

El Paso/Santa Teresa – Chihuahua Border Master Plan



Appendix A Work Plan

ATTACHMENT A
Interagency Cooperation Contract
Scope of Services

The El Paso/Santa Teresa-Chihuahua Border Master Plan (Border Master Plan) is a binational effort to coordinate planning and projects (a) at land Ports of Entry (POE) and (b) for transportation infrastructure serving those POEs in the El Paso/Santa Teresa- Chihuahua border region. The objectives of the Border Master Plan are to:

1. design a stakeholder involvement process that will be inclusive and ensure the participation of all involved in and impacted by POE projects and the transportation infrastructure serving those POEs;
2. increase the understanding of the POE and transportation planning processes on both sides of the border;
3. develop and implement a plan for prioritizing and promoting POE and related multi-modal transportation projects including pedestrians, non-commercial vehicles, commercial vehicles, and rail, and evaluation criteria and rankings over the short, medium, and long term; and
4. recommend a process to ensure continued dialogue among federal, state, regional, and local stakeholders of the El Paso/Santa Teresa-Chihuahua region to ensure continued coordination on current and future POE and supporting transportation infrastructure needs and projects.

The Receiving Agency in conjunction with the Transportation Policy Advisory Board of the El Paso Metropolitan Planning Organization has predetermined a Binational Advisory Committee with voting membership by the following eighteen (18) entities.

- a. Aduanas,
- b. Customs and Border Protection,
- c. Chihuahua Department of Transportation
- d. Mayor City of El Paso,
- e. Delegate from Ciudad Juarez,
- f. U.S. Department of State,
- g. Judge of El Paso County,
- h. Federal Highway Administration,
- i. General Services Administration ,
- j. Instituto De Administración Y Avalúos De Bienes Nacionales,
- k. Instituto Nacional de Migracion,
- l. New Mexico Department of Transportation
- m. Promotora de Industria Chihuahuense,
- n. Secretaria de Comunicaciones y Transportes,
- o. Secretaria de Relaciones Exteriores,
- p. Texas Legislative Delegation Member,
- q. El Paso Texas Department of Transportation District Engineer or designee,
- r. The International Water and Boundary Commission

The Binational Advisory Committee will also include the following agencies and entities that will not be voting members.

- a. City of Presidio
- b. Dona Ana County
- c. Greater El Paso Chamber of Commerce
- d. Hispanic Chamber of Commerce
- e. New Mexico Border Authority
- f. Representative from the Office of Congressman Reyes,
- g. the private sector including trucking industry, maquila industry, brokers, and railroads from both sides of the border
- h. one (1) public member representing El Paso County and one (1) public member the City of El Paso,
- i. The US Consulate in Juarez

- j. Mexican Aduanas
- k. Caminos y Puentes Federales de Ingresos y Servicios Conexos Comision Internacional de Limites y Aguas entre Mexico y Los Estados Unidos
- l. Instituto Municipal de Investigacion y Planeacion de Cd. Juarez
- m. Mexican Consulate in El Paso
- n. Promofront

