

# El Paso/Santa Teresa – Chihuahua Border Master Plan



## Appendix B Agendas and Minutes



# Agenda

El Paso/Santa Teresa –  
Chihuahua

**Border Master Plan**

Wednesday, May 23, 2012

El Paso, Texas

UTEP Campus - Mike Loya Academic Services Building  
Schuster Ave. at Hawthorne Street, El Paso, TX

- |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9:00 - 10:00  | Registration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 10:00 - 10:30 | Welcome/Introductions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 10:30 - 12:00 | Presentations/Remarks <ul style="list-style-type: none"><li>• Joint Working Committee's Vision for Border Master Plans<br/><i>Secretaría de Comunicaciones y Transportes (SCT)</i></li><li>• Remarks by:<br/><i>Secretaría de Relaciones Exteriores (SRE)</i><br/><i>U.S. Department of State (DOS)</i></li><li>• El Paso/Santa Teresa – Chihuahua Border Master Plan<ul style="list-style-type: none"><li>• Objectives</li><li>• Work Plan</li><li>• Outcome of Task 1</li><li>• Comments/Input</li></ul></li></ul> |
| 12:00 - 1:00  | Lunch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1:00 - 3:00   | Discussion/Voting <ul style="list-style-type: none"><li>• Define Study Area (i.e., Area of Influence and Focused Study Area)</li><li>• Define Time Horizons (i.e., Short, Medium, and Long Term)</li><li>• Establish Working Groups</li><li>• Establish Meeting Schedules</li></ul>                                                                                                                                                                                                                                  |
| 3:00 - 3:30   | Administrative Matters                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3:30          | Adjourn                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**EL PASO/SANTA TERESA - CHIHUAHUA  
BORDER MASTER PLAN  
BINATIONAL ADVISORY COMMITTEE MEETING**



These meeting minutes document the outcome of the first Binational Advisory Committee (BNAC) meeting within the framework of the El Paso/Santa Teresa-Chihuahua Border Master Plan (BMP) effort. The meeting took place in El Paso, Texas, on May 23, 2012, in the Mike Loya Academic Services Building at the University of Texas at El Paso (UTEP) campus. Please refer to the attendance and acronym list included in Appendix A of this document for agency/company acronyms and names listed throughout this document. Information on the background of BNAC meetings, creation, and membership has been included in Appendix B.

**Welcome and Introductions**

The binational meeting officially started at 10:05 AM as Judge Veronica Escobar (El Paso County), co-chair of the meeting, welcomed attendees to the first BNAC meeting within the framework of the El Paso/Santa Teresa-Chihuahua BMP. Mayor John Cook (City of El Paso), co-chair of the meeting, also welcomed all participants to his city and the BNAC to the BMP meeting. Then, all attendants were given the opportunity to introduce themselves, stating their name and agency or company they represented.

Judge Escobar then proposed a motion to approve the minutes of the previous BNAC meeting on February 25, 2012. Judge Escobar's motion was seconded and then unanimously approved by the members of the audience.

Thereafter, Jorge Prozzi (Assistant Professor, The University of Texas at Austin) introduced himself and communicated to the BNAC his new role as the Project Director of the El Paso/Santa Teresa-Chihuahua BMP study. He then proceeded to welcome all attendees, and thank UTEP for their kind support in organizing and sponsoring lunch for BNAC members. He also mentioned Jolanda Prozzi (Research Scientist, Texas Transportation Institute) had resigned from the Center for Transportation Research (CTR) and had accepted a position at the Texas Transportation Institute. He highlighted that the latter would continue to generally oversee and provide guidance to all Texas's border master planning efforts.

Jolanda Prozzi thereafter communicated that the representative from Secretaría de Comunicaciones y Transportes (SCT) would not be able to present during this first part of the meeting and that Sylvia Grijalva (U.S./Mexico Border Planning Coordinator, FHWA) and Sean Cázares (Deputy Director General for Border Affairs, SRE) would be providing insight and background information regarding the development of BMPs.

### **Presentations/Remarks**

Sylvia Grijalva provided insight regarding the beginnings of the border master planning initiatives, which originated in 2006 with the development of a pilot effort, the California-Baja California BMP. The purpose of the BMP was to inventory existing and planned port-of-entry (POE) and transportation infrastructure serving POEs, develop criteria for project prioritization, develop a list of planned project priorities, and establish a process to institutionalize dialogue. Ms. Grijalva shared with the participants how the states of California and Baja California determined the evaluation criteria used for prioritizing POE projects, roadway projects, interchange projects, and rail projects. She also emphasized that better decisions about the ranking of different types of projects can be attained if a significant amount of data is provided by all stakeholders. She continued her presentation by stating she is convinced that each region knows its needs best and encouraged the participants to work together and agree on their priorities. She added that specific goals are more likely to be achieved by regional and local stakeholders. Ms. Grijalva advised that the participants should use available information, and then with time, planning, and implementation the BMP could be thereafter improved. She concluded her presentation with a quote from Donald Rumsfeld: *“Go to war with the army you have.”*

Sean Cázares began his presentation by thanking the participants for their attendance and active engagement thus far in border master planning processes. He then focused his presentation on how binational efforts established by U.S. and Mexican agencies encouraged the establishment of formal processes for border infrastructure development. Mr. Cázares also emphasized that each region should establish its priorities. He noted that all participants need to be convinced of the importance and necessity of this BMP in order to achieve the desired outcomes. Specifically, he stressed the importance of the development of appropriate categories and criteria for prioritization. Additionally, he encouraged the participants to provide the necessary data and information to the study team. Mr. Cázares also added that political cycles pose a challenge to planning processes but that a BMP establishes a clear list of priorities that do not depend on the priorities of ever-changing elected officials. He finalized his presentation by noting that successful BMP initiatives contribute to the continued dialogue between the U.S. and Mexico. His presentation was followed by questions and comments. In response to a comment from the audience, Mr. Cázares clarified that BMPs not only refer to new POEs, but also planned initiatives for existing POEs. Giving different examples, he explained that the costs and benefits of infrastructure improvements versus new POE construction need to be assessed.

Rachel Poynter (U.S.-Mexico Border Coordinator, U.S. Department of State) presented the benefits of a solid binational coordination process behind BMPs. She mentioned how BMPs

belong to the Binational Action Plans agreed to by the Bilateral Executive Steering Committee on Twenty-First Century Border Management. Ms. Poynter emphasized that input from local stakeholders is a valuable part of informed decisions made at the federal level. Binational efforts and coordination are critical to the success of a BMP. She then communicated to the participants that the process is carried out by regional and economic influences.

Jolanda Prozzi then presented on the BMPs being developed for Texas. She explained that three BMPs are being developed attending to TxDOT's border districts in the following areas: TxDOT's Laredo District, TxDOT's Pharr District (Lower Rio Grande Valley), and the TxDOT El Paso District and Santa Teresa region (including the corresponding jurisdictions in Mexico). She then communicated to the BNAC the objectives of the BMPs and introduced the other study team members (in addition to herself) from CTR and UTEP. Ms. Prozzi's presentation continued by detailing each of the eight tasks that compose the El Paso/Santa Teresa-Chihuahua BMP. The presentation concluded with what the study team regards as the requirements for developing a successful BMP: stakeholder participation, and the provision of data and information. In closing, she pointed out that the study team

- Will *not* collect primary data or verify and conduct feasibility studies on data obtained from the participants.
- Will guarantee a transparent and open project ranking process. However, given the nature of the process, some stakeholders might not be completely happy with the results of the plan.

