments have necessitated the City taking this action.

Community businesses have paid for three tabloid inserts in the Laredo Morning Times newspaper congratulating Azteca Airlines, Mexicana Airlines and Continental Express. A total of 52 advertisements were purchased and the total estimated cost paid by local businesses is \$7,000.00.



Expenses CVB covered for  
Mexicana/Azteca Advertising

Invoice/Order#:	Vendor:	Price:
	Villa Laredo	\$2,800.00
INV. 14934	Graphitiks	\$4,572.00
Order # TXLAR523/02	El Financiero	\$6,750.00
INV. 17717	Turistampa	\$2,950.00
INV. 14941	Graphitiks	\$267.80
	Turismo USA	\$4,000.00
	Sam's Club	\$439.47
	FAM Tour	\$1,500.00
	Billboards	\$22,130.00
TOTAL EXPENSES:		\$45,409.27

See Appendix 4 for a copy of advertisements paid by the City's C&VB and by the private sector.

- The City of Laredo will monitor the success of the program on a monthly basis during the life of the program using FY 02 as a benchmark. The number of airlines serving LRD, number of direct destinations served, type of aircraft utilized, load factors, monthly enplanement activity and air fares to key destinations are elements that will be monitored and reported to the appropriate federal officials. We do not anticipate the need to modify or to discontinue federal or local funding.
- We do not expect for the status quo of being an under served and expensive market to continue or for that matter for turbo prop service to Houston and DFW to continue.
- Independent of this grant request, the City of Laredo under a separate AIP grant for an Airport Master Plan will include a Passenger Leakage Analysis as an element of the master plan.
- No, we will not hire any full-time equivalent positions to carry out the action plan now and during the duration of this plan. Airport Marketing Director assisted by the City's Convention and Visitors Bureau staff will assume the responsibility to carry out the action plan.
- No, we do not plan to use a local university to conduct any travel related survey as part of this plan. Previous studies and the upcoming Leakage Analysis are sufficient.
- LRD does **not** have an existing Action Plan that a Federal grant from this program will assist. LRD proposes a three- (3) year plan and requests a grant to help implement it.
- If this is a new program, what are the immediate, mid-term, and long-term goals?

Immediate goal is to secure jet service to DFW and IAH and minimize leakage to other airports. Another immediate goal is to grow airport revenues to achieve financial self-sufficiency.

Mid-term goal is to encourage incumbent airlines to add capacity and offer reasonable air fares. Another mid-term goal is to encourage competition at LRD.

Long-term goal is to expand direct service to several in-state destinations and to several destinations in the Republic of Mexico.



- e LRD does not have an existing master plan or airport layout plan that details any airside or groundside capacity-related projects that must be completed or will be required if the airport is successful in reaching its goal.
- e The effectiveness of LRD's proposed Action Plan will be measured by retention and expansion air service i.e. Continental's RJ service to Houston, Azteca and Mexicana mainline jet service to Mexico City. And by incumbent carrier American Eagle replacing turbo prop service to LRD with RJs and measured by increased passenger activity.
- e Anticipated local share. During FY 03 the City of Laredo Conventions and Visitors Bureau will provide \$20,000 and another \$20,000 during FY 04, This is in addition to the approximately \$45,000 already spend or committed by the City. And in addition to the approximately \$7,000.00 spend by the private sector in publishing three (3) newspaper tabloids. Actual funds from all sources, including local government (budgeted amount, current, and projected for the proposed life of the Grant Agreement), local business and organizations (contributions), airlines, airport users.
- In-kind services estimated at \$75,000.00 include C&VB and Airport marketing staff salaries. Other in-kind services include Public Access television broadcasting of airline schedules and service.
- We do not anticipate a contribution from the State of Texas.
- LRD does not have a formal current program. The City's Convention and Visitors Bureau have spent approximately \$45,000.00 this fiscal year and the private sector has spent approximately \$7,000.00.
- e Anticipate new funds: We anticipate using incremental revenues derived from the passenger airlines to augment local airline advertising and marketing programs during subsequent years.
- Expected Federal contribution: \$568,000.00 during FY 02.
- Budget request: \$568,000.00
- Local match \$40,000.00 comprised of \$20,000.00 during FY 03 and \$20,000.00 during FY 04 being contributions from the City's C&VB.
- Total of all Funds Available for Action Plan: \$608,000.00. Not included in this budget is the approximate \$25,000.00 spend by C&VB and \$7,000.00 from the private sector.



- Projected budget for mid-term and long-term (5-year and beyond) Air Service Improvement Strategies

Projecting beyond the herein-proposed three- (3) year program is difficult considering the current airline and airport financial hardships. However, we will work to developing a longer-term strategy.

- Proposed 3 year Advertising and Marketing Plan.

Laredo’s Strategic Plan consists of a comprehensive multi media advertising campaign designed to maximize immediate awareness of Laredo’s new domestic and international air service during the next three (3) years. The focus of this plan includes the City of Laredo metropolitan area, South Texas and international (Nuevo Laredo and Mexico City) markets. This is our proposed targeted area. Our targeted area extends into northern Mexico and Mexico City. The Rio Grande separates Laredo, Texas from Nuevo Laredo. Nuevo Laredo does not have scheduled international service to the United States. Mexicana and Azteca Airlines have extended our service area to cover Mexico City. Laredo’s Strategic Plan has an U. S. and Mexican component.

Success of LRD’s new air service; i.e. Continental’s RJ service to George Bush Intercontinental, Azteca Airlines new service to Mexico City on B-737s and Mexicana Airlines new service to Mexico City on Fokker F- 100s, depends on a drastic and immediate customer awareness of recent air service developments. The international component of this program is important because we estimate that approximately 60+ percent of LRD’s passengers are Mexican nationals.

Proposed Three (3) Year Advertising Budget for the Laredo International Airport with a domestic (U. S.) and International (Mexico) component:

<b>MEDIA</b>	<b>FY02 U.S.</b>	<b>FY 02 MEXICO</b>	<b>FY03 U.S.</b>	<b>FY03 MEXICO</b>	<b>FY04 U.S.</b>	<b>FY04 MEXICO</b>	<b>TOTAL</b>
Billboards	\$132,000	\$90,000	\$75,000	\$45,000	0	0	\$342,000
Newspaper & Magazines	40,000	20,000	10,000	10,000	5,000	5,000	90,000
Radio	20,000	10,000	5,000	5,000	6,000	0	46,000
TV – Commercial	36,000	0	24,000	0	0	0	60,000
TV – Public Access	1,500	0	500	0	0	0	2,000
Brochures	20,000	0	4,000	0	0	0	24,000
Web Page	6,000	0	2,000	0	1,000	0	9,000
Production Cost	32,000	0	3,000	0	0	0	35,000
<b>Total</b>	<b>\$287,500</b>	<b>\$120,000</b>	<b>\$123,500</b>	<b>\$60,000</b>	<b>\$12,000</b>	<b>\$5,000</b>	<b>\$608,000</b>



Billboards:

United States Component:

Eight (8) each 14'x48' billboards will be procured as follows:

- Four (4) in Laredo, Texas
- One (1) located on I-35 approximately 70 miles north of Laredo
- One (1) located on I-37 west of Corpus Christi, Texas. Corpus Christi does not have scheduled passenger service to Mexico City.
- One (1) north of McAllen on U. S. Highway 83. This area of South Texas does not have air service to Mexico City.
- One (1) located on I-10 west of San Antonio

Mexico Component:

Six (6) each 14'x48' billboards will be procured as follows:

- Two (2) in Nuevo Laredo
- One (1) in Monterrey, Mexico
- One (1) in Saltillo, Mexico
- Two (2) in Mexico City.

Newspapers and Magazines:

United States Component:

- Laredo Morning Times
- Corpus Christi Caller
- San Antonio Express
- Del Rio, Eagle Pass, McAllen, and others
- In flight magazines
- Other magazines

Mexico Component:

- Nuevo Laredo, Monterrey, Saltillo and Mexico City dailies
- In flight magazines
- Tourism magazines

Radio:

- Laredo, Corpus Christi, McAllen, Del Rio, Eagle Pass

TV:

- Laredo



Public Access:

- Laredo Public Access Station

Brochures:

- LRD has never had a professionally made marketing brochure paid by the airport. Brochures will be distributed at local hotels in both Laredos, will be included in C&VB, Laredo Development Foundation, Laredo Chamber of Commerce and Texas A&M International University info packets mailed to out of town prospects, etc. Brochures will feature the airport and its airline service to include schedules.
- In addition to brochures an educational coloring book featuring the airport and the airlines is proposed. In post September 11<sup>th</sup> we have discontinued giving tours to school groups because of our limited security personnel and restricted areas. The coloring book is a way of bringing the airport to the children. The airport, the airlines and the school districts in Laredo and the region will sponsor an annual **art** contest.
- Airport promotional materials to include inexpensive plastic or wood model airplanes, writing pads, pens and pencils, book covers, etc.

Web Page:

- Create a web page for the airport with links to the airlines and other airport businesses. Currently, we do not have a stand alone web page for the airport.

Production Cost:

- This is the cost to hire a professional advertising and marketing firm to design and create the above advertising materials.

Other Strategies for improving Passenger Service at LRD:

- Air Cargo: American Eagle and Continental Express do not have the belly capacity to carry the high volume of air cargo. Air cargo is trucked on a daily basis on semi trucks to and from Dallas/Fort **Worth**, Houston and San Antonio. Air cargo will add to the airline's bottom line and can make the difference in terms of financial failure or success. As the airlines add capacity they will benefit from Laredo's cargo activity.
- Fire Training Facility: The City of Laredo is constructing a fire and law enforcement training facility that will include an Airport Rescue and Fire Fighting (ARFF) component. For the past 20+ years the City of Laredo Fire Department has been training firefighters from most of Latin America and spreading good will. This training has happened mostly on foreign soil. Now with our new fire training facility nearing completion the City of Laredo is securing commitments



from Latin American countries to train at Laredo. These countries know Laredo and we speak the language so there will be no culture shock when they train in Laredo. We anticipate an increase in demand for international air travel directly related to the fire training facility. This increased travel activity will benefit the airlines providing service at LRD.

- Texas A&M International University: The university and its Western Hemisphere Trade Center will present numerous opportunities for LRD's airlines to grow passenger service.
- Hospitals: The two local hospitals have recently completed an investment in excess of \$220.0 million in the construction of two hospitals and the hospitals plan to market their services to the region and in the Republic of Mexico. This will help generate more airline business to LRD.
- Laredo Entertainment Center: This new \$35.0 million entertainment center will feature an ice hockey team, *LAREDO BUCKS*, and host concerts, trade shows, conferences and other events. This too will help generate more airline business to LRD.

#### Conclusion:

Securing and sustaining jet service is the City's main priority. Recent improvements to Laredo's air service, i.e. Continental Express initiating regional jet service on April 8, 2002, Mexicana Airlines initiating F-100 service to Mexico City on March 9, 2002 and Axteca Airline initiating **B-737** service to Mexico City on March 11, 2002 is a major boost to LRD achieving the desired jet service. The airlines have made a commitment and made an investment by initiating the jet service.

In post September 11, 2001, the airlines find themselves in financial straits with little or no monies to advertise and promote their service in smaller markets like Laredo. This in itself is a partnership, the airlines in this difficult financial time provide the service and invest on equipment and the City of Laredo obliges itself to help advertise and market the service.

At this critical juncture the Laredo International Airport must assist the airlines to help ensure success less we lose the service and lose the confidence **of** the airline community. Helping the airlines achieve success in the LRD market ensures success for the airport. The requested grant is very important to the city to enable it to bridge a two year period in which time LRD can grow its revenue base and contribute more to the advertising and marketing program. Thus achieving financial self-sufficiency as the result of new and improved air service. This in turn will enable the proposed incentive program to the airlines.



**Thank you for your consideration of this request for assistance.**



Laredo



Development Foundation

P.O. BOX 2682 / 616 LEAL ST.

LAREDO, TEXAS 78044-2682

(956) 722-0563

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26 March 2002

Mayor Elizabeth Flores  
City of Laredo  
PO Box 570  
Laredo, Texas 78042

Dear Mayor Flores,

We would like to express our unqualified support and endorsement of the application of the Laredo International Airport for funding under the W. H. Ford Aviation Investment and Reform Act, "AIR-21." The Laredo airport is truly a hub operation in the South Texas region.

There are a number of factors that cause our strong support. Laredo has been among the five fastest growing cities in the nation over the past decade. Our unique geographic location at the cross roads of international trade is paramount to the health and vitality of American industry that provides manufactured goods and services (supported by US jobs) that are destined for export southbound through the Port of Laredo.

Improved and expanded air service by means of a comprehensive marketing and promotional campaign will insure the increased utilization of the Laredo Airport facilities. Timely and affordable air service are critical to our on going efforts to enhance all areas of economic development in our community.

Thus, the promotion of the linage between Laredo and the cities connecting our growing community is critical to the economic vitality of not only our region but to thousands of companies and consumers nationwide that do business via Laredo.

Sincerely,

A handwritten signature in black ink, appearing to read "John A. Adams, Jr.", is written over the typed name and title.

John A. Adams, Jr.  
Executive Director



## CHAMBER OF COMMERCE

March 30, 2002

U.S. Department of Transportation  
400 7<sup>th</sup> Street, SW  
Washington, DC 20590

ATTENTION: Assistance Secretary for Aviation and International Affairs

Laredo, Texas, is the fastest developing city in the state of Texas and one of the fastest growing cities in the country (second in growth only to Las Vegas, NV, in 1997, 1998 and 1999 as per U.S. Census Bureau projections). The port of Laredo is the largest and most important inland port on the U.S.-Mexico border – it crosses an average of 8,000 trucks daily and accounts for 40 percent of the total value of U.S.-Mexico overland merchandise in trade (\$84.2 billion in imports and exports in 2000). Under NAFTA, the Laredo International Airport has become an important cargo air hub, rated 8<sup>th</sup> in the nation in importance in terms of flights to/from Latin America.

Yet, as Laredo struggles to capitalize on the development of industry inherent with this growth, it finds itself isolated in terms of passenger air service. As most small markets, it is served by “commuter” type airlines, which provide a much needed connection to larger metropolitan areas, albeit expensive and restricted to turboprop-type equipment. And, as many small markets, Laredo find itself entangled in a “Catch-22” situation – Airlines avoid expanding service (e.g., jet-quality) given its present passenger ridership; and it cannot hope to increase its passenger numbers given the current costs and availability of equipment.

The City of Laredo is requesting consideration under the Small Community Air Service Development Pilot Program to promote air transportation and existing air service. The Laredo Chamber of Commerce supports this and all efforts by the City of Laredo to create improved transportation services for the business community and the citizenry, in general. It is our contention that increased ridership numbers will generate competition, affordable prices and gradually lead to improved air service. We urge the Department of Transportation to consider funding the Laredo International Airport under this program. This community, given its key position in international trade, presents an ideal “test market” for the proposed pilot program.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Miguel A. Conchas", written in a cursive style.