TASK 1. ESTABLISH STAKEHOLDER AGENCY PARTICIPATION AND COMMITMENT
ESTIMATED COST: \$50,000

- 1.1. Under the direction of the Receiving Agency, the Performing Agency shall work with the Binational Advisory Committee, both voting and non-voting members to:
 - 1.1.1 Form a number of working groups to secure data and information in a timely manner;
 - 1.1.2 Request assistance from the Binational Advisory Committee in the development of the public and stakeholder outreach activities to ensure that all impacted stakeholders and communities are appropriately engaged;
 - 1.1.3 Request a review by the Binational Advisory Committee of the Performing Agency's assumptions, analyses, and documentation;
 - 1.1.4 Recommend the criteria that will be used to prioritize projects to the Binational Advisory Committee voting membership for endorsement; and
 - 1.1.5 Make recommendations to the Binational Advisory Committee voting members.
- 1.2. The Performing Agency shall work with the Binational Advisory Committee voting membership to:
 - 1.2.1 Request and follow overall direction from the voting membership;
 - 1.2.2 Collaborate with the voting membership to establish clear metrics and parameters that can be measured to assure the appropriate progress;
 - 1.2.3 Request review and approval of the criteria for prioritization of projects from the voting membership;
 - 1.2.4 Request establishment of working groups from the voting membership to work with the Performing Agency on specific issues including, acquiring data, disposition of the "El Paso Regional Ports of Entry Operations Plan" recommendations, linking Master Plan analysis with existing City and County initiatives;
 - 1.2.5 Receive endorsement of the final Border Master Plan from the voting membership; and
 - 1.2.6 Incorporate the findings and priorities as appropriate in the planning and programming processes of the agencies forming part of the Binational Advisory Committee.
- 1.3. The Performing Agency shall contact executive level managers at the identified stakeholder entities in the Binational Advisory Committee list to determine:
 - 1.3.1 Level of support for the Border Master Plan;
 - 1.3.2 Issues or concerns about the development of the Border Master Plan;
 - 1.3.3 Anticipated commitment to, and involvement in, the development of the Border Master Plan by executive level managers and senior technical staff;
 - 1.3.4 Anticipated staff resources devoted to the development of the Border Master Plan;
 - 1.3.5 any additional/specific changes that need to be made to the approach used for the Laredo-Coahuila/Nuevo Leon/Tamaulipas-, Lower Rio Grande Valley- and California-Baja California Border Master Plans in developing the El Paso/Santa Teresa-Chihuahua Border Master Plan;
 - 1.3.6 If any key stakeholders have been omitted; and
 - 1.3.7 The appropriate communications protocol and methodology for sharing information with all stakeholder agencies such as interactive web space, website, mail, e-mail, fax, telephone.

Deliverables for Task 1:

The Performing Agency shall:

- 1. Compile a document detailing the work performed and findings,
- 2. Prepare a draft stakeholder outreach plan, and

3. Develop a website that will be used to provide study background information and updates, as well as any pertinent information that needs to be shared with all interested parties. The website will be updated regularly during the remainder of the project as new information becomes available.

TASK 2: CONDUCT FIRST STAKEHOLDER MEETINGS
ESTIMATED COST: \$115,000

2.1 Binational Advisory Committee Meeting

During the first Binational Advisory Committee meeting, the Performing Agency shall:

- 2.1.1 Review the objectives of the study, and list any issues or concerns resulting from the outreach conducted in Task 1 regarding the study, the process, or the objectives of the study;
- 2.1.2 Consult with the committee members to establish clear parameters at the outset regarding the study area (i.e., geographic area covered by the Border Master Plan) and the number of years that constitute a short, medium, and long term framework;
- 2.1.3 Review the proposed work plan and facilitate discussions to resolve issues or concerns; and
- 2.1.4 Establish preliminary working groups that will work with the study team including but not limited to POE working group, socio-economic working group, transportation infrastructure working group, and planning working group.

2.2 Public Meeting

At the request of the Receiving Agency, the Performing Agency shall consult with University of Texas at El Paso to plan, manage, prepare, and host a public meeting. The Performing Agency shall:

- 2.2.1 Share information about the objectives of the study, the defined study area and planning horizon, the agreed work plan, and how members of the public can remain informed about the development of the Border Master Plan;
- 2.2.2 Share information as to how the public can provide input and insight into the development of the Border Master Plan;
- 2.2.3 Determine any issues or concerns that the public may have about the development of the Border Master Plan; and
- 2.2.4 Determine if any stakeholder has been omitted.

2.3 Subcontracting for Interpreting Services

The Performing Agency shall subcontract for simultaneous interpretation services for all Binational Advisory Committee meetings, working group meetings and workshops and public meetings held throughout the study.