## **Discussion**

Ms. Prozzi thereafter opened the floor to questions.

Mayor Cook asked if the effort was going to include new projects or only existing projects in the plan. Ms. Prozzi replied that the plan will include new projects as well as existing projects.

A participant from New Mexico asked if Antelope Wells-El Berrendo and Columbus-Las Palomas POEs were to be included in this BMP or in the Sonora-Arizona effort. Ms. Prozzi deferred the question to the afternoon session, when the study areas would be defined.

Roberto Diaz de Leon (Binational Planning Consultant, City of Sunland Park) expressed the State of New Mexico's desire to have a POE at Sunland Park. This would be a federal project with national purpose, and would open new international markets. Mr. Diaz de Leon proposed that the creation of new markets be included as a project-ranking criterion.

Mr. Roy Gilyard (Director, El Paso MPO) said that the MPO has a list of projects for which criteria will be developed.

Ms. Cecilia Levine (Maquila Association, Paso del Norte Group) expressed that infrastructure needs improvement in order to facilitate trade. She added that several deficiencies, involving more than one bridge, have been detected in the current transportation

structures. Ms. Levine called on the private sector to come to the table with funding and a comprehensive transportation system document.

Ms. Grijalva stated that if funding is to be made available for transportation projects at the border, the latter needed to be included in a BMP selection process.

Jose Nunez (Supervisory Civil Engineer, IBWC) requested further clarification on the future outlook of the Fabens-Caseta POE. A member in the audience replied that it would be demolished and the Guadalupe-Tornillo Bridge will be finalized.

Ms. Darr Shannon (Commissioner, Hidalgo County, New Mexico) requested clarification as to the effects of a project's distance from a POE on its inclusion in the BMP. Ms. Prozzi responded that all transportation projects connecting to POEs are considered in the plan. For example, a railway infrastructure or enhancement 30 miles away from the border might be a project included for consideration.

Mayor Jaime Lopez (City of Socorro) stated that the area he represents feels ignored. He suggested that the area between Tornillo and El Paso be included in the BMP and pointed out that Socorro also has a POE project. Mr. Lopez stated that housing developments are expanding rapidly in Socorro, and the State of Chihuahua has never been notified of the pending plan. He then directed a question to the Secretaría de Relaciones Exteriores (SRE) as to whether the City of Socorro would be included in the BMP. Ms. Prozzi replied that the City of Socorro's POE project has been in the MPO planning documents for some time and that an environmental study had already begun. Mr. Cazares responded that this was the first time he had heard about the project.

Annette Morales (Director, Medius, Inc.) requested that Antelope Wells/El Berrendo and Columbus-Las Palomas POEs be included in the plan. She pointed out that there are two POEs in that region and that they have data available. Ms. Morales also requested that more members be included in the voting committee from New Mexico.

Mr. Agustin De La Rosa (Director, International Relations Office, TxDOT) responded that originally these BMPs were meant for and financed by the State of Texas and are being carried out in accordance with the recommendations of the Joint Working Committee on Transportation Planning and Programming. The plans were broken down into three regions for Texas, conveying TxDOT's border districts. Mr. De La Rosa reminded the audience that each state was asked to publish a BMP. He also added the contract had already been finalized between the performing agency and TxDOT. He suggested that New Mexico stakeholders discuss this issue with the New Mexico Department of Transportation (NMDOT).

Homer Bernal (International Programs Planner for NMDOT) stated that he was under the impression that all New Mexico POEs would be included.

Carlos Nieto, (representing Presidio County) was grateful that, after "329 years of remoteness," Presidio County was being included in the BMP effort and pledged to be an active participant.

With regards to certain concerns expressed by the participants relating to Task 1, Ms. Prozzi stated that voting membership was subject of much debate and discussion during the

process. Ms. Prozzi mentioned that the goals are ambitious and require immediate action. She reminded the audience that these meetings are open to the public and the Transportation Policy Board (TPB) and will involve binational representation.

Judge Escobar mentioned that a representative from the IMIP in Juárez was not part of the TPB but part of the Transportation Policy Advisory Committee.

Ms. Dolores Saldaña Caviness (Commissioner, Dona Ana County) stated that New Mexico has three voting members who are also elected officials.

Mr. Cázares Ahearne expressed concern regarding the issue of having another entity above the BMP and BNAC. He explained that the development of Mexican infrastructure at the border is solely of federal jurisdiction. Thus, agreements can be made with municipalities or states during the bidding process and the concessions can be given to municipalities or states, but still all border projects involving both countries were of federal jurisdiction. Mr. Cázares stressed that understanding this difference between planning processes in the U.S. and Mexico is critical. He urged the audience to consider the following: all determinations that come from the BNAC are taken to a higher entity with no Mexican federal representation—the latter can be *swiped off* and thus deviate from the principles and objectives of the border master planning process. Mr. Cázares stated that the BNAC decisions and resolutions should not be modifiable by a regional entity that has no Mexican federal representation.

Judge Escobar expressed appreciation for Mr. Cázares's concern regarding the role of the TPB in the approval of the BMP. She stated that the TPB had also discussed this issues and Representative Picket had given clear directions as to what he wanted from this committee. She assured the audience that the TPB would see through the BMP's completion and final adoption. Mayor Cook stated the opinion that TPB endorsement of the final BMP is foreseen.

The meeting then recessed for lunch.

### **Establishment of Voting Process**

Upon completion of the lunch break, Judge Escobar shared the TPB's determination that no proxies would be allowed to vote. Mr. Cázares suggested reconsideration on this point, citing that an entity should have the right to determine who they prepare and send to vote on their behalf. Judge Escobar stated that the TPB is inflexible and has determined that no proxies would be allowed. Ms. Poynter reiterated that an agency should determine who they send and how they prepare their representatives for the meeting. They stated that it was not a personal representation but an agency representation that should be made at each meeting.

Mayor Cook suggested this item to be included in the next TPB agenda. Mr. Cázares said that the SRE is short on staff, especially technical staff. He stressed that the vote comes from central office and is not a personal decision, and that he would trust his deputy director to make a decision on his behalf. Mr. Cázares emphasized that a bar on proxy voting would be a deal-breaker and would kill the process before it starts.

Ms. Prozzi asked if there was enough quorum (i.e., 50 percent plus one) to start the voting process. She noted that 7 out of 18 voting members were missing and the facility could not accommodate calling in. Judge Escobar relayed the proxy voting decision to the TPB. She mentioned complications at certain levels could arise.

Furthering his request for proxy voting, Mr. Cázares suggested that local entities should decide this issue for their own local agencies and federal representatives should decide for federal agencies. He stated that it is not possible to accept a regional entity overriding federal requests. He reiterated that in Mexico bridges and border crossings are solely of federal jurisdiction and that no Mexican member is represented or voting at the TPB.