Miguel A. Conchas  
President/CEO



ACCREDITED



# LAREDO MANUFACTURERS ASSOCIATION

P.O. BOX 440673 \* LAREDO, TX \* 78044-0673

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Mayor Elizabeth G. "Betty" Flores  
City of Laredo  
P.O. Box 579  
Laredo, Texas 78042-0579

March 29, 2002

Dear Honorable Mayor Flores:

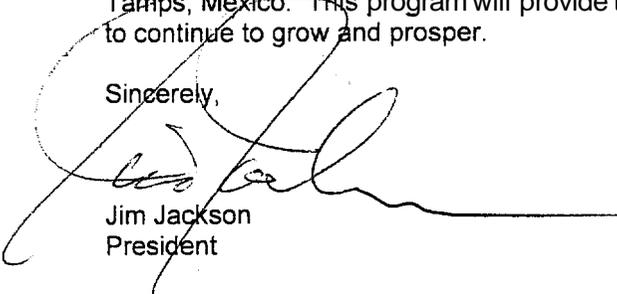
On behalf of the Laredo Manufacturing Association (LMA), you have our full support of your efforts to secure federal assistance funding to promote and market Laredo air transportation services.

The need for this assistance is at hand now, more especially since Mexicana and Azteca recently inaugurated daily air service to Mexico and Continental Express will initiate Regional Jet service on April the 8<sup>th</sup>. We need to increase community awareness and support of these new services in smaller markets like Laredo.

We are pleased to see that the City of Laredo is prepared to provide matching funds in order that this application receive maximum priority consideration.

As you know, our LMA membership is comprised of over 100 members from the business, manufacturing, government and private sectors located in Laredo, Texas and Nuevo Laredo, Tamps, Mexico. This program will provide the kind of support needed to allow Los Dos Laredos to continue to grow and prosper.

Sincerely,

  
Jim Jackson  
President



**TEXAS A&M INTERNATIONAL UNIVERSITY**

A Member of The Texas A&M University System

Office of the President

March 27, 2002

Mr. José L. Flores  
Manager  
Laredo International Airport  
5210 Bob Bullock Loop  
Laredo, TX 78041

Dear Mr. Flores:

It is a pleasure for Texas A&M International University to write a letter in support of the City's proposal to the Small Community Air Service Development Pilot Program to enhance air transportation in our Community.

Enhanced air service is critical to our University. As a comprehensive institution we want to offer our students and faculty as well as the Laredo community the opportunity to learn from scholars throughout the world. However, oftentimes our attempts to bring such scholars is hampered by the limited air service available or by the fact that some individuals do not feel comfortable traveling in Turboprop airplanes. This has become more true since the events of September 11, 2001.

Our own business travel is difficult at times because it can take an entire day to travel to and back from destinations other than Houston or Dallas. This necessitates increased lodging costs for our limited travel budgets because it is impossible to "fly-in and fly-out" for business meetings.

The University also engages in faculty and student exchange programs and we are a regional conference center. Yesterday, in fact we dedicated the Western Hemispheric Trade Center which will enable the University to hold conferences about, among other things, issues important to our Hemisphere. Again, limited airline service hampers these efforts to enhance the educational opportunities we want to make available to our campus community and the Laredo community at large.

We wholeheartedly endorse the City's proposal and look forward to a continued partnership with the City in its efforts to bring about enhanced airline service.

Sincerely,

A handwritten signature in black ink that reads "Ray M. Keck III".

Ray M. Keck, III, Ph.D.  
President



# Laredo Community College

West End Washington Street • Laredo, Texas 78040-4395 956-722-0521

Ramón H. Dovalina, Ph.D.  
President

April 4, 2002

BOARD OF TRUSTEES

Rodrigo V. Martinez  
President

To Whom It May Concern:

Pedro Saenz, Jr.  
Vice President

Please accept this letter in support of the City of Laredo's Small Community Air Service Development Pilot Program grant application to the U.S. Department of Transportation. The college is supportive of efforts to improve access to the community through expanded and more competitive air travel. The College will benefit **from** improve service to the community.

César Carranco, Jr.  
Secretary

Luis G. Cordero, Jr., M.D.  
Trustee

Laredo's geographic isolation and limited flight schedule has hindered the College's ability to conduct business. College officials have frequent interactions with the Texas Higher Education Coordinating Board, The Southern Association of Colleges and Schools, and other institutions of higher education in the United States and in Mexico. A varied flight schedule and an increase in the number of carriers will allow college officials and visitors more flexibility in arranging for arrival and departure flights. Flight schedule flexibility is a key to efficiently using time. Offering travelers more choices in the number of carriers available maximizes efficient time utilization. More air carriers mean that travelers will have a wider variety of destinations to choose from without negotiating a maze of connecting flights. In short, business travelers will benefit from this improved service. The activities proposed in the grant application will help promote tourism to Laredo and boost the local economy.

Rafael González  
Trustee

Gregory C. Keene, M.D.  
Trustee

Christina Mares  
Trustee

José Treviño, Jr.  
Trustee

Thank you for your time and attention to this matter. Please feel free to contact me if you require additional information at (956) 721-5101.

Sebastián Zapata, III  
Trustee

Sincerely,

Dr. Ramon H. Dovalina,  
President



Mayor Elizabeth G. Flores  
1110 Houston  
Laredo, Texas 78040

April 4, 2002

Dear Mayor,

I was asked to compose a letter in response to the Small Community Air Service Development Pilot Program. I am happy to do so as Laredo's expanded air service is a vital part of business for the Laredo Entertainment Center and the Laredo Bucks Pro Hockey Team.

The team will not only be flying players in internationally for the beginning of each season and out again after the season is over, but also will need flights in from players on trade, and scouts to other hockey cities throughout the season. A few of the opposing teams are in long distant cities as far away as Indianapolis. When the game schedule does not allow time for a bus trip, the team will have to fly while opposing teams will need to fly to Laredo.

Many of the large shows and concerts that play here will rely off of air travel to bring in the main artists, and production management teams. The availability of flights that fit their tight schedules is a crucial part of their decision to play this market.

International Spanish/Latin artists are expected to be a large part of the concert programs at the Laredo Entertainment Center. The international services of the airport are equally as important to the arena as the flights from American cities.

National and International trade shows, conventions, and corporate events depend on good flight schedules into each of their markets. Many of the most profitable shows and events will not even consider a city unless they feel it can handle the estimated flying public.

In short, the success of the existing and new service programs at the Laredo International Airport is directly associated to the success of the Laredo Entertainment Center and the Laredo Bucks Pro Hockey Team. It is important that not only do these programs exist in the future, but more flights and specifically jet service continues to expand as our business grows.

The growth of the city is something that we have studied and continue to study on a large scale. The existence of this arena and team is proof of our belief that this city has grown and will continue to grow to support it. Business and residential building continues at a high rate. New hotels will be coming soon, and with it more and new-found tourism. The flight services of the airport must keep up not only of the needs today, but the demands of the future. Both the business community and the private sector of Laredo, the state and the nation must recognize the upgrades that have now

been initiated at the Laredo International Airport. The awareness of these programs will insure the usage and continued growth of this city.

Thank you,

A handwritten signature in black ink, appearing to read "Craig Baltzer", written over a circular stamp or seal that is mostly obscured by the ink.

Craig Baltzer  
General Manager LAREDO ENTERTAINMENT CENTER

T H E L A R E D O N A T I O N A L B A N K

March 29, 2002

The Honorable Elizabeth G. Flores  
Mayor City of Laredo  
P.O. Box 570  
Laredo, Texas 78042

GARY G. JACOBS  
PRESIDENT AND  
CHIEF EXECUTIVE OFFICER

Dear Mayor:

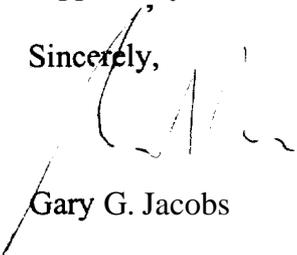
I would like to take this means to express our bank's support of the City's decision to apply for funding for the Laredo International Airport under the W.H. Ford Aviation Investment and Reform Act, AIR-21.

Improving the quality of our air service continues to be one of our community's greatest challenges. The dominance of turboprop use by both American and Continental in serving Laredo, along with very high fares, forces many would-be Laredo travelers to drive to San Antonio and take a flight from there at a fraction of the cost. Our carriers state that if they had a greater volume of passengers they would not only add flights and replace turbos with jets, but lower fares as well.

Costly, inadequate air travel to Laredo continues to be a serious stumbling block in the way of our economic development. It can only be remedied by the implementation of a strong, sustained marketing effort which airline companies are unable to undertake at this time because of the financial problems they are facing as a result of the September 11 tragedy.

Realizing how critical it is for us to develop and implement a vigorous advertising program aimed at generating greater citizen awareness of the importance of flying from Laredo, our bank stands ready to do its **part** in support of your efforts.

Sincerely,

  
Gary G. Jacobs

bm

SAN BERNARDO AVENUE  
P.O. Box 59  
LAREDO, TEXAS 78042-0059  
(956) 723-1151  
FAX: (956)725-8517  
E-MAIL: gjacobs@netscorp.net



April 1, 2002

Jose L. Flores, Airport Manager  
Laredo International Airport  
5210 Bob Bullock Loop  
Laredo, Texas 78041

Dear Mr. Flores,

We are pleased with the expanded air service now available at the Laredo International Airport. This air service gives us new opportunities to facilitate the traveling public in conducting business in Laredo and the surrounding area. La Posada Hotel / Suites' clients can now travel with greater frequency to this area.

It becomes essential that promotional and marketing dollars be dedicated to generating awareness to the public of the enhanced air service. Our Hotel sales staff needs collateral material that they can distribute to all our clients in Laredo and in our major feeder markets in the State of Texas and Mexico. This collateral material needs to detail the airlines that serve the airport, schedules, as well as the many services provided by the airport.

We can partner with the Laredo International Airport to promote Laredo as a viable business and leisure destination. Our community needs a thriving airport that can support increased travel that provides the opportunity for more jobs.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert E. Stanfield", is written over a circular stamp or seal that is partially obscured by the signature.

Robert E. Stanfield  
General Manager

RECEIVED APR 1 2002



April 1, 2002

Jose L. Flores, Airport Manager  
Laredo International Airport  
5210 Bob Bullock Loop  
Laredo, Texas 78041

Dear Mr. Flores,

The Laredo Hotel/Motel Association is thrilled with the expanded air service to the Laredo International Airport and the City of Laredo. The opportunities that this service presents are excellent in our search for new markets to **Laredo**.

We are committed to partnering with the Laredo International Airport in promoting to the public this enhanced air service. Marketing and promotional dollars are critical to ensure success. We need brochures and other collateral material that can be provided to our clients and to those people interested in traveling to Laredo. There are numerous state associations that have not booked our area because of limited air service. We need to promote to these association with direct visits, telemarketing and direct mail.

We would like to discuss with you in the immediate future your plans to promote and market the Laredo International Airport and how the **Laredo Hotel/Motel Association** can partner with you to ensure success. Greater business and leisure travel can generate more tax dollars and more jobs.

Sincerely,

Nick Marks Reyna  
President

Cc: Board of Directors

**LAREDO HOTEL / MOTEL ASSOCIATION**

**GATEWAY TO THE AMERICAS**

P. O. Box 1816 Laredo, Texas 78040-1816

RECEIVED APR 1 2002



**MERCY HEALTH SYSTEM OF TEXAS**

March 28, 2002

Mrs. Elizabeth G. Flores  
Mayor, City of Laredo  
1110 Houston Street  
Laredo, Texas 78040

Dear Mayor Flores,

Mercy Health System of Texas fully supports the efforts by the city of Laredo to improve the quality of air service into and out of Laredo International Airport.

We at Mercy are absolutely dependent on rapid, cost-effective air transportation of our employees to our corporate headquarters as well as to our sister hospitals. Our corporate personnel are equally dependent when traveling into and out of Laredo. The air service currently offered at Laredo International is marginal, at best, at meeting our needs.

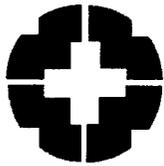
Too often our corporate personnel and service providers are forced to drive from and to San Antonio rather than contend with the stressful turboprop aircraft and high airfares now available. I can tell you that the first air carrier to offer full-size jet service, at competitive fares, into and out of Laredo International, will be the airline of choice for our employees.

You may count on our full support of your efforts.

Sincerely,

Javier Iruegas  
CEO & President

JA:jf



# DOCTORS HOSPITAL OF LAREDO

NEW WORLD MEDICINE. OLD WORLD VALUES.

April 8, 2002

Mayor Elizabeth Flores  
City of Laredo  
P.O. Box 570  
Laredo, TX 78042

Dear Mayor Flores,

Doctors Hospital of Laredo is proud to support and endorse the City of Laredo's application for the proposal of the W.H. Ford Aviation Investment and Reform Act, "AIR-21." With Laredo growing at a fast pace, Doctors Hospital recognizes the tremendous need to continue an aggressive promotional and marketing campaign that would result in positive economic development projects.

Our inland port location—otherwise known as The Gateway to *Mexico*—has gained much from having our sister city of Nuevo Laredo, Tamps, MX next door. Trade between the two countries is facilitated by our close proximity that provides our city with a unique advantage in the field of international trade—especially in the area of air trade. However, much more can be accomplished by continuing and expanding our efforts to provide first-class air service to our business people, local community, and out-of-town guests.

Please take into consideration the amount of trade Laredo handles each year and the dollars that are funneled back into the nation's economy from our city. Through this grant, Laredo will surely contribute substantially more and Laredo is up to the challenge.

If I can be of any assistance, please feel free to contact me. Doctors Hospital of Laredo is proud to join the City of Laredo in providing first-class service to our nation, to Mexico, to Texas, and to our local community.

Sincerely,

Abraham Martinez  
CEO, Doctors Hospital of Laredo

Southwestern Bell Telephone  
Company  
5711 Mc Pherson, Suite 204  
Laredo, TX 78041  
Phone 956 727 6703  
Fax 956 727 6813  
sc9841@txmail.sbc.com

Sergio Contreras  
Director-External Affairs



Mayor Elizabeth Flores  
City of Laredo  
PO Box 570  
Laredo, Texas 78042

Dear Mayor Flores,

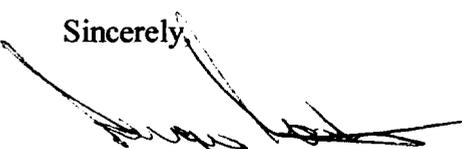
We would like to support the City's proposal to the W.H. Ford Aviation Investment and Reform Act, "AIR-21". The utilization of the Laredo International Airport will enable the City of Laredo to continue its course of growth being one of the five fastest growing cities in the nation.