2.4 Arranging for Facilities and Equipment Rental

The Performing Agency shall arrange for all facilities and equipment rentals for all Binational Advisory Committee meetings, working group meetings and workshops and public meetings held throughout the study.

Deliverables for Task 2:

The Performing Agency shall:

1. Compile a document detailing the work performed and findings;
2. Prepare a revised work plan given the feedback and insight obtained during Task 2;
3. Prepare a revised stakeholder outreach plan; and
4. Update the website.

Task 3: Analyze Data, Consultancy Reports, and Documentation
Estimated Cost: \$185,000

Under the direction of the Receiving Agency, the Performing Agency shall conduct the following sub-tasks simultaneously where appropriate to expedite the study.

3.1 Obtain Data and Review Consultancy Reports

- 3.1.1 The Performing Agency shall obtain and analyze available current and forecasted data to develop a socio-economic, demographic, and freight trade profile for the study area given:
- a. current and projected population,
 - b. employment,
 - c. income,
 - d. land use,
 - e. available major freight trade flows traversing the region with either an origin or destination in Mexico, and
 - f. available freight data with an origin or destination at major regional airports and rail yards.
- 3.1.2 The Performing Agency shall develop a detailed inventory of all transportation facilities serving the POEs in the study area. To facilitate comparison with the Laredo-Coahuila/Nuevo Leon/Tamaulipas-, Lower Rio Grande Valley-, and the California-Baja California Border Master Plans, the Performing Agency shall collect, at a minimum, the following descriptive and performance data for transportation facilities serving the POEs for the current and forecasted year:
- a. number of lanes,
 - b. average annual daily traffic,
 - c. peak period traffic volumes,
 - d. share of truck traffic, and
 - e. available data to calculate level of service
- 3.1.3 The Performing Agency shall collect, at a minimum, the following descriptive and performance POE data for the current and forecasted year:
- a. description of the current facility configuration,
 - b. hours of operation,
 - c. current staffing levels and patterns,
 - d. wait times, and
 - e. crossing and transportation volumes including pedestrians, trucks, trains, and buses.

The Performing Agency shall work with the University of Texas at El Paso and the working groups appointed by the Binational Advisory Committee voting members to identify previous and recently completed studies in the region from which the required information can be extracted and compiled. In this regard, the recently completed *"El Paso Regional Ports of Entry Operations Plan"* will be an important resource, as well as the Camino Real Improvement Plan , among other City and County efforts.

3.2 Document Planning Processes and Review Planning Documents

The Performing Agency shall review the relevant planning documents of agencies responsible for planning and implementing POE projects - including how transportation projects and POE infrastructure needs are prioritized, funding sources, public participation, and interagency coordination efforts - in the development of the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. The Performing Agency shall share this review with the planning working group and knowledgeable Binational Advisory Committee members to supplement and verify information as it pertains to the El Paso/Santa Teresa-Chihuahua region.

3.3 Data Collection

The Performing Agency shall consult and direct the University of Texas at El Paso to inventory the identified POE and transportation projects in the study area included in the various planning documents and consultancy studies including, the Camino Real Improvement Plan (BIP) and the Model Border Port Committee plans. The Performing Agency shall share the developed inventory with the appropriate working groups and Binational Advisory Committee members to ensure that the project data is accurate and up to date and to ensure that no projects have been omitted. The Performing Agency shall collect the following minimum information for the transportation facility and POE projects to facilitate comparison with the Laredo-Coahuila/Nuevo Leon/Tamaulipas-, the Lower Rio Grande Valley-, and the California-Baja California Border Master Plans,.

For the transportation facility projects, the Performing Agency shall furnish:

- a. project location,
- b. description of the current facility configuration and planned improvements,
- c. available data to calculate level of service,
- d. annual average daily traffic before and after project completion,
- e. accident rate, direct or indirect linkage to POE,
- f. truck volumes or share,
- g. year the project becomes operational,
- h. current phase of the project,
- i. cost data and funding status, and
- j. a qualitative assessment of environmental, community, and economic benefits of the project.