Mayor Cook, in the spirit of compromise, asked to request for forgiveness in the next TPB meeting. He acknowledged that the proxy issue could be interpreted as an insult to the Mexican people in attendance and that proxy voting should be allowed.

Mayor Cook made a motion, seconded by Mr. Cázares, to allow federal and state agencies present to use proxy voting for the day. The motion was approved unanimously. Thus, Mexican attendees who attended the meeting with a proxy or instruction letter from the identified BNAC voting member were given the right to vote at this meeting.

Ms. Prozzi communicated to all attendees which stakeholders had a vote. Guidance was also provided to attendees who were representing a BNAC Member. She explained that these attendees would vote on behalf of their agency and asked that if they do not have an I-Clicker to exit the meeting room and obtain an I-Clicker from the registration tables. Thereafter, a short demonstration on how to use the I-Clicker was provided to the audience.

### **Stakeholder Input: Area of Influence**

Ms. Prozzi provided an overview of the first subject for voting, the *Area of Influence*. In terms of the Area of Influence, attendees were provided the following options:

- Option A: Texas border counties and Mexican border municipalities
- Option B: 50 miles/80 kilometers north and south
- Option C: 100 miles/160 kilometers north and south

Ms. Grijalva encouraged the audience to suggest other options if they were not satisfied with those being offered.

Judge Escobar requested advice on assessing the factors that should guide the voting decisions. Ms. Prozzi replied that socio-economic information is gathered in the Area of Influence, but that no project data is gathered for this geographical bandwidth. She added that there are advantages and drawbacks to having a larger Area of Influence. By looking at the map, one can see that economic information, truck volumes, trade data, and other issues (such as where traffic is generated) influence planning.

Ms. Delossantos (representing the Maquila Industry) suggested that Ciudad Juárez should be captured completely by the Area of Influence.

Mr. Vincent Banegas (City of Las Cruces) stated that Option A does not consider the impacts of future developments in the region.

Representatives for Dona Ana and Luna counties stated their concerns since POEs in those counties did not seem to be included in these Areas of Influence, although they have more miles of border than Santa Teresa.

Mr. Bernal said that there would be another BMP that will include Columbus and Antelope Wells.

A participant asked why all of New Mexico's POEs are not being included in this BMP. Mr. Cázares stated that it was only a coincidence that the boundaries for the states of California and Baja California coincide. However, this is not the case for the rest of the border. He mentioned that boundaries do not coincide for the rest of U.S. and Mexico states. In Texas, he mentioned that three studies are being developed and that the El Paso/Santa Teresa-Chihuahua BMP does not include all of New Mexico's POEs and projects. He suggested that New Mexico should consider developing their own BMP process.

Ms. Grijalva added that it did not seem appropriate for Texas to be making decisions that should solely correspond to the State of New Mexico. She added that Arizona is doing their BMP with Sonora. In this case, since the MPO area covers the Santa Teresa region, it was deemed appropriate to include it in this effort.

A representative from New Mexico said that Antelope Wells has a new facility valued at \$12 million and Columbus has a \$50 million grant. Mr. William Mattiace (Director, New Mexico Border Authority - NMBA) added that the initiation of a land use master plan in the region.

Mr. De La Rosa stated that TxDOT did not intend to leave anyone out. The BMP division was created with the intent to include each border administrative district. He stated that TxDOT would be willing to help and provide advice should the State of New Mexico wish to initiate its own effort.

Ms. Grijalva suggested that data corresponding to a whole county or municipality is easier to gather; thus Option A seemed the more logical choice for her. Mr. Cázares also added that Option A enabled an easier data process.

*The outcome of the first item for vote defines the **Area of Influence** as the Texas border counties and Mexican border municipalities, with voting results as follows:*

- **Option A: Texas border counties and Mexican border municipalities, 86%**
- Option B: 50 miles / 80 kilometers north and south, 14%
- Option C: 100 miles / 160 kilometers north and south, 0%

### **Stakeholder Input: Focused Study Area**

Then, the participants moved to decide the geographic area for the *Focused Study Area*. In terms of the Focused Study Area, attendees were provided the following options:

- Option A: 10 miles / 16 kilometers north and south

- Option B: 15 miles / 24 kilometers north and south
- Option C: 25 miles / 40 kilometers north and south

Ms. Prozzi discussed the pros and cons of wider or more narrow Focused Study Area. The argument for a narrow Focused Study Area is that fewer decisions regarding the impact of the infrastructure in the POE are required. To the contrary, the wider the Focused Study Area, the more decisions need to be made as to whether the listed projects really serve the POE. The argument for a wider Focused Study Area is the desire to include all projects affecting border traffic flows.

Mr. Mikhail Pavlov (Field Operations and Management Office, CBP) added that the wider the Focused Study Area, the more data is required.

Ms. Prozzi reminded the audience that corridor movements are captured as the corridor enters the Focused Study Area.

Mr. Nieto argued that the reopening of a silver mine in the Presidio area, and also a new copper mine, could justify the need for rail infrastructure and a larger Focused Study Area.

Mayor Cook said that metropolitan areas do not require such a wide Focused Study Area and suggested including areas that were 25 miles or less (from the border towards Highway 67 in the Presidio area).

Vicente López (Director of Urban Development, Municipality of Juárez, and director of IMIP, Juárez) requested the Samalayuca region and projects to be included.

A representative from Presidio County asked that the area be expanded to the rail line to include potential projects there.

In furtherance to his request, Mr. López asked that the possible rail bypass also be included in this area.

Eduardo Valtier (Construction Project Engineer, El Paso District Office, TxDOT) also suggested inclusion of a truck bypass in the area.

*The final outcome of the second item for vote defines the **Focused Study Area** as 10 miles/16 kilometers north and south (with geographical "bumps" included) and specific voting results as follows:*

- **Option A: 10 miles / 16 kilometers north and south, 67%**
- Option B: 15 miles / 24 kilometers north and south, 1%
- Option C: 25 miles / 40 kilometers north and south, 27%

### **Stakeholder Input: Time Horizons**

The final voting session of the day involved *defining time horizons*, in terms of the short, medium, and long term. The *Short Term* was presented as:

- Option A: Within 2 years
- Option B: Within 3 years

- Option C: Within 4 years

Mr. Cázares advocated for the principle of urgency, thus suggesting that even projects with very short timeframes should be included.

Ms. Grijalva was of the opinion that very short-term projects not be included.

A representative from Mexico suggested that the participants consider that administrative terms are three or four years in the case of municipalities and six years in the case of state or federal entities.

Judge Escobar added that she has a four year term, so three or four years seemed very reasonable.

*The final outcome of the third item for vote defines the **Short Term** as 3 years, with specific voting results as follows:*

- Option A: 2 years, 0%
- **Option B: 3 years, 86%**
- Option C: 4 years, 14%

Then, the *Medium Term* was presented as:

- Option A: 5 years
- Option B: 10 years
- Option C: 15 years

*The discussion regarding the Medium Term was minimal. The final outcome of the fourth item for vote defines the **Medium Term** as 10 years, with specific voting results as follows:*

- Option A: 5 years, 0%
- **Option B: 10 years, 93%**
- Option C: 15 years, 7%

Then, the *Long Term* was presented as:

- Option A: 15 years
- Option B: 20 years
- Option C: 25 years

Judge Escobar pointed out that the gestation period for a POE is at least 20 years. Environmental clearance, right-of-way acquisition, and many other tasks are difficult to complete in less than 20 years.