An extensive marketing and promotional campaign of the airport will certainly support the economic development in our community. The City of Laredo provides a unique opportunity of growth for industries associated with international trade, industrial, manufacturing, and construction to **name a few**.

The Laredo **airport** needs promotional support to increase the utilization of its facilities and services readily available to our community and the thousands of companies we currently support.

As we continue to deploy and enhance our telecommunications infrastructure for our community, we also endorse the City's effort to promote the use of our airport.

Sincerely,



Sergio Contreras  
Director-External Affairs

Laredo Development Foundation

## CHARTS & MAPS

Laredo is the future. The last 13 years show it.

Laredo began its remarkable economic ascent in 1987, and it continues unabated. The growth of Mexico's Maquiladora program, entry into GATT, economic reforms, and then NAFTA, combined to spur the growth of Laredo's transportation industry and overall economy as never before.

In 2001, the U.S. Census Bureau reported that Laredo's MSA is still the fastest growing in Texas and one of the fastest growing in the U.S. The January, 2001 MSA population is at about 206,000 people, and the City-only population at about 200,000 people. With over 650,000 people living just across the river in Nuevo Laredo, the Los Laredos area has a combined population of 850,000, and will have 1,000,000 just after the turn of the century.

Fortunately, Laredo's economy has more than kept pace with population growth. While the population increased about 60% over the last 12 years, employment increased by 80%.

And economic indicators aren't the only measures of success. Laredo has a new university, new hospitals, new airport terminal, a new library, and new commercial bridge. All things considered, we are making great economic and social progress.

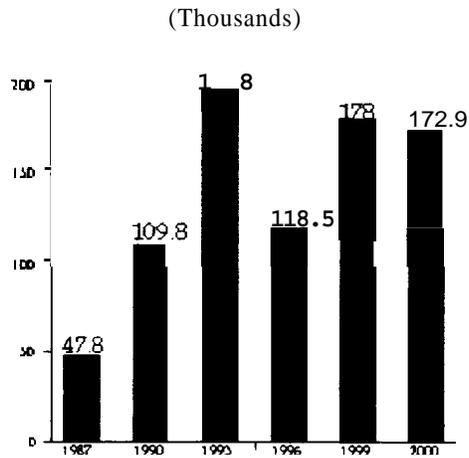
The charts listed below clearly show that Laredo's economy has finally become large enough and diverse enough to be much more self reliant, much less susceptible to outside forces than it was a decade ago. And with new economic incentives, including City of Laredo and Webb County tax abatement policies for job-creating investments, the future looks even brighter in 2001 and beyond.

### Maps

- [U.S. Exports Thru Texas Border Ports](#)
- [Laredo/Nuevo Laredo Transportation System](#)
- [Port of Laredo Primary Routes](#)
- [Laredo Regional Highway System](#)
- [Map Quest](#)

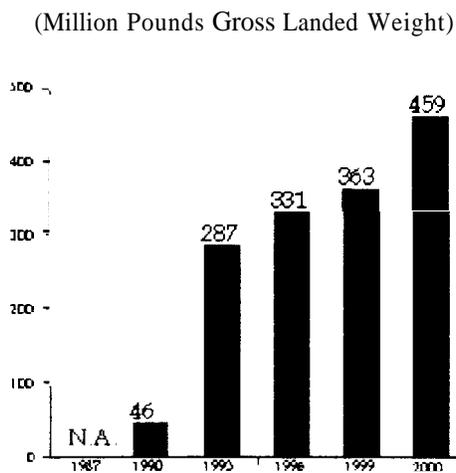
# Laredo, Texas

Laredo International Airport Total Airline Passengers - 13 Year Increase  
+262%



Source: Laredo International Airport

## Laredo International Airport - Air Cargo

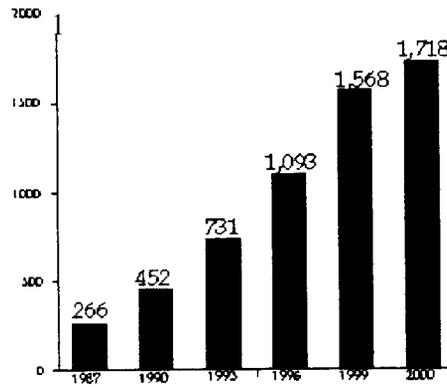


Source: Laredo International Airport

# Laredo, Texas

## Cross Border Loaded Trucks - Port of Laredo - 13 Year Increase +546%

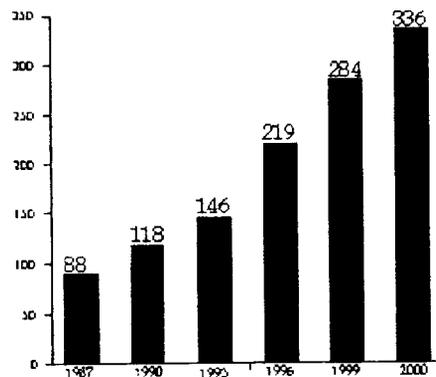
(Thousands-Northbound & Southbound)



Source: U.S. Customs

## Cross Border Loaded Rail Cars - 13 Year Increase +282%

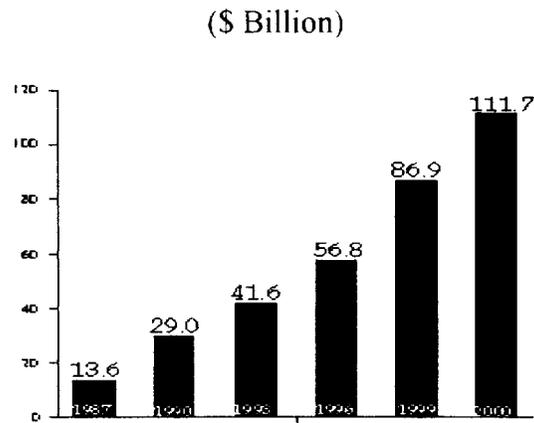
(Thousands - Northbound & Southbound)



Source: Texas A & M International University

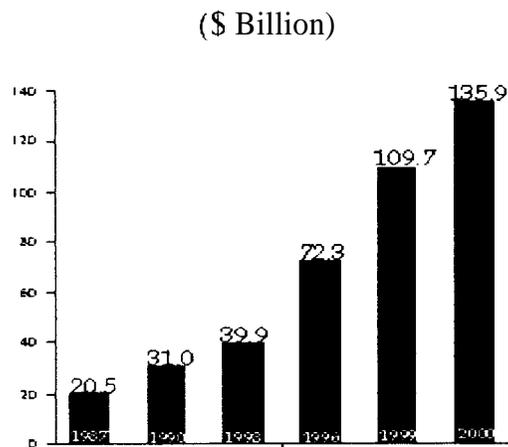
# U.S./Mexico Trade

U.S. Exports to Mexico - 13 Year Increase +721%



Source: U.S. Department of Commerce

U.S. Imports From Mexico - 13 Year Increase +563%

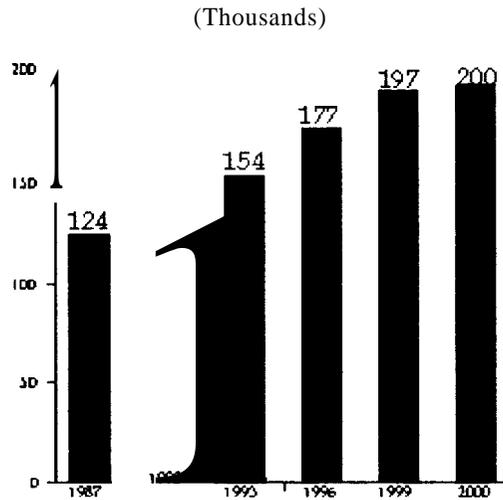


Source: U.S. Department of Commerce

# Laredo, Texas

Population - MSA - 13 Year Increase +61%

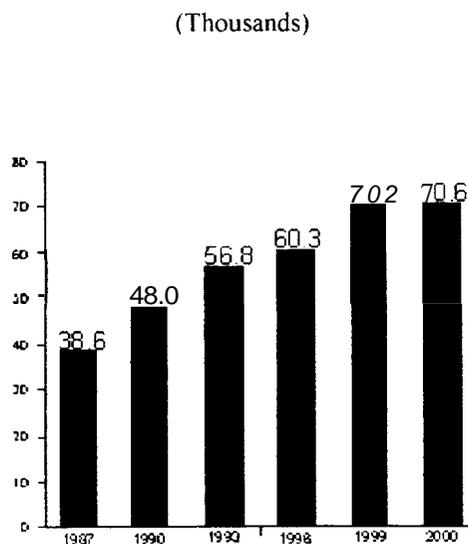
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Source: U S. Census Bureau

Employment - MSA - 13 Year Increase +83%

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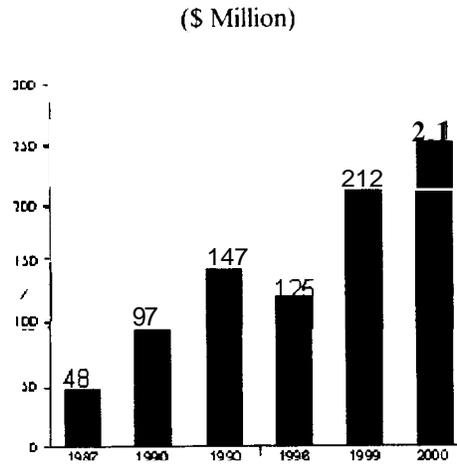


Source: Texas Workforce Commission

# Laredo, Texas

Total Building Permits \$ Value - 13 Year Increase +423%

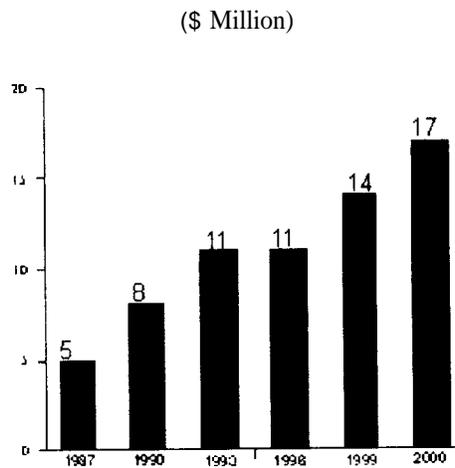
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Source City of Laredo Building Dept

Sales Tax Rebates (1%) - 13 Year Increase +240%

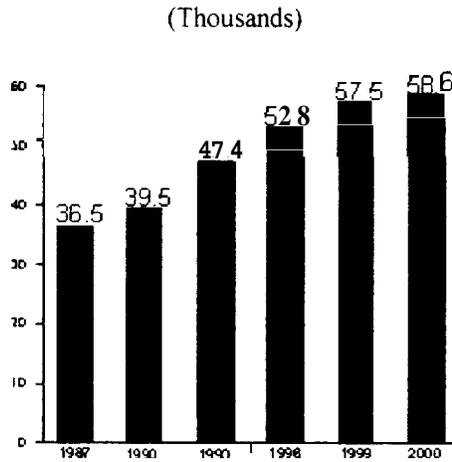
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Source City of Laredo Finance Dept

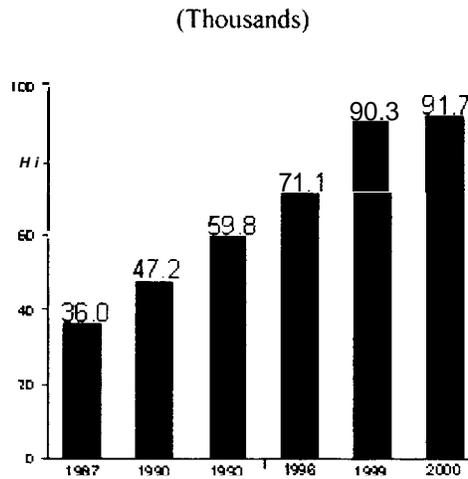
# Laredo, Texas

Total Electric Connections - 13 Year Increase +61%



Source: Central Power & Light

Total Telephone Connections - 13 Year Increase +155%

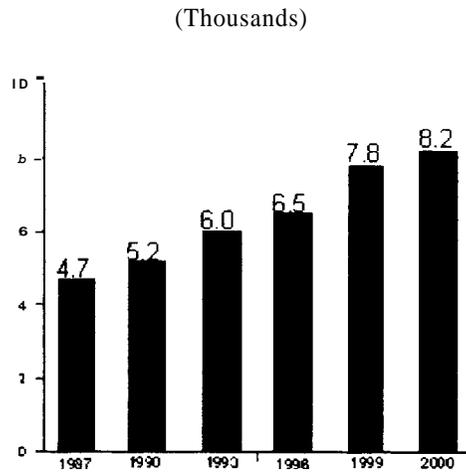


Source: Southwestern Bell

# Laredo, Texas

Business Electric Connections - 13 Year Increase +74%

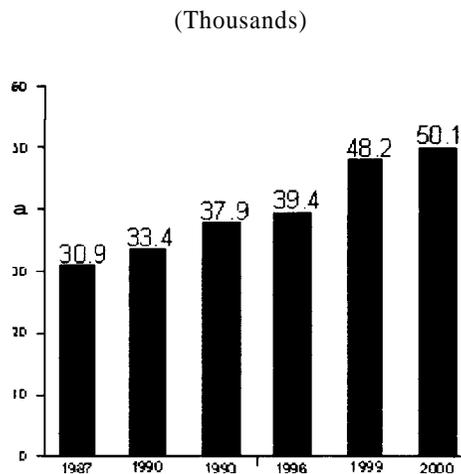
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Source: Central Power & Light

Residential Electric Connections - 13 Year Increase +62%

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Source: Central Power & Light