For the planned POE projects, the Performing Agency shall furnish:

- a. project description,
- b. the anticipated throughput by type of inspection lane after project completion,
- c. year of project completion,
- d. current phase of the project,
- e. cost data and funding status, and,
- f. a qualitative assessment of environmental, community, and economic benefits of the project.

The Performing Agency shall consult and direct the University of Texas at El Paso, to take the lead in evaluating the recommendations of the *"El Paso Regional Ports of Entry Operations Plan"* for inclusion in the Border Master Plan. Specifically, the University of Texas at El Paso - with the support and assistance of the Performing Agency - shall meet with the lead agencies identified in the *"El Paso Regional Ports of Entry Operations Plan"* to determine support for the recommendations, gather available data and information, and identify the respective agencies willing to support the inclusion of the respective recommendations in the Border Master Plan.

The Performing Agency shall rank as many projects as possible based on the agreed upon evaluation criteria to be established in Tasks 5 and 6. The Performing Agency shall identify and inventory projects in early stages of conceptualization for which limited information and data are available, for consideration in future updates of the Border Master Plan. The Performing Agency shall record all available information about the planned projects.

Deliverables for Task 3:

The Performing Agency shall:

1. Compile a document detailing the work performed and findings;
2. Prepare an Excel Workbook with the collected information tabled and summarized; and
3. Document any gaps or inconsistencies in the projects and project schedules in the planning and implementation of POE and transportation infrastructure projects serving POEs.

TASK 4: CONDUCT SECOND STAKEHOLDER MEETINGS
ESTIMATED COST: \$30,000

4.1 Binational Advisory Committee Meeting

The Performing Agency shall share the revised analyses of the documented planning processes and the identified project inventory with the Binational Advisory Committee for discussion and comment. The Performing Agency shall incorporate, as appropriate, all comments and suggestions as discussed.

TASK 5: CONDUCT STAKEHOLDER WORKSHOPS/MEETINGS
ESTIMATED COST: \$120,000

5.1 Criteria Selection by the Binational Advisory Committee Members

The Performing Agency shall facilitate a workshop with the Binational Advisory Committee members to reach consensus on the criteria, scores, and weights that will be used in a Multi-Attribute Criteria framework, a methodology used by economists to prioritize projects, by the Performing Agency subsequently to prioritizing individual projects.

The Performing Agency shall conduct the workshop using Classroom Performance System (CPS) technology. CPS voting technology is a device/system that facilitates the recording of responses to a stated question. During the workshop the Performing Agency shall:

- 5.1.1 Explain the objectives and format of the workshop;
- 5.1.2 Present and review the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan project criteria, scores, and weights;
- 5.1.3 Facilitate the scoring process using CPS voting technology;
- 5.1.4 Moderate the discussion to explore consistencies and discrepancies in the responses; and
- 5.1.5 Repeat the voting process until consensus is reached or until the ratings do not alter substantially from one voting round to another.

At the end of the workshop, the Performing Agency shall determine the highest rated performance criteria, scores, and weights will be determined.

5.2 Public Meeting

Under the direction of the Receiving Agency, the Performing Agency shall consult and direct the University of Texas at El Paso, to plan, manage, prepare, and host a public meeting to:

- 5.2.1 Share information about all the identified POE and transportation infrastructure projects planned in the study area over the short-, medium-, and long terms;
- 5.2.2 Share information about the specific voting methodology known as Multi-Attribute Criteria that will be used to prioritize the identified projects, including the criteria and weights selected by the Binational Advisory Committee members; and
- 5.2.3 Obtain comments, concerns, and criteria suggestions from public.