The initial round of voting results were as follows:

- Option A: 15 years, 0%
- Option B: 20 years, 43%
- Option C: 25 years, 57%

A second round of voting was determined to be needed, as no satisfactory results were achieved in the first round (i.e., qualified majority at 66%). After some discussion and a second

round of voting, *the final outcome of the fifth item for vote defines Long Term as 25 years*, with specific voting results as follows:

- Option A: 15 years, 0%
- Option B: 20 years, 29%
- **Option C: 25 years, 71%**

### **Creation of Working Groups**

Ms. Grijalva raised concerns regarding travel restrictions for federal employees; however, she strongly suggested this issue could be alleviated with coordination through email, conference calls, or webinars.

Ms. Prozzi stressed that the study team will rely heavily on the following technical working groups to obtain the necessary data for the development of the BMP. She suggested the creation of six Working Groups with the following objectives and in the following areas:

1. The *POE Working Group's* primary task(s) would include creating an inventory of current POE facilities and planned projects in the Focused Study Area. The following participants expressed an interest to be included in the correspondence for this group: GSA, INDAABIN, IBWC, CILA, Ferromex-FXE, BNSF, Promotora de la Industria Chihuahuense, Messrs. Carrasco and Nieto from Presidio County, Jesse Hereford from the Border Trade Alliance, Stephanie Caviness representing the County of El Paso, Kathy Neal from the Maquila Industry, Said Larbi-Cherif and Annaelisa Holguin from the City of El Paso, William Mattiace from NMBA, Ernie Carrizal, El Paso County Public Works Director, Vicente Lopez, IMIP/Municipio de Juarez, Everardo Medina from the State of Chihuahua, Virginia Dorantes from Promofront, Bernan Wilson, Dona Ana County Port Manager, and Senator Jose R. Rodriguez, District 29.
2. The *Socio-Demographic Working Group's* primary task(s) would include reviewing and providing socio-economic data, such as income, population, employment, and land use data. The following participants expressed an interest in being included in the correspondence for this group: Sean Higgins from Dona Ana County, El Paso County, UTEP, the City of El Paso, IMIP/Juárez, and potentially NMSU members (pending).
3. The *Transportation Infrastructure Working Group's* primary task(s) would include an inventory of current road and interchange facilities and planned projects in the Focused Study Area. The following participants expressed an interest in being included in the correspondence for this group: TXDOT, NMDOT, SCT, Everardo Medina of the State of Chihuahua, Said Larbi-Cherif from the City of El Paso, El Paso County, El Paso MPO, Juárez, Shundrekia Stewart or Nathan Asplund from BNSF, Manuel Juárez and Guillermo García, Ferromex-FXE, and Judge Paul Hunt from Presidio County.

4. The *Rail Infrastructure Working Group's* primary task(s) would include to inventory current rail facilities and planned projects in the Focused Study Area. The following participants expressed an interest to be included in the correspondence for this group: TXDOT, NMDOT, BNSF, Ferromex-FXE and UP (pending).
5. The *Planning Working Group's* primary task(s) would include analyzing the planning processes for transportation infrastructure in the Study Area. The following participants expressed an interest in being included in the correspondence for this group: El Paso MPO, TxDOT, NMDOT, IMIP/Juárez, City of El Paso, Presidio County, Promotora de la Industria Chihuahuense, DOS, SCT, SRE, UP (pending), BNSF, and Ferromex-FXE.
6. The *Public Outreach Efforts Working Group's* primary task(s) would include making recommendations and providing input and insight to the study to organize public outreach efforts. The following participants expressed an interest being included in the correspondence for this group: El Paso County, the City of El Paso, UTEP, TxDOT, EL Paso MPO, and IMIP/Juárez

Ms. Prozzi announced that she would send this list to the audience by email and assured participants that additions, alterations, and flexible arrangements could be made.

#### **Administrative Matters and Follow-Up Business**

The meeting concluded with Ms. Prozzi thanking everyone for their participation and explaining that the process and format of this meeting would be followed in the future. She shared the website where the presentations, minutes, and other information would be communicated. Again, Ms. Prozzi thanked all stakeholders for their participation. The meeting adjourned at approximately 3:00 p.m.

**APPENDIX A**  
**ATTENDANCE LIST**

**BNAC members, all agency officials, and study team**

<b>Last Name</b>	<b>First Name</b>	<b>Stakeholder Represented</b>
Abeln	Patrick	City of El Paso Public Member
Aguilar	Rica	INAMI
Aldouri	Raed	UTEP
Banegas	Vincent	City of Las Cruces
Bernal	Homer	NMDOT
Bujanda	Arturo	TTI – TAMU
Castaneda	Martha	CSG – West
Cázares	Sean	SRE
Carrasco	Ramon	Presidio County
Chen	Kelvin	UTEP
Cook	John (Mayor)	City of El Paso
Cortés	Jimena	SRE – El Paso
Cruz	Alejandra	CTR – UT Austin
De La Rosa	Agustin	TxDOT – IRO
Del Valle	Blanca	TxDOT – El Paso
Diaz De Leon	Roberto	City of Sunland Park
Delossantos	Teresa	Representing the Maquila Industry
Dorantes	Virginia	Puente Ysleta Zaragoza Bridge
Duran	Gabriel	DOS – IBWC
Escobar	Veronica (Judge)	El Paso County
Esperón	Eduardo	SCT – Chihuahua
Fullerton	Thomas	UTEP
Gaytán	Francisco	Municipio de Juárez
García	Guillermo	Ferromex
Giles	Frank	CBP
Gilyard	Roy	El Paso MPO
Granados	Mayela	El Paso MPO
Grijalva	Sylvia	FHWA
Grout	Deborah	DOS – Juárez
Hagert	Eduardo	TxDOT – IRO

Last Name	First Name	Stakeholder Represented
Hernandez	Salvador	UTEP
Higgins	Sean	Dona Ana County
Holguin	Annaelisa	City of El Paso
Juárez	Manuel	Ferromex
King	James	GSA
Larbi-Cherif	Said	City of El Paso
Lopez	Jaime	City of Socorro
López	Manuel	Municipio de Juárez
López	Saúl	INAMI
López	Vicente	IMIP – Municipio de Juárez
Mattiace	William	NMBA
McElhaney	Karl	Congressman Reyes’s Office
Medina	Everardo	Chihuahua – SCOP
Molina	Karina	Municipio de Juárez
Nicolás	Alberto	IMIP – Municipio de Juárez
Nieto	Carlos	Presidio County
Nunez	Diana	City of El Paso
Nunez	Jose	DOS – IBWC
Ochoa	Rosalía	Promotora de la Industria Chihuahuense
Ortega	Steven	City of El Paso
Pavlov	Mikhail	CBP
Pickett	Joe (Rep.)	State Representative
Poynter	Rachel	DOS
Prozzi	Jolanda	TTI – TAMU
Prozzi	Jorge	CTR – UT Austin
Rivera	Adriana	INDAABIN
Saldaña Caviness	Dolores	Dona Ana County
Seedah	Dan	CTR – UT Austin
Shannon	Darr	Hidalgo County (NM)
Stewart	Shundrekia	BNSF
Stout	David	Senator Rodriguez’s Office
Tellechea	José	NADBank
Torres	Olivia	INAMI
Treviño	Manuel	Promotora de la Industria Chihuahuense
Valtier	Eduardo	TxDOT – El Paso
Walke	Adam	UTEP