# CITY OF LAREDO, TEXAS

## INTERNATIONAL AIRPORT

### OPERATING BUDGET

FY 2001-2002

DESCRIPTION	ACTUAL FY 98-99	ACTUAL FY 99-00	ORIGINAL BUDGET FY 00-01	AMENDED BUDGET FY 00-01	TOTAL ESTIMATE FY 00-01	PROPOSED BUDGET FY 01-02
<b>OPENING BALANCE</b>	<b>(470,754)</b>	<b>(140,245)</b>	<b>2,148,345</b>	<b>1,933,955</b>	<b>1,933,955</b>	<b>3,000</b>
<b>REVENUES</b>						
Intergovernmental:						
<b>FAA Control Tower</b>	227,547	227,547	260,352	260,352	262,072	295,671
TNRCC Reimbursement						100,000
Interest Earnings		40,510	109,600	109,600		
Rents and Royalties	3,112,106	3,060,062	3,413,792	3,413,792	3,512,037	3,774,806
Miscellaneous:						
Passenger Fees	222,413	205,898	481,800	481,800	298,306	350,000
Sale of Land	343,500	2,506,700			177,674	
Utility Reimbursement	3,690	1,276				
Other	23,592	19,783	4,275	4,275	4,013	6,305
Transfer In:						
General Fund	28,000	25,000	25,000	25,000	107,072	25,000
FAA Noise Abatement	407,777					
EDA Airport/Medical Park		24,950				
New Airport Terminal	25,516					100,000
<b>TOTAL REVENUES</b>	<b>4,394,141</b>	<b>6,111,726</b>	<b>4,294,819</b>	<b>4,294,819</b>	<b>4,361,174</b>	<b>4,651,782</b>
<b>TOTAL AVAILABLE</b>	<b>3,923,387</b>	<b>5,971,481</b>	<b>6,443,164</b>	<b>6,228,774</b>	<b>6,295,129</b>	<b>4,654,782</b>
<b>EXPENDITURES</b>						
Administration						
Personnel Services	716,954	748,788	795,761	795,761	750,340	840,643
Materials and Supplies	42,594	50,256	48,348	47,381	46,973	44,751
Contractual Services	1,330,382	1,572,882	1,517,706	1,562,459	1,527,089	1,706,036
Other	24,625	19,711	86,315	70,652	46,918	55,676
Reserve Appropriation			46,546	32,206		
Capital Outlay	9,088	38,422	6,020	6,020	6,020	10,800
Operating Transfers Out:						
Debt Service	785,825	442,303	758,560	758,560	758,560	793,684
New Airport Terminal			2,007,000	2,007,000	2,007,000	
Total Administration	<b>2,909,468</b>	<b>2,872,362</b>	<b>5,266,256</b>	<b>5,280,039</b>	<b>5,142,900</b>	<b>3,451,590</b>
Building Maintenance						
Personnel Services	200,835	118,585	162,544	162,544	166,989	176,319
Materials and Supplies	56,702	68,456	70,531	73,430	60,801	60,623
Contractual Services	116,595	267,459	194,738	187,718	181,159	145,955
Capital Outlay	62,552					
Total Building Maintenance	<b>436,684</b>	<b>454,500</b>	<b>427,813</b>	<b>423,692</b>	<b>408,949</b>	<b>382,897</b>

**CITY OF LAREDO, TEXAS**  
**INTERNATIONAL AIRPORT**  
**OPERATING BUDGET**  
**FY 2001-2002**

DESCRIPTION	ACTUAL FY 98-99	ACTUAL FY 99-00	ORIGINAL BUDGET FY 00-01	AMENDED BUDGET FY 00-01	TOTAL ESTIMATE FY 00-01	PROPOSED BUDGET FY 01-02
Ground Maintenance						
Personnel Services	221,302	223,870	233,289	233,289	229,820	259,763
Materials and Supplies	38,965	56,599	51,193	54,047	50,238	49,869
Contractual Services	95,328	100,712	110,212	113,677	105,640	109,105
Capital Outlay	31,538	1,294	25,527	40,084	28,774	15,000
Total Ground Maintenance	387,133	382,475	420,221	441,097	414,472	433,737
Control Tower						
Personnel Service	301,397	312,612	295,845	295,845	306,930	312,862
Materials and Supplies	375	468	454	454	454	470
Contractual Services	3,949	2,490	4,758	4,758	4,757	4,319
Capital Outlay						400
Total Control Tower	305,721	315,570	301,057	301,057	312,141	318,651
Foreign Trade Zone						
Personnel Service	19,324	6,925	8,818	8,818	7,568	9,245
Materials and Supplies	1,563	1,621	150	247	247	255
Contractual Services	3,219	3,573	5,310	5,798	5,797	5,405
Other	500	500	543	55	55	
Total Foreign Trade Zone	24,606	12,619	14,821	14,918	13,667	14,905
Capital Improvements						
Contractual Services	20			26,500		
Total Capital Improvements	20			26,500		
Relocation Projects						
Contractual Services				13,910		
Total Relocation Projects				13,910		
<b>TOTAL EXPENDITURES</b>	4,063,632	4,037,526	6,430,168	6,501,213	6,292,129	4,601,780
<b>CLOSING BALANCE</b>	(140,245)	1,933,955	12,996	(272,439)	3,000	53,002

CITY OF LAREDO  
INTERNATIONAL AIRPORT  
UNAUDITED STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCE-BUDGET AND ACTUAL  
FOR PERIOD ENDED 09/30/01

	Original Budget	Amended Budget	Year To Date Actual	Encumbrances	Variance Favorable (Unfavorable)	Annual Percent
OPENING BALANCE	\$ 2,148,345	1,933,956	1,933,956			100.00%
<b>REVENUES</b>						
Intergovernmental Revenue	260,352	260,352	263,497	-	3,145	101.21%
Rents, Royalties, & Interest:						
Building & Other	2,248,965	2,248,965	2,301,351	-	52,386	102.33%
Land & Other	1,047,051	1,047,051	1,076,933	-	29,882	102.85%
Commissions & Other	117,776	117,776	116,521	-	(1,255)	98.93%
Interest Earnings	109,600	109,600	2,375		(107,225)	2.17%
Fees and Collections		600	3,560		2,960	593.33%
Passenger Fees	481,800	481,800	217,960	-	(263,840)	45.24%
Fees & Reimbursements	4,275	1,675	15,772	-	14,097	941.44%
Proceed Asset Disposition		2,000		-	(2,000)	0.00%
Transfer In - General Fund	25,000	25,000	107,072	-	82,072	428.29%
<b>TOTAL REVENUES</b>	<b>4,294,819</b>	<b>4,294,819</b>	<b>4,105,041</b>		<b>(189,778)</b>	<b>95.58%</b>
<b>TOTAL AVAILABLE</b>	<b>6,443,164</b>	<b>6,228,775</b>	<b>6,038,997</b>		<b>(189,778)</b>	<b>96.95%</b>
<b>EXPENDITURES</b>						
<b>Administration:</b>						
Personnel	795,761	795,761	791,133		4,628	99.42%
Materials & Supplies	48,348	51,321	45,602	136	5,583	89.12%
Contractual Services	1,517,706	1,554,861	1,597,846	11,132	(54,117)	103.48%
Other	39,769	64,547	12,787	4,129	47,631	26.21%
Reserve Appropriation - Restricted	46,546	32,206			32,206	0.00%
Capital Outlay	6,020	2,020	638		1,382	31.58%
<b>Operating Transfers Out:</b>						
Debt Service	758,560	758,560	758,560			100.00%
Capital Projects	2,007,000	2,007,000	2,007,000			100.00%
<b>Sub-Total</b>	<b>5,219,710</b>	<b>5,266,276</b>	<b>5,213,566</b>	<b>15,397</b>	<b>37,313</b>	<b>99.29%</b>
<b>Building Maintenance:</b>						
Personnel	162,544	162,544	165,342		(2,798)	101.72%
Materials & Supplies	70,531	78,739	62,259	225	16,255	79.36%
Contractual Services	194,738	223,000	149,698	44,061	29,241	86.89%
<b>Sub-Total</b>	<b>\$ 427,813</b>	<b>464,283</b>	<b>377,299</b>	<b>44,286</b>	<b>42,698</b>	<b>90.80%</b>

CITY OF LAREDO  
INTERNATIONAL AIRPORT  
UNAUDITED STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCE-BUDGET AND ACTUAL  
FOR PERIOD ENDED 09/30/01

	Original Budget	Amended Budget	Year To Date Actual	Encumbrances	Variance Favorable (Unfavorable)	Annual Percent
Ground Maintenance:						
Personnel	\$ 233,289	233,289	219,662		13,627	94.16%
Materials & Supplies	51,193	52,550	46,799	251	5,500	89.53%
Contractual Services	110,212	110,183	99,410	45	10,728	90.26%
Capital Outlay	25,527	18,247	18,247			100.00%
Sub-Total	420,221	414,269	384,118	296	29,855	92.79%
Control Tower:						
Personnel	295,845	295,845	304,189		(8,344)	102.82%
Materials & Supplies	454	454	217		237	47.80%
Contractual Services	4,758	4,758	2,655	125	1,978	58.43%
Sub-Total	301,057	301,057	307,061	125	(6,129)	102.04%
Foreign Trade Zone:						
Personnel	8,818	8,818	7,340		1,478	83.24%
Materials & Supplies	150	247	20		227	8.10%
Contractual Services	5,310	5,798	4,084		1,714	70.44%
Other	543	55			55	0.00%
Sub-Total	14,821	14,918	11,444		3,474	76.71%
Capital Improvements:						
Contractual Services		26,500	26,500			100.00%
Sub-Total		26,500	26,500			100.00%
Relocation Projects:						
Contractual Services		13,910			13,910	0.00%
Sub-Total		13,910			13,910	0.00%
TOTAL EXPENDITURES	6,383,622	6,501,213	6,319,988	60,104	121,121	98.14%
CLOSING BALANCE	\$ 59,542	(272,438)	(280,991)	(60,104)	(68,657)	

CITY OF LAREDO  
INTERNATIONAL AIRPORT  
UNAUDITED STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCE-BUDGET AND ACTUAL  
FOR PERIOD ENDED 09/30/2000

	Original Budget	Amended Budget	Year To Date Actual	Encumbrances	Variance Favorable (Unfavorable)	Annual Percent
OPENING BALANCE	\$	(140,245)	(140,245)			100.00%
REVENUES						
Intergovernmental Revenue	246,508	246,508	227,547		(18,961)	92.31%
Rents, Royalties, & Interest:						
Building & Other	2,355,990	2,355,990	2,287,043		(68,947)	97.07%
Land & Other	964,758	964,758	672,436		(292,322)	69.70%
Commissions & Other	101,210	101,210	102,956		1,746	101.73%
Interest Earnings			38,135		38,135	100.00%
Passenger Fees	300,000	300,000	205,898		(94,102)	68.63%
Fees & Reimbursements	64,785	64,785	12,416		(52,369)	19.16%
Proceed Asset Disposition	280,000	2,287,000	2,515,345		228,345	109.98%
Transfer In:						
General Fund	25,000	25,000	25,000		0	100.00%
EDA Airport/Medical Park			24,950		24,950	100.00%
<b>TOTAL REVENUES</b>	<b>4,338,251</b>	<b>6,345,251</b>	<b>6,111,726</b>		<b>(233,525)</b>	<b>96.32%</b>
<b>TOTAL AVAILABLE</b>	<b>4,338,251</b>	<b>6,205,006</b>	<b>5,971,481</b>		<b>(233,525)</b>	<b>96.24%</b>
EXPENDITURES						
Administration:						
Personnel	734,871	734,871	748,788		(13,917)	101.89%
Materials & Supplies	45,508	48,627	50,256	791	(2,420)	104.98%
Contractual Services	1,518,615	1,539,153	1,572,882	16,694	(50,423)	103.28%
Other	51,635	54,842	19,711	30,883	4,248	92.25%
Reserve Appropriation	106,915	65,573			65,573	0.00%
Capital Outlay	57,000	59,398	38,421	0	20,977	64.68%
Operating Transfers Out:						
Debt Service	442,303	442,303	442,303			100.00%
Sub-Total	2,956,847	2,944,767	2,872,361	48,368	24,038	99.18%
Building Maintenance:						
Personnel	148,959	148,959	118,585		30,374	79.61%
Materials & Supplies	81,843	80,322	68,455	1,399	10,468	86.97%
Capital Outlay		9			9	0.00%
Contractual Services	215,216	281,001	267,459	6,440	7,102	97.47%
Sub-Total	\$ 446,018	\$ 510,291	\$ 454,499	7,839	47,953	90.60%

**Ground Maintenance:**

Personnel	\$ 218,260	218,260	223,870		(5,610)	102.57%
Materials & Supplies	49,981	63,133	56,599	2,853	3,681	94.17%
Contractual Services	103,000	110,081	100,712	3,465	5,904	94.64%
Capital Outlay	48,690	30,754	1,294	14,557	14,903	51.54%
<b>Sub-Total</b>	<b>419,931</b>	<b>422,228</b>	<b>382,475</b>	<b>20,875</b>	<b>18,878</b>	<b>95.53%</b>

**Control Tower:**

Personnel	278,120	278,120	312,612		(34,492)	112.40%
Materials & Supplies	445	445	468		(23)	105.17%
Contractual Services	3,983	4,180	2,490	0	1,690	59.57%
<b>Sub-Total</b>	<b>282,548</b>	<b>282,745</b>	<b>315,570</b>	<b>0</b>	<b>(32,825)</b>	<b>111.61%</b>

**Foreign Trade Zone:**

Personnel	8,313	8,313	6,926		1,387	83.32%
Materials & Supplies	146	146	1,621	97	(1,572)	1176.71%
Contractual Services	5,250	5,250	3,573		1,677	68.06%
Other	531	531	500		31	94.16%
<b>Sub-Total</b>	<b>14,240</b>	<b>14,240</b>	<b>12,620</b>	<b>97</b>	<b>1,523</b>	<b>89.30%</b>

**Capital Improvements:**

Contractual Services		26,500		26,500		100.00%
<b>Sub-Total</b>		<b>26,500</b>		<b>26,500</b>		<b>100.00%</b>

**Relocation Projects:**

Contractual Services		13,910		13,910		100.00%
Capital Outlay		107		0	107	0.00%
<b>Sub-Total</b>		<b>14,017</b>		<b>13,910</b>	<b>107</b>	<b>99.24%</b>

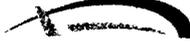
**TOTAL EXPENDITURES**

<b>4,119,584</b>	<b>4,214,788</b>	<b>4,037,525</b>	<b>117,589</b>	<b>59,674</b>	<b>98.58%</b>
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**CLOSING BALANCE**

\$ 218,667	1,990,218	1,933,956	(117,589)	(173,851)	
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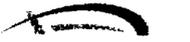
 **You could have been there already. For less.** **Fly from Laredo.**

  
Laredo International Airport

American Eagle AEROLITORAL Continental Airlines

Mr. Rodriguez/ Mr. Flores:  
This one is suitable for the city limits  
as you go out of town.

 **The cost of flying has just come down!** **Fly from Laredo.**

  
Laredo International Airport

AEROLITORAL Continental Airlines

**Bigger planes. More destinations. For a lot less. From Laredo.** 

 **Laredo International Airport**

American Eagle AEROLITORAL Continental Airlines

*Billboards proposed in June 2000 but not funded and not implemented.*

# Laredo, Texas en 1 de semana por Mexicana

En la frontera más grande entre México y Estados Unidos se encuentra Laredo, Texas, ciudad con ambiciosos proyectos de crecimiento e interés en ser elegido como sitio favorito por los turistas de placer y por asuntos de salud.