5.3 Binational Advisory Committee Meeting (Voting Members)

During the meeting the Performing Agency shall:

- 5.3.1 Present for approval the proposed evaluation criteria, scores, and weights developed in consultation with the Binational Advisory Committee members;
- 5.3.2 Discuss comments, concerns, and criteria suggestions solicited at public meeting; and
- 5.3.3 Facilitate discussions and secure the Binational Advisory Committee's voting members endorsement of the criteria that will be used to prioritize the individual projects.

Deliverable for Task 5:

The Receiving Agency shall direct the Performing Agency to compile a document detailing the work performed and findings, including a list of the criteria that will be used to prioritize individual projects.

TASK 6: RANK PRIORITY PROJECTS

ESTIMATED COST: \$50,000

Under the direction of the Receiving Agency, the Performing Agency shall rank the individual POE and associated transportation infrastructure projects using a Multi-Attribute Criteria methodology comprising the agreed upon evaluation criteria, scores, and weights approved by the Binational Advisory Committee voting members.

Deliverable for Task 6:

The Performing Agency shall prepare an Excel Workbook listing the prioritized projects.

TASK 7: FINALIZE DOCUMENTATION

ESTIMATED COST: \$70,250

7.1 Draft Report

The Performing Agency shall prepare a draft Border Master Plan report and submit it to the Binational Advisory Committee members for review and comment.

7.2 Public Meeting

The Performing Agency shall consult and direct the University of Texas at El Paso, to plan, manage, prepare, and host a public meeting to:

- 7.2.1 Share information and outline the priority POE and transportation projects that emerged from the prioritization process; and

7.2.2 Obtain the public's comments and any concerns related to the Border Master Plan priorities.

7.3 Final Report

The Performing Agency shall incorporate the comments and suggestions of the Binational Advisory Committee members and the relevant public comments and suggestions to develop the draft final Border Master Plan which the Performing Agency shall submit to the Binational Advisory Committee voting members for approval.

The Performing Agency shall summarize the individual projects by country and project ranking and shall group them by the following dimensions:

1. individual project rankings;
2. project type, highway, rail, or POE;
3. timeframe, short, medium, and long term; and
4. estimated funding, project cost.

The Performing Agency shall discuss these dimensions with the Receiving Agency to determine the need for summarizing the information in a different format in Appendices to the document. The Performing Agency shall highlight any discrepancies or inconsistencies in the planned projects or project schedules.

The final Border Master Plan shall also recommend a process to ensure continued dialogue among federal, state, regional, and local stakeholders of the El Paso/Santa Teresa-Chihuahua region to ensure continued coordination on current and future POE and supporting transportation infrastructure needs and projects.

7.4 Brochure

The Performing Agency shall design a brochure listing the high priority projects as an easy to reference guide that can be used by stakeholders in the region to promote the binational priority projects and to seek additional funding. The Performing Agency shall make both the final document and brochure available in English and Spanish.

Deliverables for Task 7:

The Performing Agency shall develop:

1. The Border Master Plan Report; and
2. An easy to reference brochure listing the highest priority projects included in the Border Master Plan.

TASK 8: DISSEMINATE STUDY FINDINGS
ESTIMATED COST: \$40,000

Upon the approval of the Border Master Plan and brochure by the Receiving Agency and Binational Advisory Committee voting members, the Receiving Agency will direct the Performing Agency to develop a PowerPoint presentation to disseminate information about the study findings to institutions and organizations that promote the coordination of planning and implementation of port of entry and related transportation facilities on the southern border. Possible organizations for presentations include the U.S. - Mexico Joint Working Committee, the U.S.-Mexico Binational Group on Bridges and Border Crossings, the Border Liaison Mechanism Technical Commission, the Border Trade Advisory Committee, the U.S.-Mexico Border Legislative Conference, and the U.S.-Mexico Border Governors Conference.

Deliverables for Task 8:

The Performing Agency shall:

1. Develop a PowerPoint presentation; and
2. Update the Border Master Plan website to include a link to the final Border Master Plan document and brochure.