## Members of the Public

Last Name	First Name	Stakeholder Represented
Argomedo	Miguel	UACJ
Austin	David	USMBCC
Chavez	Carlos	Villaverde, Inc.
Cook	Gordon	Binational Sustainability Laboratory
Franco	René	Franco y Asociados
González	Rogelio	Grupo Radionet
Hereford	Jesse	BTA
Levine	Cecilia	MFI International
Maingot	Rex	CBE
Parks	Ron	SUNDT
Peña	Sergio	COLEF
Villalobos	Rodolfo	
Westin	Cary	El Paso REDCO

## ACRONYMS LIST

Acronym	Participating Stakeholders
BNSF	Burlington Northern Santa Fe Railway
BTA	The Border Trade Alliance
CBP	U.S. Department of Homeland Security - Customs and Border Protection
Chihuahua - SCOP	Gobierno del Estado de Chihuahua – Secretaría de Comunicaciones y Obras Públicas
CILA	Secretaría de Relaciones Exteriores - Comisión Internacional de Límites y Aguas entre México y Estados Unidos
COLEF	El Colegio de la Frontera Norte
CSG - West	Council of State Governments - West
CTR - UT	The University of Texas at Austin – Center for Transportation Research
DOS	Department of State – Office of Mexican Affairs
DOS – Juárez	Department of State – Consulate General of the U.S. in Ciudad Juárez
DOS – IBWC	Department of State - International Boundary and Water Commission
El Paso MPO	City of El Paso – Metropolitan Planning Organization
Ferromex-FXE	Ferrocarril Mexicano, S.A. de C.V.
FHWA	U.S. Department of Transportation – Federal Highway Administration
GSA	U.S. General Services Administration
IMIP –Juárez	Instituto Municipal de Investigación y Planeación – Municipio de Juárez
INAMI	Instituto Nacional de Migración
INDAABIN	Secretaría de la Función Pública - Instituto de Administración de Avalúos de Bienes Nacionales

Acronym	Participating Stakeholders
NADBank	North American Development Bank
NMDOT	New Mexico Department of Transportation
NMBA	New Mexico Border Authority
Promotora de la Industria Chihuahuense	Gobierno del Estado de Chihuahua – Promotora de la Industria Chihuahuense
SCT Chihuahua	Secretaría de Comunicaciones y Transportes – Centro SCT Chihuahua
SRE	Secretaría de Relaciones Exteriores – Subsecretaría para América del Norte
SRE – El Paso	Secretaría de Relaciones Exteriores – Consulado General de México en El Paso, TX
TTI – TAMU	Texas A&M University – Texas Transportation Institute
TxDOT – IRO	Texas Department of Transportation – International Relations Office
TxDOT – El Paso	Texas Department of Transportation – El Paso District Office
UACJ	Universidad Autónoma de Ciudad Juárez
UP	Union Pacific Railroad
USMBCC	United States Mexico Border Counties Coalition
UTEP	The University of Texas at El Paso

## APPENDIX B

The Binational Advisory Committee (BNAC) is the governing body of the master planning process for the El Paso/Santa Teresa-Chihuahua BMP. The BNAC reports to the El Paso Metropolitan Planning Organization's Transportation Policy Board (TPB).

The BNAC's purpose, objectives, membership, amongst other issues, were discussed and decided at preliminary meetings held on September 23, October 7, and November 17, 2011 and January 25, 2012. A contract was executed on April 3, 2012, between the Texas Department of Transportation (TxDOT) and the Center for Transportation Research (CTR) to develop the El Paso/Santa Teresa-Chihuahua BMP. The latter effort also involves the Texas Transportation Institute and The University of Texas at El Paso (UTEP).

### **Transportation Policy Board (TPB) Background**

- Establishment: established in 1973, the TPB assists the El Paso region's urbanized areas in ensuring that all regional transportation studies are performed in accordance with local governments' desires and in conformance with federal and state laws, rules, and regulations.
- Membership: composed of 28 U.S. elected and/or appointed public officials from the local governments that have authority for project implementation. Membership in the TPB also includes local and county elected officials, state senators, and state representatives. A list of current TPB officials, updated as of March 2012, can be found at the El Paso MPO's website<sup>1</sup>. The current Chair of the TBP is Representative Joe Pickett.
- Objectives: establishes regional transportation policy guidance and direction for the metropolitan planning study area. The ultimate responsibility for the metropolitan transportation planning, including but not limited to, review and approval of the recommended transportation plans rests with the TPB<sup>2</sup>.
- Jurisdiction: because of the TPB's urban nature and planning mandate, the planning boundaries of the TPB and El Paso MPO include El Paso County and certain sections of Dona Ana and Otero counties in New Mexico. The latter's jurisdiction does not include Mexico.

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<sup>1</sup> <http://www.elpasompo.org/TPBmembers/TPBMemberList.pdf>.

<sup>2</sup> Article II, Bylaws and Procedures. Please refer to <http://www.elpasompo.org/announcements/AdoptedBylaws2010.pdf>.



study's funding, elected state representatives' membership, and the Ysleta del Sur Tribe's participation, the BNAC was created by a motion made by Representative Acosta, seconded by Representative Gonzalez, and carried out unanimously<sup>5</sup>

- Approve the Executive Committee's recommendation to create a BNAC and add the State Delegation Members office to the list of voting members;
- Establish that the El Paso County Judge and City of El Paso Mayor would co-chair the BNAC;
- Create a membership that would consist of the following:
  - Representatives from NMDOT, GSA, CBP, and their Mexican counterparts.
  - Quorum would consist of at least 7 voting members (physically present or through video conference).
  - Non-voting ex-officio members that would include a diverse representation committed to the duration of the one-year study and not exceed more than two members each from the U.S. and Mexican maquila and trucking industries.
- Encourage the creation of workgroups with at least one BNAC member as a participant; and
- Empower the El Paso MPO to coordinate meetings, to include recording and posting agendas publicly.

### **Previous BNAC Meetings**

- On November 17, 2011, Mayor Cook, City of El Paso, and Judge Escobar, El Paso County, chaired the first BNAC meeting.
- Personal (no proxies) BNAC membership was established during the November 17, 2011, BNAC meeting. The members list was finalized at the January 25, 2012, BNAC meeting. Additional membership decisions were made during the February 3, 2012, TBP meeting.<sup>6</sup>
- The scope of work in the contract to be executed between TxDOT, CTR, and the other subcontracted institutions was also discussed during the January 25, 2012, BNAC meeting and certain changes and modifications were included. Final approval

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<sup>5</sup> Please refer to <http://www.elpasompo.org/2011Minutes/TPBMinutes10-7-11.pdf>.