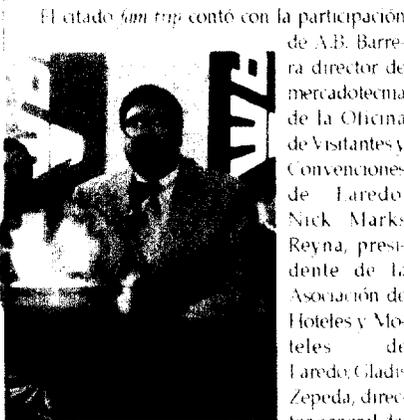
Recientemente Mexicana de Aviación anunció la inauguración de sus vuelos directos que acercan a la ciudad de México con esta metrópoli fronteriza y viceversa.

Los vuelos, en ambos sentidos, se efectúan los sábados y domingos y, hasta mayo se tiene una promoción de tarifa en viaje redondo menor a 300 dólares, con la ventaja de poder pagarla con tarjeta de crédito a seis mensualidades sin intereses.

Conocido como el «Otro Laredo», Laredo Texas recibió el primer vuelo desde la capital de México con la atención de ejecutivos de esta ciudad estadounidense hacia un grupo de periodistas del medio.



El citado *lim trip* contó con la participación de A.B. Barrera director de mercadotecnia de la Oficina de Visitantes y Convenciones de Laredo; Nick Marks-Reyna, presidente de la Asociación de Hoteles y Moteles de Laredo; Gladis Zepeda, director general del hotel Marnott by Courtyard; Sabas Zapata III, representante del centro de salud Mercy; Craig Baltzer, director general del Centro de entretenimientos de Laredo donde estuvo el primer vuelo de Mexicana.



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En Laredo, existe como atracción un museo en honor al expresidente George Washington y su esposa Martha, otro donde los niños pueden llegar a tocar los objetos ahí expuestos; un teatro donde la Laredo Philharmonic Orchestra hace sus presentaciones; también hay un museo que guarda la historia de la fundación de Texas, y así esta ciudad tiene muchos atractivos para el turista de fin de semana.

La relación entre los dos Laredos (Nuevo Laredo, Tamaulipas y Laredo, Texas) es tan estrecha que la campaña de promoción en cuanto a materia turística de Laredo versa - Laredo, camino a México-.

La fusión de la cocina mexicana con la tejana es degustada en los sitios de comida del centro comercial más importante de esta ciudad, el mall Del Norte (entre Mann Road y Hillside Road), compuesto por más de 150 tiendas de gran prestigio y su localización en la ciudad de México, como por ejemplo la inglesa -Victoria's Secrets-.

Igualmente el vuelo directo de Mexicana tiene la función de hacer accesibles las playas y ciudades importantes de nuestro país a los tejanos.



Durante el viaje de familiarización a Laredo, Texas se realizó una visita al «Mercy Health Center», fundado en 1894 por las Hermanas de la Misericordia, actualmente es parte del Mercy Health System junto con Laredo Medical Group, ambas funcionan como directrices y mantienen al mismo nivel.

Precisamente en el aeropuerto internacional de Laredo se puede apreciar las estatuas en bronce de un charro mexicano y un tejano conviviendo con el título «Entre amigos no hay frontera», la obra es autoría de Armando Hinojosa.

La demografía de Laredo indica que el 94% de su población es hispana considerando a un poco menos de 600 mil habitantes, de ahí la relevancia de este vuelo directo inaugurado por Mexicana de Aviación entre ciudad de México-Laredo y Laredo-México.



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Laredo, Texas, ciudad considerada de las de mas rápido crecimiento en el país, hace su marca en aviación. Su aeropuerto es de los más modernos con acceso fácil a arterias importantes de la ciudad, sin riesgos de retraso. Además, ofrece vuelos directos a Houston, Dallas, y Mexico, D.F. con conexión al resto del mundo!

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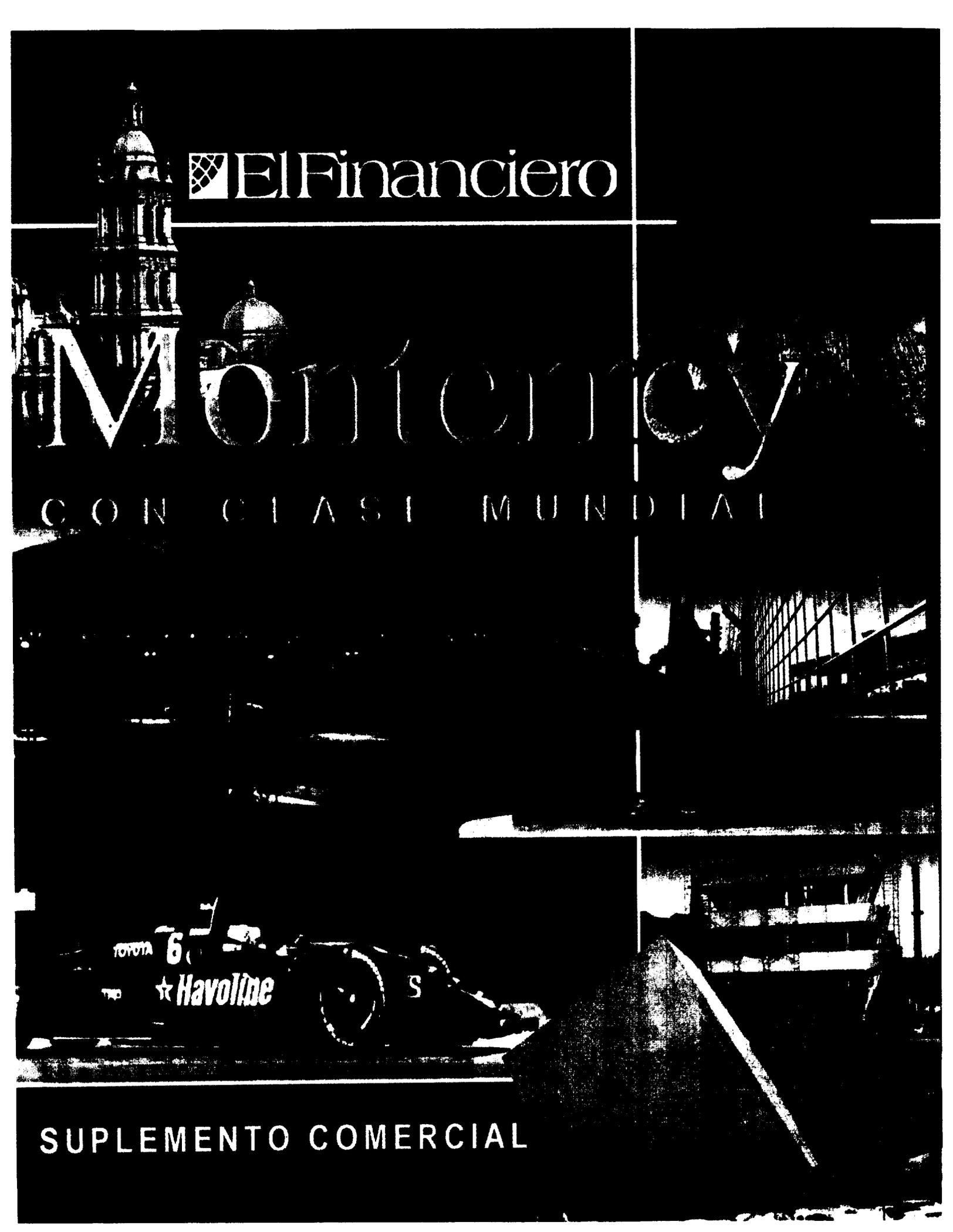


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SUPLEMENTO COMERCIAL

## La simbiosis económica de Nuevo León y Texas, producto de un impetu singular



Nuevo León y Texas, dos estados que se distinguen en sus países por su riqueza económica, han sabido aprovechar su vecindad para crear una zona geoeconómica única dentro del gran marco del Tratado de Libre Comercio de América del Norte.

Aunque Nuevo León es el estado que menos extensión colindante tiene con los texanos, en comparación con Chihuahua, Coahuila y Tamaulipas, ha logrado aprovechar su cercanía, concretando fuertes lazos económicos muy superiores al de las otras entidades mexicanas.

Prueba de lo anterior es que la principal carretera que une a la ciudad de México con la frontera estadounidense pasa por Monterrey, y tiene una extensión de dos mil 200 kilómetros, esta es, la ruta terrestre más corta entre los puntos referidos.

Esto se complementa con la importancia económica de la zona metropolitana de Monterrey, la cual se localiza a 200 kilómetros de la frontera con el poderoso vecino del norte.

Ambos aspectos han generado, con el paso de los años, que Monterrey sea el umbral para entrar a Texas y al resto de la Unión Americana. En este sentido, tanto el comercio internacional como el tránsito turístico vía terrestre utilizan esta ruta por cómoda y rápida.

Por su gran extensión de 691 mil kilómetros cuadrados, la más importante después de Alaska

dentro del territorio de Estados Unidos, Texas ofrece una variedad de climas, playas e imponentes montañas, en donde sus visitantes puedan encontrar actividades de esparcimiento para todas las gustos, además de una amplia variedad de tiendas y centros comerciales, así como centros recreativos y culturales.

Si lo que busca son playas, se recomiendan las de la Isla del Padre, las de Corpus Christi y Galveston. Partiendo de Monterrey, la isla está a 350 kilómetros; la siguiente playa a 578 kilómetros y Galveston a 730 kilómetros.

Esta última se encuentre junto a Houston, una de las principales ciudades de la Unión Americana, que se caracteriza por su comercio y turismo, dando encontrará grandes centros comerciales y los llamados malls; así como el centro de diversiones Six Flags AstroWorld/Waterworld y el Centro Espacial, entre otros atractivos.

Al norte del estado texano se encuentran varias ciudades, prácticamente unidas a grandes atractivos, como Dallas, Arlington y Fort Worth; la primera se encuentra a 925 kilómetros de la capital de Nuevo León. Dallas es una importante zona comercial para ir de compras o en plan de diversión; en su vecina Arlington se encuentran los parques recreativo Six Flags y el Six Flags Hurricane Harbor, el mayor parque de atracciones acuáticas de Estados Unidos.

Sobre Fort Worth, se puede decir que el negocio del ganado, la industria de alta tecnología y el compromiso con el arte la caracterizan; en ella destacan cuatro museos de historia, ciencia y arte.

Más cerca de la frontera con México, se encuentran San Antonio; entre sus atractivos, aparte de los centros comerciales, sobresalen el Sea World de Texas y el parque de atracciones Six Flags/Fiesta Texas. La ciudad, que tiene un mezcla muy singular de costumbres mexicanas y estadounidenses, está a 400 kilómetros de Monterrey.

A menos de una hora, al norte de San Antonio se encuentra San Marcos, pequeña población que se distingue en la parte comercial por los llamados outlets, tiendas de marcas de prestigio que vende sus productos a precios muy rebajados; en la parte turística destaca su bello río San Marcos, así como sus imponentes cavernas o grutas.

Para finalizar este recorrido imaginario, no podemos dejar a un lado a Laredo, ciudad que se localiza en la orilla del río Bravo, a sólo 200 kilómetros de Monterrey. Con el paso del tiempo, esta ciudad ha logrado adquirir una gran importancia por su ubicación geoeconómica, ya que la operaciones comerciales a gran escala vía terrestre que cruzan la frontera de ambos países circunvecinan prácticamente Laredo.



### LAREDO INTERNATIONAL AIRPORT

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Líneas Aéreas Azteca				Mexicana de Aviación			
Sal	Ahora	Destino	Sal	Ahora	Destino		
08:10	10:00	América Latina	08:00	09:00	México		
08:10	10:00	América Latina	08:00	10:00	Europa		
08:10	10:00	América Latina	08:00	12:00	México		
08:10	10:00	América Latina	08:00	12:00	Europa		



Diseño Aerodinámico y Moderno, marcando el contorno del Ala de una aeronave, el modernísimo aeropuerto de Laredo marca la consolidación de una de sus más importantes etapas; con más de 12 vuelos diarios y algunos directos desde la Cd. de México, se convierte en la Cd. Fronteriza mejor comunicada vía terrestre y aérea. Desde este Puerto hay cinco salidas diarias a Houston, cinco a Dallas, uno a la Cd. de México y conexiones a todos los puntos de USA y Europa vía American Airlines, Continental Airlines, Líneas Aéreas Azteca y Mexicana de Aviación.

El aeropuerto de Laredo, es el más avanzado de la frontera de Texas y en materia de carga aérea el más importante para soportar la creciente infraestructura de esta vibrante ciudad, que es la Segunda en crecimiento de toda la Unión Americana. Laredo es el Sitio para sus negocios y la puerta de entrada para sus vacaciones y compras de temporada. Consulte a su agente de viajes. Para detalles de horarios de Vuelos consulte [www.GoForTexas.com/Laredo/airport](http://www.GoForTexas.com/Laredo/airport)

# Laredo, ciudad segura para emprendedores que desean establecer cualquier negocio

**E**n los últimos años, la economía de Laredo no sólo se ha consolidado, sino que se encuentra en un período de diversificación. Laredo sigue creciendo al ritmo más dinámico de toda la Unión Americana y, en este sentido, únicamente es superada por Las Vegas, Nevada.

De hecho, el desempleo en esta ciudad es el más bajo de su historia, y durante 2001 se expedieron 14 mil 814 permisos de construcción por más de 300 millones de dólares, de los cuales sólo 10 por ciento fue destinado a construcciones de bodegas, cuyo crecimiento se duplicó en tan sólo ocho años, y en 2002 se inaugurará el Centro de Entretenimiento más grande de la ciudad.

En el aspecto educativo el presupuesto, sin incluir el gasto en materia educativa, es de más de 275 millones de dólares. Además, muy pronto abrirá sus puertas una segunda universidad dedicada a las ciencias de la salud, y se encuentra en construcción el campus número 11 del Tecnológico de la ciudad, el Laredo Community College.

En esta ciudad se da un considerable intercambio de mercancías

entre México y Estados Unidos. En efecto, el pasado 25 de febrero se marcó el paso del contenedor número 2 millones por el Puente del Comercio Internacional, que fue inaugurado hace menos de 2 años y por donde transitan a diario 4 mil trailers. Actualmente, está aplicándose en el Puente Internacional II un sistema de identificación vehicular para hacer más expedito el tráfico, tal y como ya sucede en el mencionado Puente del Comercio Internacional.

Laredo, caracterizado por su comercio internacional, cuenta con todo tipo de dispositivos electrónicos para hacer frente a los requerimientos del Tratado de Libre Comercio de América del Norte, y apoya la entrada de los transportistas mexicanos, así como un fast track de despacho aduanero para mantenerse a la cabeza de todos los puertos.