<sup>6</sup> These comprised the inclusion of (i) the International Boundary and Water Commission – U.S. section – as a BNAC voting member, and (ii) Presidio County as a non-voting BNAC member. Please refer to <http://www.elpasompo.org/2012Minutes/FebruaryTPBminutes.pdf>.

of the contract's scope of work was voted upon and approved unanimously on February 3, 2012, by the TPB.<sup>7</sup>

- The study team, composed of professors and researchers from CTR, the Texas Transportation Institute, and UTEP, received the BNAC membership list from the El Paso MPO as included in Figure 2.
- Thereafter, the first BNAC meeting, in terms of the contract executed between TxDOT and CTR, was organized by the study team on May 23, 2012, at UTEP's Mike Loya Academic Services Building conference facilities.

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<sup>7</sup> Please refer to the official minutes <http://www.elpasompo.org/2012Minutes/FebruaryTPBminutes.pdf> and recording <http://www.elpasompo.org/transportation-policy-board-meeting-february-2012/> of this meeting.

Figure 2. Initial BNAC Membership List

**El Paso / Juárez Boarder Master Plan (sic)  
 Bi-National Advisory Committee**

US	Mexico
(10)	<i>Voting Members</i> (8)
Department of State, Rachel Poynter FHWA, Sylvia Grijalva TxDOT, El Paso District# 24 El Paso County, Judge Veronica Escobar City of El Paso, Mayor John Cook GSA, Jim King CBP, Mikhail A. Pavlov NMDOT, Homer Bernal State Delegation Member, Senator Jose R. Rodriguez IBWC, Gabriel Duran	SRE, Lic. Sean Carlos Cázares Ahearne SCT, Ing. Juan Jose Erazo Garcia Cano Chihuahua DOT, Ing. Javier Alfonso Garfio Pacheco Cd. Juarez, Ing. Vicente Lopez Urueta INDAABIN, Alejandro Zuñiga Aduanas, Arq. Carlos Morales Tayavas INIM, Ana Licenko Saval Promotora de Industria Chih., Sergio Jurado
(15)	(11)
<i>Non Voting</i>	
Trucking Industry, Miguel Perez & Hector Mendoza Maquila Industry, Kathy Neal Brokers, Gil Cordova BNSF, Nathan Asplund UPRR, Ivan Jaime NM Border Authority, Marco Herrera US Consulate, Deborah Grout Greater El Paso Chamber of Commerce, Jack Chapman Hispanic Chamber of Commerce. Cindy Ramos-Davidson Doña Ana County, Dolores Saldaña Caviness Congressman Reyes office, Silvestre Reyes City of El Paso Public member, Patrick Terrence Abeln County of El Paso Public member, Stephanie Caviness Presidio County, Judge Paul Hunt	Trucking Industry, Manuel Sotelo Maquila Industry, Ing. Armendariz or Lic. Guillermo Gutierrez Brokers, Oscar Chavez Arvizo Ferromex, Manuel Juarez CAPUFE , Hector Carrasco Mexican Consulate, Roberto Rodriguez Hernandez IMIP, Alberto Nicolas Lopez Promofront, Ing. Antonio Casillas & Virginia Dorantes CILA, Armando Reyes



# Agenda

El Paso/Santa Teresa –  
Chihuahua

**Border Master Plan**

Wednesday, September 5, 2012  
El Paso, Texas

Camino Real Hotel – Grand Ballroom – Salon D  
101 South El Paso Street, El Paso, TX 79901

- |               |                                              |
|---------------|----------------------------------------------|
| 9:30 – 10:00  | Registration                                 |
| 10:00 - 10:30 | Welcome / Introductions / Meeting Objectives |
| 10:30 - 11:00 | Socio-demographic Information                |
| 11:00 - 12:00 | Planning Processes Presentations             |
| 12:00 - 12:15 | Outcome of Working Group Webinars            |
| 12:15 - 1:30  | Lunch (on your own)                          |
| 1:30 - 2:30   | Presentation of U.S. and Mexico Projects     |
| 2:30 - 3:30   | Ranking Framework and Methodology            |
| 3:30 - 4:00   | Administrative Matters / Adjourn             |

**EL PASO/SANTA TERESA - CHIHUAHUA  
BORDER MASTER PLAN  
BINATIONAL ADVISORY COMMITTEE MEETING**



These meeting minutes document the outcome of the second Binational Advisory Committee (BNAC) meeting within the framework of the El Paso/Santa Teresa-Chihuahua Border Master Plan effort. The meeting took place in El Paso, Texas, on September 5, 2012, in the Grand Ballroom of the Camino Real Hotel. Please refer to the attendance and acronym list included in Appendix A of this document for agency/company acronyms and names listed throughout this document.

**Welcome and Introductions**

The binational meeting officially started at 10:00 a.m. as Judge Veronica Escobar (El Paso County), co-chair of the meeting, welcomed attendees to the second BNAC meeting within the framework of the El Paso/Santa Teresa-Chihuahua Border Master Plan (BMP). Mayor John Cook (City of El Paso), co-chair of the meeting, also welcomed all participants to the BMP meeting.

Then, all participants were given the opportunity to introduce themselves, stating their name and agency or company they represented. The 14 BNAC voting members present for purposes of the quorum were Gabriela Apodaca (NMDOT), Sean Cázares (SRE), Mayor John Cook (City of El Paso), Gabriel Duran (IBWC), Judge Veronica Escobar (El Paso County), Francisco Gaytán (Juárez), Sylvia Grijalva (FHWA), Everardo Medina (Chihuahua-SCOP), Rosalía Ochoa (Chihuahua-Promotora), William Russell (CBP), Cecil Scroggins (GSA), Peter Sloan (DOS), Peter Stout (Office of Senator Jose Rodriguez), and Eddie Valtier (TxDOT, El Paso).

Judge Escobar then proposed to make a motion. A motion to approve the minutes of the previous BNAC meeting (May 23, 2012) was made by Sylvia Grijalva (US/Mexico Border Planning Coordinator, FHWA), seconded by Eddie Valtier (Director of Transportation Planning and Development, TxDOT, El Paso), and then unanimously approved by all present.

## **Presentations/Remarks**

Ms. Jolanda Prozzi (Project Manager, Texas Transportation Institute) began by restating the objectives of the BMP: to design an inclusive stakeholder involvement process; increase understanding of how border transportation projects are planned; compile a list of priorities for the study area, including port-of-entry (POE) projects and the transportation infrastructure serving them; and establish formal communication among different levels of stakeholders on both sides of the border. She also emphasized the compressed time schedule of the BMP and reminded the participants that the ranking framework is to be finalized by mid-October at the October 11 meeting.

Dan Seedah (Research Associate, CTR) and Alejandra Cruz-Ross (Research Associate, CTR) then presented on the U.S. and Mexico socio-economic data that is being compiled by the CTR team, including population, income, employment, and land use, as well as major freight corridors within the study area. One stakeholder asked for clarification on the time frame for the BMP in the near future. Mr. Seedah replied that after the October 11 BNAC meeting the study team will know which actual data they need from stakeholders, and by the end of October all data should have been submitted. Ms. Prozzi also added that by the end of September, the study team will need a solid list of planned projects from the Working Groups. At the end of their presentation, Mr. Seedah and Ms. Cruz asked all stakeholders to submit and send more land use data specific to the counties and municipalities included in the Area of Influence.

Thereafter, Ms. Cruz presented on transportation planning processes in the U.S. and Mexico. She also summarized for participants new POE planning and rail infrastructure planning. She finished her presentation by reminding participants that all documentation would be made available on the Texas BMP website.

Subsequently, Mr. Gabriel Duran (Civil Engineer, IBWC) gave a presentation on IBWC's origins, history, purpose, role, and permitting process for POEs. Ms. Sylvia Grijalva asked for clarification on the approval process to build a project on the U.S.-Mexico border. Mr. Duran replied that before a presidential permit is issued, all information goes through the IBWC, including hydraulic and environmental studies, with consultation from other agencies as well. Another stakeholder asked for clarification on the function of the IBWC in New Mexico, where there is no water boundary. Mr. Duran replied that the function of the IBWC is not just to protect watersheds, and so would have jurisdiction in an area such as New Mexico, which has only a land boundary. If a border project is proposed, the IBWC will check to make sure the project is within the line of sight and does not obstruct the monuments that delineate the border.

Just before lunch, Ms. Prozzi gave a presentation on the outcome of the webinars held with the Working Groups, summarized here:

- Separate webinars were conducted with stakeholders from the U.S. and Mexico because of language reasons.
- Three webinars were held with Mexican stakeholders and five with those from the U.S.

- The Planning Working Group discussed the scope and objectives of the BMP and their progress in documenting POE and infrastructure planning processes.
- The POE Working Group went through the needed data using CTR-developed templates and the projects that have been identified by the study team thus far.
- During the Socio-demographic Working Group webinar, the study team shared information that had been collected so far and asked stakeholders for additional data sources such as land use information.
- The study team informed the Transportation Infrastructure Working Group that they have reviewed MPO and TxDOT transportation plans, shared the current list of projects identified by the study team, and discussed needed data elements.
- The Rail Working Group was informed that there is no current preliminary list of projects. The Santa Teresa/Jerónimo Bypass was not included in any formal document, and the team described the data needed for rail projects.

Ms. Prozzi informed participants that all presentations and templates are on the BMP website, and that she would send an email sharing these links to all Working Group members. The meeting then recessed for lunch early and agreed to reconvene at 1:00 p.m. instead of 1:30 p.m.

When the meeting reconvened, Mr. Seedah began the presentation of the preliminary list of U.S. projects. He explained that for each BMP the study team conducts an initial review of MPO, TxDOT, and other website documents related to planned projects in the study area to compile the initial list. He encouraged participants to send information on projects not on the list, or to let him know if a project shouldn't be on the list. For example, he asked whether regular maintenance/preservation projects can be removed from the list. Ms. Prozzi said it was ultimately up to the stakeholders to decide. Mr. Seedah began by presenting the U.S. Road & Interchange projects. Some corrections were made to fields such as project location, and Mr. Seedah warned that if a project does not have a description, it may be removed from the list.

Mayor Cook, in reference to the regular maintenance/preservation projects, said that those were submitted so they wouldn't risk being left out later; projects that have more impact should make their way to the top of the list according to the prioritization framework. He added that in the interest of time, participants should take the list home rather than go through so many projects one by one. Ms. Prozzi responded that some of the projects on the list are funded, so they are sure to be initiated, and these types of projects have not been included in other BMPs. She added that the study team goes through the projects one by one for the sake of transparency. Ms. Prozzi also mentioned that in other BMPs, the stakeholders did not always have time to review distributed meeting material in advance of the meetings. In these cases, the material was reviewed at the meeting and stakeholders were given the opportunity to ask clarification questions and comment subsequently.

Mr. Said Larbi-Cherif (International Bridge Manager, City of El Paso) commented that a project may be funded in 10 years but needed today, so funded projects should be included. He added that participants need to define which projects to concentrate on, because some projects are located very far from POEs. In response to Mr. Larbi-Cherif's comment, Ms. Grijalva stated that the study area had already been determined, and this is only preliminary. More data and

information will be needed for a project to receive priority. Another stakeholder requested that maps be provided to go with each project on the list if it is to be taken home for review.

Ms. Prozzi then asked how the stakeholders wanted to proceed with the review of projects, and the general response was an agreement to take the list home to review.

Ms. Cruz then began presenting the planned projects in Mexico for roads, interchanges, POEs, and rail infrastructure. In the interest of being as inclusive as possible, she stated that some projects were included for review but would be removed later. Mr. Francisco Gaytán (Director of Strategic Projects, Juárez) stated that the agency was still reviewing some projects they wanted to be included in the BMP. Ms. Grijalva reminded participants that U.S. POE projects require a corresponding project on the Mexican side; she emphasized that coordination is extremely important for binational projects.

Next, Ms. Prozzi gave a presentation on the development of the BMP's Ranking Framework and Methodology. She described how a draft prioritization framework would be developed first, then taken to the public for review, and then to the BNAC voting members for approval. The aim of this presentation was to prepare non-voting members of the BNAC by providing an overview of how the ranking framework will be developed, including categories, criteria, weights, and the scoring metric. Ms. Prozzi reminded participants that this process is necessary to ensure an equal voice and that the meetings on September 26 and 27 are for non-voting BNAC members. Ms. Prozzi gave another reminder that data are needed to support proposed criteria. She then showed an example of the i-Clicker voting used in the Laredo BMP and described the Dyvote application used in the Lower Rio Grande Valley BMP. She reiterated that non-voting members will produce a draft version; this draft will then go to the public for comment and then to BNAC voting members for final approval. Mr. Larbi-Cherif asked if the Dyvote application will work on iPads. Ms. Prozzi replied that it would, and added that there were some problems with the application on newer smart phones and that the application works better on older smart phones, tablets, and computers. Ms. Prozzi then showed a template spreadsheet of project data collected and how this spreadsheet will calculate a project's score. She again encouraged participants to send projects to the BMP email address or to any of the individual email addresses of study team members.

Ms. Grijalva raised a concern that federal agencies have only a voting BNAC representative, and thus no non-voting BNAC representative. She respectfully requested that these agencies should have an opportunity to participate in the criteria selection. Mayor Cook suggested that Working Group members should be relied upon to give input as to which criteria are more important. Ms. Prozzi commented that at the moment there was no Ranking Framework Working Group. She added that the scope of work currently establishes that non-voting BNAC members will develop a draft ranking framework. However, the study team responded that federal agencies with no non-voting BNAC representatives could be accommodated in the process. Mayor Cook and Judge Escobar concurred that this would be acceptable.