Los programas de desarrollo de los puertos internacionales, que ya suman cuatro, buscan incrementar al mismo tiempo la tecnología y los recursos humanos para dar fluidez al tráfico internacional. El Puente I se encuentra en renovación y la ciudad está adquiriendo más lotes a orillas del Río Bravo para apoyar proyectos ecológicos.

En la zona antigua del centro de la ciudad se aplicará un programa de revitalización denominada El Portal, que no sólo preservará áreas históricas, sino que apoyará el tradicional comercio de detalle que es fuente de abastecimiento de muchos residentes fronterizos.

La posición geoeconómica de Laredo es envidiable; nacida de una dolorosa transición histórica con México por se anexó a Texas, entremeza no sólo sabores y costumbres Tex-Mex, sino también heráldicas, idioma y gentilicias en un formato sui géneris; la mayoría de los nombres y personalidades son hispanos, incluida la alcaldesa, Elizabeth "Betty" Flores; el regente, Larry Dovalina; el director del aeropuerto, José Flores; y, al frente del Comité de Desarrollo, John Adams (LDF); John Stable, de

la Universidad TAMU; Don Raulie, promoción turística, sin faltar el elemento latino-oriental, Mike Susana Altun, también de TAMU.

American Airlines y Continental, compañías de aviación estadounidenses, ahora compartirán maestrías con Mexicana de Aviación y Aerolíneas Azteca, la primera de estas últimas dos ya inició vuelos directos a la ciudad de México: otro logro promocional de Laredo.

En el sector financiero, con el soporte de las cuentahabientes mexicanas, han florecido dos de las bancas más importantes de Texas: el LNB y el IBC; de hecho, un funcionario de origen hispano del IBC está participando como candidato en las elecciones primarias para gobernador, y aunque sus posibilidades son bajas, los habitantes de Laredo están orgullosos de él.

La criminalidad en Laredo ha sido frenada, y los resultados de las nuevas medidas de seguridad son sorprendentes. Los asesinatos decrecieron 25 por ciento; los delitos sexuales, 35; el robo, dos por ciento; y los arrestos, cinco por ciento, ya que se incrementó la vigilancia 40

por ciento, lo cual da por resultado una ciudad segura para los nativos, turistas y gente de negocios.

Por vía terrestre, Laredo se encuentra a tan sólo horas y media de Monterrey y San Antonio; a cinco, de Houston o de las playas de la Isla del Padre; y a tres horas de Austin. La ciudad cuenta con más de 35 hoteles familiares y de lujo con los que brinda servicio a los empresarios mexicanos. De esta forma, sigue siendo el centro del eje norte-sur en una región estratégica para México; además, se considera también como el centro de distribución y abastecimiento para todo el hemisferio este de la Unión Americana.

Por su cercanía a Monterrey, San Antonio y otras ciudades importantes del norte de México, Laredo es el centro de compras familiares, paso obligado a San Antonio y a la ya famosa

por sus ofertas ciudad de San Marcos, así como a otros destinos turísticos de Texas.

Laredo cuenta con rutas de transporte muy bien trazadas, uso de tierra, crecimiento urbano racional y programas de incentivos para la creación de empleos y capacitación de mano de obra; es quizá la ciudad donde más niños gozan de un seguro de salud, gracias a una participación Estado-Iniciativa privada.

La promoción turística, que opera en forma independiente de los organismos estatales, ha obtenido excelentes resultados debido al trabajo de los miembros de la industria turística, como la Laredo Convention and Visitors Bureau, la Asociación de Hoteles y la ciudad de Laredo, además del Centro de Entretenimiento que será un verdadero oasis y muestra de democracia económica, ya que se trata de un proyecto de la iniciativa privada apoyado por el gobierno local y avalado por un referéndum donde se aprobó su construcción. John Adams dice: "Laredo es el sitio", en lo que se refiere a turismo, compras familiares y el punto apropiado para establecer empresas en Texas.





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2:15 p.m.	4:00 p.m.	Domingos
<b>Laredo a México, D.F.</b>		
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**AZTECA AIRLINES**

*Dateline: March 12, 2002*

**Streams of water greet first Azteca flight**

BY CHUCK OWEN  
Times staff writer

There is another new Mexican airliner flying from Laredo's international airport.

Lineas Aéreas Azteca's first Boeing 737 jetliner arrived at Laredo about 6:40 p.m. Monday afternoon.

This follows Mexicana's inauguration flight Saturday.

As the 737 taxied onto the offloading ramp it came under a water arch welcome, provided by Laredo's fire pumper crews.

Azteca will operate between Laredo and Mexico City Monday through Friday with one flight in and one out. According to the schedule, flights will arrive from Mexico City at 7:20 p.m. and depart back for Mexico City at 8:55 p.m.

The Boeing 737s have a seating capacity for 135 passengers plus cargo. Ticket price is advertised at \$329, tax included.

Azteca connects with Tijuana, Guadalajara, Morelia, Cancun, Ciudad Juarez, El Paso, Texas, and Chihuahua.

Monday's flight was the inaugural flight for the service that has been in the negotiation phase for some time, according to Charlie

Martens, a member of the airport advisory committee.

Laredo has searched for a replacement to TAESA since it ceased operations. TAESA operations from Laredo ceased in November 1999, and though at the time it was said to be a temporary suspension, flights were never resumed.

The Laredo airport director's marketing person, Salvador Rodriguez, has spent a lot of time in Mexico trying to find the right fit for Laredo's needs, Martens said. Azteca was a result of that work, along with Mexicana, which began weekend service last weekend.

Martens said the Laredo International Airport now handles about 90,000 passengers per year. That was before the Mexican airliners began flying.

He believes the Mexico jets will increase the passenger count by 20,000 to 30,000. Many of those who come from Mexico will also want to fly inland, he said.

Mayor Betty Flores, who was in Mexico last week and met with the airline owner over dinner, said the owner "has taken a personal interest in Laredo because of the way the city council members went to visit him and his operation."

To give a proper greeting, the mayor was wearing the airline colors, red and green.

All the cargo space was already sold for a long time, Flores said, which means the aircraft is already economical, she said.

Because of more passengers wanting to fly north, Martens is looking for this increased Mexico activity to fuel the need for American and Continental to bring in their jets. One benefit is that jets will help bring down the price of flying from Laredo because of the increased volume of passenger and cargo activity, he said.

Mexicana De Aviacion, Mexico's oldest airline, flying out of Mexico City since 1921, showed off its equipment last weekend and brought in Mexico City tourist agents. The agents and crew were treated to a tour of Laredo by the hospitality industry Saturday and Sunday, (See 'AZTECA, Page 6F')

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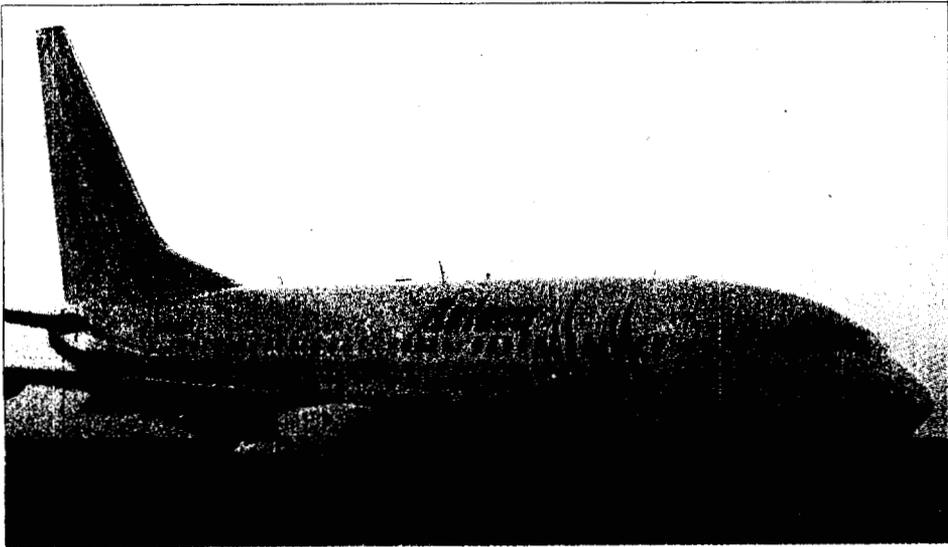
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# AZTECA AIRLINES





Clockwise from top left: Lineas Aéreas Azteca's first flight into Laredo, a Boeing 737, arrived March 11 with a water arch welcome from Laredo's airport crew. The flight was the inaugural flight for the service. Azteca Airlines staff members Angie Lopez, left, and Jessica Garza at the Laredo International Airport March 27. Erika Moreno, left, a passenger service agent for Azteca Airlines, helps customers Alma Guerra and Ofelia Tijerina at the airport March 27. An Azteca plane sits on the flight line at the airport March 11. (Michael D. Amici/Laredo Morning Times)



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# AZTECA AIRLINES

## \*Azteca

(Continued from page 2F) showing off all the sights Mexico clients might want to come to.

Along with getting the new airliners to Laredo, Martens said the airport advisory committee is looking at a study being done to measure the number of people who go to San Antonio to fly, rather

than departing from Laredo. He calls those numbers that go to San Antonio "leakage," meaning it is traffic that could be taken by jet service originating in Laredo.

There was a study done several years ago, but the "leakage" has probably increased.

On hand for the arrival of

Azteca were numerous Laredoans, including local politicians, dignitaries and business people. The mayor and city council cut short a city council meeting to be in the welcoming group for the first flight.

(Staff writer Chuck Owen can be reached at 728-2582 or email [chucko@lmtonline.com](mailto:chucko@lmtonline.com))

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(Clerna M. Owen, CHSP, is a lodging consultant for Grupo Posadas / Posadas USA, Holiday Inn)

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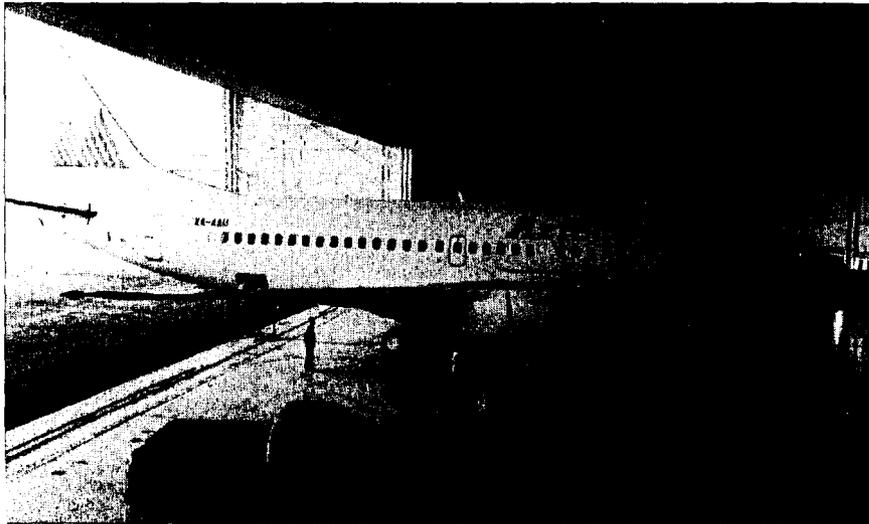
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*A letter from Azteca Airlines*

It is a tremendous opportunity for me to share with you how appreciative all of us at Líneas Aéreas Azteca are of the warm reception we have received in Laredo, Texas during the past days. Over the years I have closely seen the major economic, commercial and tourist development the city has achieved, and I must say I am now proud to become a part of this important and dynamic community.

At Líneas Aéreas Azteca we believe strong relations are built form long-lasting commitment, transparency and the fulfillment of mutual interests. Similar to the traditionally long-standing relation between the cities of Mexico and Laredo, we intend to build our air service that connects them. Safety, service and the technology provided by the most modern fleet of aircraft in Mexico will be our main drivers.

On board our new planes you will find the comfort, quality and service you deserve. We appreciate the opportunity you give us to serve you and be sure we will do our best to make your flight a unique experience. This is our commitment to you.

Have a pleasant flight.

**Leonardo Sanchez Avalos**  
 Chairman of the Board  
 Líneas Aéreas Azteca

*New flights*

Líneas Aéreas Azteca-Azteca Airlines announced daily flights from Laredo to Mexico City March 11, bringing much-needed service between the two cities. Azteca also offers connecting flights to destinations such as Tijuana, Guadalajara, Cancun, Chihuahua, and El Paso, Texas. (Courtesy photo)



“Thank you for your investment in Laredo! Together we will build a stronger Laredo and an even greater trading partnership between the City of Laredo, Texas, the United States and Mexico. South Texas and North Mexico will support you.”-- Mayor Betty Flores

**In Mexico City, Laredo officials met with high-ranking Líneas Aereas Azteca representatives in late January to finalize and discuss the terms of service to the Laredo International Airport.**



*Pictured standing are Juan Ramirez- Council Member District 8, Salvador Rodriguez- Laredo Airport Marketing Manager, John Galo- Council Member District 3, Rafael Garcia- Bridge Director and Alfredo Agredano- Council Member District 1.  
 Pictured sitting are Larry Dovalina- City Manager, Leonardo Sánchez Avalos- President of Líneas Aereas Azteca, Eliseo Valdez, Jr.- Mayor Pro Tempore, Carlos Lara Sumano- Director of Mexican Government Radio and Jesus Luz Sampedro- Counselor to the President of Líneas Aereas Azteca.*



Felicidades muy efusivamente al Sr. Leonardo Sanchez Avalos, Presidente de la empresa Lineas Aereas Azteca, S.A. de C.V., y a su apreciable grupo de colaboradores, con motivo del inicio de sus vuelos Mexico D.F. - Laredo Texas, utilizando su moderno y flamante equipo Boeing 737-700. Este valioso servicio servira para complementar en forma muy importante la infraestructura de nuestra ciudad, el puerto interior mas importante en la frontera entre los Estados Unidos y Mexico. Les extendemos una cordial bienvenida, deseandoles el mayor de los exitos. !ENHORABUENA!

We would like to extend our most sincere congratulations to Mr. Leonardo Sanchez Avalos, President of Lineas Aereas Azteca, S.A. de C.V., and to his capable staff for having achieved their goal of not only providing our community with much-needed Mexico City-Laredo airline service, but have done so utilizing new, modern Boeing 737-300 aircraft. This service represents an important complement to our existing infrastructure, and will further solidify Laredo's position as the most important inland port on the U.S.-Mexico border. LNB welcomes Azteca to Laredo and wishes them every measure of success.



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*Handwritten text, possibly a signature or address, appearing as a faint, light-colored scribble at the top of the page.*

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*Faint, illegible text at the bottom left corner, possibly a publication or distribution notice.*

CONTINENTAL EXPRESS

# Continental moves Laredo into jet age

BY TRICIA CORTEZ  
Times staff writer

The introduction of regional jet service for Laredo passengers by Continental Express signals "the start of a new era for the city of Laredo," City Airport Manager Jose Flores said.

By April 8, passengers arriving or departing out of Laredo's airport will have the chance to fly on jets, as opposed to more cramped, slower and bumpier turboprops.

Two regional jets will replace two of Continental Express' four turboprops, which are used on four daily flights to and from Houston's George Bush Intercontinental Airport.

Jeff Awalt, spokesperson for Continental Express, notes that the last two turboprops should be phased out and replaced by regional jets within the next few months.

All of Continental Express' turboprop aircraft "are currently scheduled to be replaced with regional jets by the first quarter of 2003," a company report reads.

The aircraft changes in Laredo mean a 36 percent increase in roundtrip passenger capacity to and from Houston.

"This is very significant for the city of Laredo," Flores said.

Past studies show that the Laredo airport loses 60 to 90 percent of its potential air travelers to cities such as San Antonio and Corpus Christi.

The two main reasons are high airfares and passengers who want to avoid turboprops, he said.

The last scheduled Continental jet that flew out of Laredo was September 1983."

Since Continental Express announced at the end of January that it would begin offering jet service out of Laredo, bookings have increased by about 20 percent, Barrera said.

"During *Semana Santa* (Holy Week) we brought in the jets because we had a lot of

passengers going out, and it was a tremendous success. Passengers walking to and from the jets were making comments, like 'Wow, we didn't know you would have jets right now,'" Barrera said.

Heavy loads from Mexican passengers coming in and out of Laredo for Holy Week

prompted Barrera to call headquarters in Houston to do a trial run of the jets.

"We did six roundtrips, which went out at about 90 percent full," he said.

Starting Sunday, however, the jet flights will remain permanent.

The first flight, on a 50-seat

Embraer RJ145, will arrive Sunday night. City and company officials will celebrate the official inaugural flight, though, on Monday, April 8 at the airport at 10:15 a.m.

City officials and those in the private sector feel confident (See \*JET Page 7F)



Times staff photo by GUILLERMO SOSA

**NEW JETS:** Gil Barrera, general manager of Continental Express, shows a model of one of the jet airliners that will serve Laredo.



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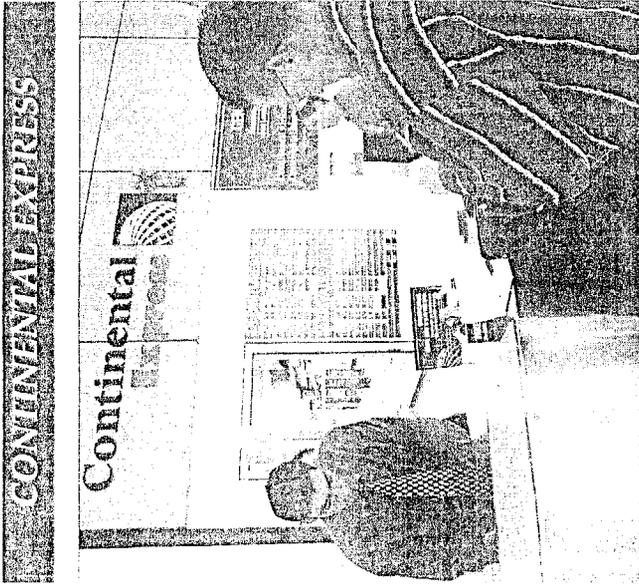
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**TRAVELING:** Airport Service Agent René Cavazos, third from left, waits on Marry Docar at the Continental Express terminal at Laredo International Airport recently.

Times staff photo by BILLERMO SOSA

## Continental Airlines: A long history of service

Continental Airlines' predecessor, Varney Speed Lines, began service at Laredo in 1934 from El Paso, Texas, to Pueblo, Colo.

Continental Airlines and Texas International Airlines merged operations Oct. 31, 1982, retaining the Continental Airlines name.

Continental acquired the assets of Frontier Airlines in December 1986 and combined operation with New York Air and People Express in February 1987 retaining the Continental name.

People Express provided the regional services of Britt Airways and JBA in 1986 and when Continental acquired People Express in 1987, Continental Express was born.

Continental Express serves more than 8 million customers annually. As a regional air carrier partner to Continental Airlines, Express offers more than 1,000 daily departures to more than 105 cities from its three airport hubs: Cleveland,

Newark and Houston.

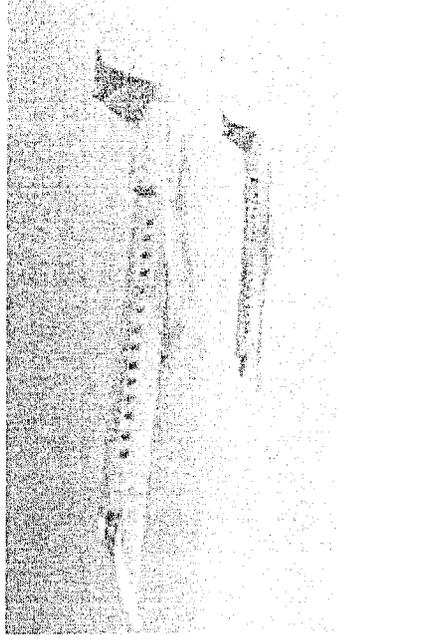
**ABOUT EMPLOYEES**

Employees have been empowered to adapt procedures as necessary in the interest of customer satisfaction. An incentive program for employees at the manager level and below pays monthly bonuses when the airline hits targets for on-time arrivals as scored by the U.S. Department of Transportation.

Union representation: PHILIPS Employees and Local Association of Continental Pilots Attendants; IBEW International Association of Machinists Dispatchers—Transport Workers Union Mechanics—Teamsters

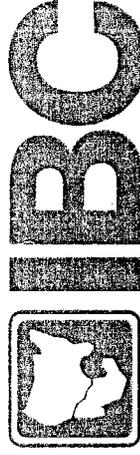
Employee Involvement Groups: Agents—Agent Employee Council Supervisors—Management Involvement Group Clerical—Clerical Council

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CONTINENTAL EXPRESS

# Continental: Record operational performance

HOUSTON — Continental Airlines (NYSE: CAL) early this month reported a record systemwide March load factor of 79.4 percent, 4.1 points above last year's load factor. Continental reported a record domestic March load factor of 77.5 percent and a record international March load factor of 82.8 percent. Easter falling in March this year, in contrast to mid-April in 2001, contributed to the load factor increases over March 2001.

Continental reported an on-time arrival rate of 84.8 percent and a completion factor of 99.9 percent for March 2002.

In March 2002, Continental flew 5.4 billion revenue passenger miles (RPMs) systemwide and 3.7 billion available seat miles (ASMs), resulting in a traffic decrease of 5.4 percent and a capacity decrease of 10.4 percent versus March 2001. Domestic traffic was 3.3 billion RPMs, down 4.9 percent from March 2001, and domestic capacity was 4.2 billion ASMs, down 8.8 percent from March last year.

Lower year-over-year yields, mitigated somewhat by higher load factors, resulted in a decrease in estimated

systemwide passenger revenue per available seat mile (RASM) of between 6 and 8 percent for March 2002, as compared to March 2001. For February 2002, RASM declined 11.0 percent as compared to February 2001. Preliminary data indicates that the company achieved profitability for the first time since September 11 during the month of March. The company expects, however, to report a significant loss for the first quarter of 2002.

Continental expects to report that it ended the first quarter with a cash balance of approximately \$1.2 billion, which includes \$147 million of restricted cash related to a pre-funded aircraft financing.

"We are pleased that we achieved profitability in March but we continue to be concerned about higher fuel prices and RASM weakness due to capacity increases by many of our competitors," said Jeff Misner, Sr. vice president and chief financial officer.

While recent monthly RASM performance trends have improved, those trends will need to continue to improve for Continental to attain

profitability in the second quarter of 2002. The estimated year-over-year RASM needed to break even for the second quarter, assuming successful completion of the ExpressJet initial public offering, is a decrease of approximately 1 percent or less on a year-over-year basis for the full quarter, or a year-over-year RASM decrease of 8 percent in April, an increase of 2 percent in May and an increase of 4 percent in June. These estimates are based on an expected increase in CASM of two percent holding fuel rate constant and assuming an average fuel price of 71 cents. Based on current fuel price and revenue trends, the company's ability to achieve profitability in the second quarter will be challenging.

Continental said it expects to receive a federal income tax refund of approximately \$39 million in the second quarter. This amount represents certain alternative minimum tax payments previously paid by Continental and due to be refunded under recent legislation.

Continental Express, a wholly

owned subsidiary of Continental Airlines, reported a load factor of 63.1 percent for March 2002, 0.6 points above last year's March load factor. Continental Express flew 315.7 million RPMs and 500.2 million ASMs in March 2002, resulting in a traffic increase of 13.7 percent and a capacity increase of 12.6 percent versus March 2001.

Please note that the foregoing contains forward-looking statements that are not limited to historical facts, but reflect the company's current beliefs, expectations or intentions regarding future events. Actual results could differ materially from those described in the forward-looking statements. Additional information

concerning factors that could cause actual results to differ materially from those in the forward-looking statements are contained in the company's form 10K and other securities filings with the Securities and Exchange Commission, such as terrorist attacks and the resulting regulatory developments and costs, our recent operating losses and special charges, our high leverage and significant financing needs, our historical operating results, the significant cost of aircraft fuel, labor costs, certain tax matters, the Japanese economy and currency risk, competition and industry conditions, regulatory matters, and the seasonal nature of the airline business.

**Congratulations**  
**Continental Airlines**

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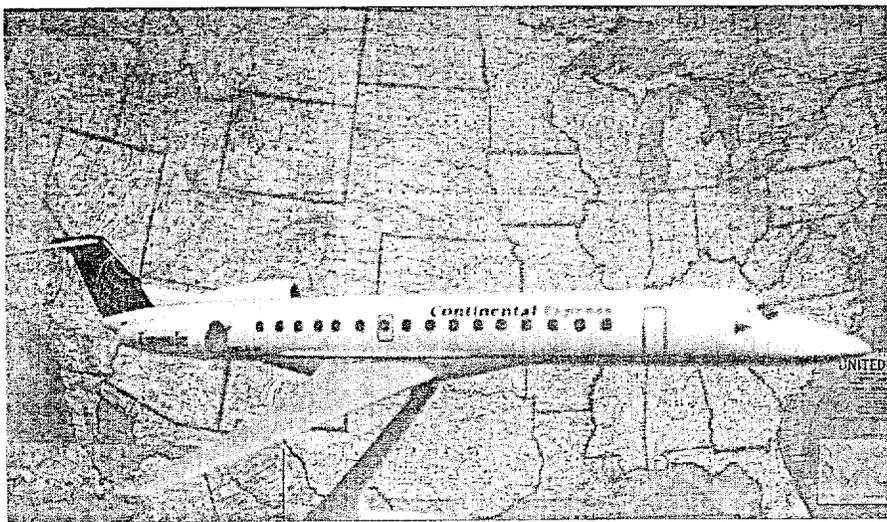
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Times staff photo by GULLERMO SORA

**COUNTRYWIDE** Continental Express links passengers in smaller markets to cities all over the United States

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### CONTINENTAL EXPRESS



MEETING: Gil Barrera, Continental Express general manager, left, speaks with Airport Sales Agent Time Sharkey.

Times staff photo by GUILLERMO SOSA

#### Continental Express jet service box

Jet service by Continental Express starts Apr. 7. Below are departure and arrival times departing Laredo International Airport for Houston's George Bush Intercontinental Airport and vice versa.

##### FROM LAREDO TO HOUSTON

Flight 3910:  
departs 8:45 am, arrives Houston 10:22 am (ERJ145)

Flight 3912:  
departs 11:05 am, arrives Houston 12:22 pm (ERJ135)

Flight 3914:  
departs 1:30 pm, arrives Houston 3:05 pm (EMB120 turboprop)

Flight 3916:  
departs 4:25 pm, arrives Houston 6:05 (ATR turboprop)

##### FROM HOUSTON TO LAREDO

Flight 3909:  
departs 9:20 am, arrives Laredo 10:40 am (ERJ135)

Flight 3911:  
departs 11:40 am, arrives Laredo 1:10 pm (EMB 290)

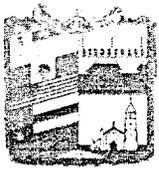
Flight 3929:  
departs 2:20 pm, arrives Laredo 3:20 pm (ATR TurboProp)

Flight 3917:  
departs 8:30 pm, arrives Laredo 1:05 (ERJ145)

## Congratulations on the opening of the Continental Airlines



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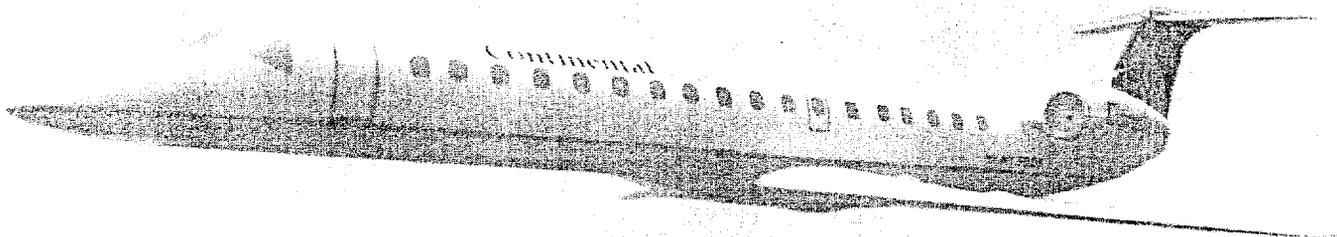
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# Welcome Continental Airlines

Thank you for your investment in Laredo.

Thanks to the business sector for bringing us all together.

United we will all grow and help build a Laredo that will continue to prosper for many years to come.



*Mayor Betty Flores and Members of the Laredo City Council*

**CONTINENTAL EXPRESS**

Dateline: Jan. 25, 2002

# Regional jets to fly on 2 Houston flights

BY FRICIA CORTEZ  
Times staff writer

Continental Express will begin long-awaited jet service between Laredo and Houston's George Bush Intercontinental Airport on April 7.

Currently, all four daily nonstop flights between Laredo and Houston use 30-passenger turboprops, also known as EMB120 aircraft.

"We are upgrading two of our four daily nonstop flights between Laredo and Houston to regional jets," Continental Express Spokes-person Jeff Awalt said Thursday.

One of Laredo's two remaining turboprops will be upgraded to include our largest turboprop, the 46-passenger ATR," Awalt added.

The three aircraft changes mean a 36 percent increase in roundtrip passenger capacity, going from 240 to 326 maximum daily seats.

The two jets that will be introduced are the 50-seat Embraer145 ExpressJet, which will depart Laredo at 7:45 a.m. and the 37-seat Embraer135 ExpressJet, which will depart Laredo at 11:05 a.m.

The last remaining EMB120 turboprop will depart at 1:30 p.m., and the new ATR turboprop will depart at 4:25 p.m.

"I am extremely excited," Gene Belmares, vice chairman of the city's airport advisory board, said. "It's something we worked hard on. The economic impact that jet service brings to Laredo is tremendous because it allows business people who would normally not use Laredo's airport to now have that accessibility and option. It only bodes well for Laredo."

Although the airline's Web site posted March 4 as the start date for providing regional jet service, Awalt confirmed the actual start date as April 7 with all aircraft changes complete by April 8.

"Continental Express has a goal of phasing out its turbo props and moving to an all-jet

fleet. And that process has actually accelerated due to fleet change decisions made because of the terrorist attacks on Sept. 11," Awalt said.

He noted that Continental Express has 140 jets and 35 turbo prop aircraft in its operating fleet.

"I think that's wonderful news. I know there are people who are scared of turboprops. I also know there are a great number of Laredoans who travel to San Antonio's airport. This is a great opportunity for the community to show support for regional jet service. We hope this will be shown with competing airlines and that all of the flights will be completely upgraded to jet service," City Manager Larry Dovalina said.

Airport Director Jose Flores explained that the city and business leaders have long lobbied both Continental and American Airlines for regional jet service, especially given Laredo's business boom and three-year-old "leakage study" which showed that 90 percent of Laredo passengers drive to San Antonio for flights.

"The decision to deploy jets is a private decision by the airlines who are looking at other markets to see which are more profitable," Flores said, noting that Laredo's monthly passenger count shows a 55-65 percent passenger capacity.

"City council just approved funding our airport master plan, so we will update our "leakage study" over the next three to four months," he said.

Flores added the city is also talking to a multitude of Mexican and U.S. airlines. "Those efforts will hopefully bear fruit for us in the near future," he said, noting that Laredo and the federal government have invested over \$80 million in airport infrastructure over the last 10 years.

Awalt explained Continental Express' recent decision to introduce jet service to Laredo.

"Our decision is based on our expectation that the city has the demand for air service to support the upgrade. At the same time, it's encouraging to get the kind of positive feedback and enthusiastic support that we have received, and we look forward to continuing support of Laredo because we value all of the communities we serve," Awalt said.

Jets as opposed to turboprops provide a faster, quieter and more luxurious way of traveling.

Awalt said the last two turboprops should be phased out within the next few months.

and offers approximately 900 daily departures to more than 100 cities from its Houston, New York/Newark and Cleveland hubs.

Staff writer Fracia Cortez can be reached at 728-2568 or fracia@lmtonline.com.

The more customers we have flying Continental Express, then the better opportunity we have to not only continue jet service but to expand," he added.

Continental Express is a subsidiary of Continental Airlines

*Welcome to Laredo*

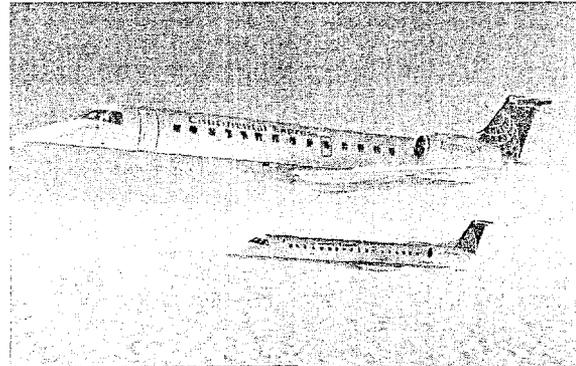
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Times courtesy photo

**JET SERVICE:** Two jets that Continental Express will introduce to the Laredo market are the 50-seat Embraer 145 ExpressJet, and the 37-seat Embraer 135 ExpressJet, examples of which are shown here.

*Best Wishes & Happy Flying*

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**CONTINENTAL EXPRESS**



Times staff photo by GUILLERMO SOSA

**SERVING THE PUBLIC:** Continental Express agents are busy at work prior to a flight.

*"It's kind of hard to explain to people how we can have the number one inland port in the United States and not have jet service."*

**--John Adams**

Executive director of the Laredo Development Foundation



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**\*Jet**

(Continued from Page 2F)  
that jet service will increase the number of passengers flying directly into Laredo, creating a boost for the economy and local business growth.

John Adams, executive director of the Laredo Development Foundation, which recruits companies and business to Laredo, explained this in a previous interview.

"These are companies that have their company policy that they say all their staff and their executives can only fly on jet equipment. They say it would be easier for them to do business if they had jet service in Laredo," Adams said.

In that same interview, Nick Reyna, president of La Posada Hotel and Suites, and Glen Hart, an investor in the Laredo Entertainment Center, agreed. Business conventions in Laredo could increase with jet service, Reyna said.

"We have lost business due to the fact that we only have prop-

service here in Laredo," he said, adding that many people will fly into San Antonio and drive to Laredo.

"It's kind of hard to explain to people how we can have the number one inland port in the United States and not have jet service," Adams said.

Hart previously said jet service should be helpful in bringing bigger name jets into Laredo.

Mayor Betty Flores credits Houston Mayor Lee Brown in getting Continental to expedite the introduction of jet service into Laredo.

Continental Express is the largest operator of regional jets in the world and operates out of three hubs: Houston, Cleveland and Newark.

As of March 31, 2002, they offered 871 daily departures to 99 cities in 33 states, the District of Columbia, Mexico and Canada.

The company notes that it complements its affiliate, Continental Airlines, by allowing more frequent

service to smaller cities than could be provided economically with conventional large jet aircraft and by carrying traffic that connects with Continental Airlines' mainline jets."

In 2001, Continental Express generated \$980.5 million of revenue and \$48.1 million of net income.

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### MEXICANA AIRLINES



Times staff photo / Guillermo Sosa

**NEW FLIGHTS:** Mexicana Airlines President Fernando Flores announces flights between Laredo and Mexico City at the airline's grand opening March 9 as Mayor Betty Flores and others look on.

## Mexicana brings flights to Laredo

**BY ROSARIO VELA**  
Times staff writer

The oldest airline in Mexico and one of the oldest in the world, Mexicana de Aviacion, is now catering to the Laredo market.

Flights began from Laredo to Mexico City on the airline March 9.

According to Jose Flores, director of Laredo International Airport, the airport had been talking to the Mexicana airlines for a few years now.

At the beginning of 2000, Mexicana de Aviacion sent 12 regional managers to Laredo, time when the airline began to consider opening service at the local airport.

Again in early March of 2002, Laredo hosted some of Mexico City's tourist agents as they were toured around the city and shown what Mexican tourists could enjoy if they travel via the newly established airline flights.

"We are delighted that they (Mexicana de Aviacion) accepted to fly people from Laredo to Mexico City," Flores said.

For now, Mexicana de Aviacion only offers two flights out of Laredo, one on Saturday and one on Sunday. Flores said that they are looking into providing daily flights soon.

In the meantime, Lineas Aereas Azteca, an established airline in Laredo, will offer flights to Mexico City during the week.

The 50-year old airline,

Mexicana de Aviacion, flies Laredoans aboard a jet aircraft called the Fokker 100, a two engine jet has capacity for 100 passengers.

Mexicana de Aviacion has been flying out of Mexico City since 1921. City officials say the new airline will mean greater economic development and more jobs for Laredoans. The airline will also bring much needed cargo transportation to the area.

(Staff writer Rosario Vela can be reached at 728-2584 or by email at [rvela@lmtonline.com](mailto:rvela@lmtonline.com))

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## MEXICANA AIRLINES

### From the president

The new flights that began March 9 from Mexico City to Laredo represent a permanent commitment by our airline to provide our passengers more and better options. To be able to serve this new and important distinction **will** attract additional visitors to Mexico while our passengers will also **be** able to visit and shop Laredo. Our flights will also benefit the businessman because both Laredo and Nuevo Laredo combine constitute the most important Latin American port when you speak of importation and exportation.

Fernando Flores  
President and general manager  
Mexicana Airlines

### Mexicana provides quality, comfort for its passengers

Mexicana Airlines has a fleet that includes 23 airbuses with a capacity to carry 370 passengers, four airbuses with 319 passengers, 11 Boeing 727, eight Boeing 757 and 12 Fokker with a capacity to move 100 passengers.

Mexicana has more than 900 highly qualified pilots with a ground support team of more than 1,400 that keeps passenger arrivals on time and in comfort.

When a passenger arrives at his destination, more than 4,000 Mexicana employees - from plane maintenance, reservations to sales and from the airline counters to Mexicana's operating offices - have made sure his or her flight needs were met.

All of Mexicana's personnel

receive up-to-date training to further strengthen their qualifications in whatever field they are employed with the airline.

With such up-to-date training, each pilot remains a highly competent in this occupation while the support ground team covers such training in security and in-flight service.

Mexicana provides its personnel instructions in such fields as operations, air traffic and customer service and passenger service dealing with reservations and sales.

Mexicana seeks to provide the qualifications of a top professional airline in order to provide the best possible service to its clients.



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## ¡Viva Mexicana de Aviación!

*Le extendemos a Mexicana de Aviación, una calurosa bienvenida, y hacemos patente a nombre de nuestra comunidad, nuestro más sincero agradecimiento por el establecimiento de sus vuelos directos a Laredo, Texas, reconociendo el importante papel que este nuevo servicio desempeñará en el futuro crecimiento económico de nuestra dinámica región. Al agradecer la confianza que nos han brindado al establecer esta nueva ruta, aprovechamos para desearles que su operación realice todo el éxito deseado.*

LNB extends a warm welcome to Mexicana de Aviación to our city, thanking them for their decision to partner with us in our quest to attain the maximum level of competitiveness in today's global market scenario. Your presence in our area represents an important enhancement to this effort. We congratulate CMA and would like to convey to them our best wishes for a most successful operation.

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# MEXICANA AIRLINES

*Dateline: March 10, 2002*

## Flights to Mexico City now available from Laredo

**BY PAUL S. MARTINEZ**  
Times staff writer

The relationship between the city of Laredo and Mexico opened a new chapter Saturday with the christening of a new airline service, linking Laredo to Mexico City.

The new jet service will not only transport commuters to and from Mexico City, but will also bring to the city another major player in the area of cargo transportation.

Mexicana De Aviacion, Mexico's oldest airline, flying out of Mexico City since 1921, will now offer Laredoans - and Mexicans - two flights per week, connecting Laredo and the Mexican capital.

The two Mexicana flights will

fly on Saturdays and Sundays aboard a Fokker 100, a Dutch-made two-engine jet that seats about 100 passengers.

Monday through Friday, Lineas Aereas Azteca, a Mexican airline operating since June of last year, will offer a daily round-trip flight to Mexico City.

"If you're not in D.C. or in D.F. (Federal District, Mexico City), your points aren't going to be heard," said Laredo Mayor Betty Flores about the importance of being linked with one of the largest cities in the world, the Mexican capital.

Mexican consul Daniel Hernandez-Joseph echoed Flores' remarks.

"The relationship between the two countries - especially

through Laredo - invites the need for more direct communication between Laredo and Mexico City, and, of course, that means business, tourism and economic growth," Hernandez-Joseph said.

Flores also said the new jet service would translate into economic development, growth and jobs, as the Mexican transportation giant will throw its lot into the lucrative cargo import/export industry currently booming in Laredo.

"We're quickly going to realize the tremendous amount of cargo that can be brought into the airport and carried off the airport into our trucks and then far inland to the United States and the Canadian

providence's. It's all about business development and jobs -jobs for the people of Laredo," the mayor said.

Hernandez-Joseph agreed with Flores, saying that he had a meeting with Mexicana airlines director for U.S., Asia and Europe, Antonio Martinez-

Salinas, in which they discussed Laredo's strategic location.

"They (Mexicana Airlines) are favorably impressed with the infrastructure of the Laredo airport...so the possibility of growth is excellent. It's very (See \*FLIGHTS, Page 7E)

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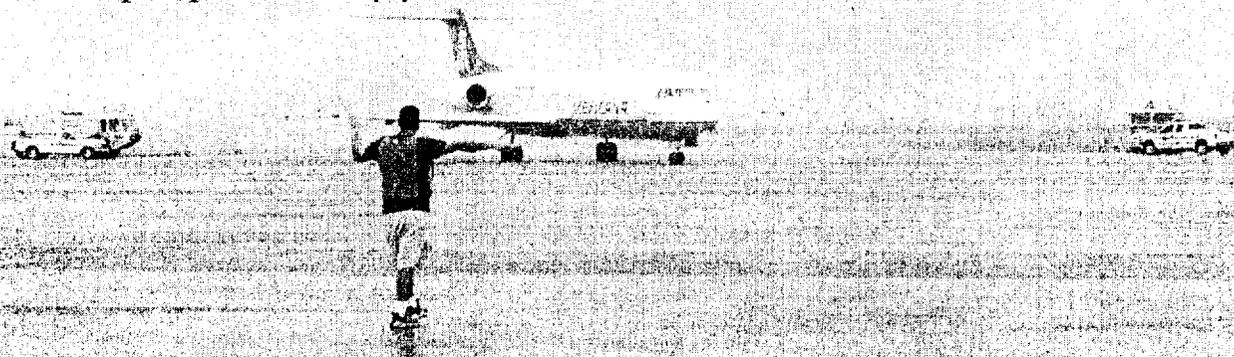
Laredo, Texas

## Bienvenidos Compania Mexicana de Aviacion, S.A. de C.V.

Thank you for your investment in Laredo.

Thanks to the business sector for bringing us all together.

United we will all grow and help build a Laredo that will continue to prosper for many years to come.



*Mayor Betty Flores and Members of the Laredo City Council*

# MEXICANA AIRLINES



Times staff photo/Guillermo Sosa

## kingflight

Mexicana Airlines announced weekend flights between Laredo and Mexico City March 9 as Mexicana Airlines plane sits on the tarmac at Laredo International Airport. Laredo and Mexico officials were on hand for the grand opening ceremonies at the airport.

# Welcome to Laredo

# Mexicana Airlines



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## ights

inued from page 6E)  
sing." Hernandez-Joseph

is address to the media  
delegation from Mexico  
hat Mayor Flores invited

to Laredo, Martinez-Salinas  
said Mexicana Airlines is proud  
to have worked in San Antonio  
for more than 50 years and in  
Nuevo Laredo for 60 years and  
is now proud to be in-Laredo.



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