Judge Escobar concluded the meeting by asking what could be anticipated next. Ms. Prozzi replied that the study team is now preparing for the BNAC two-day workshop, on

September 26 and 27, during which the ranking framework will be drafted. Subsequently, on October 11, voting BNAC members would be asked to finalize and approve that framework. She added that by the end of September the study team needs to have a good idea of planned projects from the Working Groups and that Dr. Salvador Hernandez (Assistant Professor, UTEP) was working to organize the next public outreach activities. Ms. Prozzi thanked all stakeholders for their participation. The meeting adjourned at approximately 3:00 p.m.

**APPENDIX A**  
**ATTENDANCE LIST**

**BNAC members\*, all agency officials, and study team**

\*highlighted in grey are BNAC voting members

Last Name	First Name	Stakeholder Represented
Acosta	George	City of El Paso
Aldouri	Raed	UTEP
Apodaca	Gabriela	NMDOT (by proxy)
Breitinger	Michael	State Representative Pickett
Caviness-Tantimonaco	Stephanie	FTA – County of El Paso
Cázares	Sean	SRE
Chen	Kelvin	UTEP
Cook	John (Mayor)	City of El Paso
Cruz	Alejandra	CTR – UT Austin
De La Rosa	Agustin	TxDOT – IRO
Del Valle	Blanca	TxDOT – El Paso
Díaz de León	Roberto	Sunland Park/Anapra
Duran	Gabriel	IBWC
Escobar	Veronica (Judge)	El Paso County
García Avila	Guillermo	Ferromex
García Malo	Oscar A.	SCT
Gaytán	Francisco	Juárez (by proxy)
Gilyard	Roy	El Paso MPO
Grijalva	Sylvia	FHWA
Guzman	Martin	Estado de Chihuahua
Hagert	Eduardo	TxDOT – IRO
Hernandez	Salvador	UTEP
Higgins	Sean	Doña Ana County

Last Name	First Name	Stakeholder Represented
Ibarra	Iraki	UTEP
Islam	Mouyid	UTEP
Lara	Rosie	WTNMCBA
Larbi-Cherif	Said	City of El Paso
Lopez	Manuel	Juárez
Lopez	Alberto	IMIP-Juárez
Medina	Everardo	Estado de Chihuahua – SCOP
Medina	Angeles	Mexican Consulate
Molina	Karina	Juárez
Nuñez	Diana	City of El Paso Mayor's Office
Nuñez	Jose	IBWC
Ochoa	Rosalía	Estado de Chihuahua – Promotora (by proxy)
Olivas	Bernardo	CBP
Ortega	Steve	City of El Paso
Prozzi	Jolanda	CTR – UT Austin
Reyes	Armando	CILA
Robles	Patricia	SCT
Romo	Alicia	UTEP
Russell	William E.	CBP (by proxy)
Scroggins	Cecil	GSA (by proxy)
Seedah	Dan	CTR – UT Austin
Sloan	Peter	US Consulate in Ciudad Juárez (by proxy)
Stout	David	Office of Senator Jose Rodriguez (by proxy)
Valtier	Eddie	TxDOT – El Paso
Vasquez	Teresa	UACJ

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BTA	The Border Trade Alliance
CBP	U.S. Department of Homeland Security - Customs and Border Protection
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Chihuahua – SCOP	Gobierno del Estado de Chihuahua – Secretaría de Comunicaciones y Obras Públicas
CILA	Secretaría de Relaciones Exteriores - Comisión Internacional de Límites y Aguas entre México y Estados Unidos
COLEF	El Colegio de la Frontera Norte
CSG – West	Council of State Governments - West
CTR – UT Austin	The University of Texas at Austin – Center for Transportation Research
DOS	Department of State – Office of Mexican Affairs
DOS – Juárez	Department of State – Consulate General of the U.S. in Ciudad Juárez
DOS – IBWC	Department of State - International Boundary and Water Commission
El Paso MPO	City of El Paso – Metropolitan Planning Organization
Ferromex-FXE	Ferrocarril Mexicano, S.A. de C.V.
FHWA	U.S. Department of Transportation – Federal Highway Administration
GSA	U.S. General Services Administration
IMIP –Juárez	Municipio de Juárez- Instituto Municipal de Investigación y Planeación
INAMI	Instituto Nacional de Migración
INDAABIN	Secretaría de la Función Pública - Instituto de Administración de Avalúos de Bienes Nacionales

Acronym	Participating Stakeholders
Juárez	Municipio de Juárez
NADBank	North American Development Bank
NMDOT	New Mexico Department of Transportation
NMBA	New Mexico Border Authority
SCT Chihuahua	Secretaría de Comunicaciones y Transportes – Centro SCT Chihuahua
SRE	Secretaría de Relaciones Exteriores – Subsecretaría para América del Norte
SRE – El Paso	Secretaría de Relaciones Exteriores – Consulado General de México en El Paso, TX
TTI – TAMU	Texas A&M University – Texas Transportation Institute
TxDOT – IRO	Texas Department of Transportation – International Relations Office
TxDOT – El Paso	Texas Department of Transportation – El Paso District Office
UACJ	Universidad Autónoma de Ciudad Juárez
UP	Union Pacific Railroad
USMBCC	United States Mexico Border Counties Coalition
UTEP	The University of Texas at El Paso
WTNMCBA	West Texas New Mexico Customs Brokers Association



# Agenda

El Paso/Santa Teresa – Chihuahua

**Border Master Plan**

September 26 and 27, 2012

El Paso, Texas

Doubletree Hotel El Paso Downtown -  
City Center

## September 26, 2012

- |               |                                                                                                                             |
|---------------|-----------------------------------------------------------------------------------------------------------------------------|
| 8:00 - 8:30   | Arrival and registration                                                                                                    |
| 8:30 - 10:00  | Welcome and introductions<br>Review of Border Master Plan objectives/tasks<br>Review of Border Mater Plan ranking framework |
| 10:00 - 10:15 | Break                                                                                                                       |
| 10:15 - 1:00  | Introduction to potential categories<br>Facilitated discussion and consensus on categories                                  |
| 1:00 - 2:00   | Lunch                                                                                                                       |
| 2:00 - 3:30   | Introduction to potential category weights<br>Facilitated discussion and consensus on category weights                      |
| 3:30 – 3:45   | Break                                                                                                                       |
| 3:45 – 5:30   | Introduction to potential criteria<br>Facilitated discussion and consensus on criteria                                      |



# Agenda

El Paso/Santa Teresa – Chihuahua

**Border Master Plan**

September 26 and 27, 2012

El Paso, Texas

Doubletree Hotel El Paso Downtown -  
City Center

## September 27, 2012

- 8:00 - 8:30      Arrival and registration
- 8:30 - 10:30    Introduction to potential criteria (cont'd)  
Facilitated discussion and consensus on criteria
- 10:30 - 10:45    Break
- 10:45 - 12:30   Introduction to potential criteria (cont'd)  
Facilitated discussion and consensus on criteria
- 12:30 - 1:30    Lunch
- 1:30 - 4:00      Breakout sessions to review:
- |                                                                   |                                                    |
|-------------------------------------------------------------------|----------------------------------------------------|
| <u>Group One:</u>                                                 | <u>Group Two:</u>                                  |
| <i>* Introduction to potential criteria weights</i>               | <i>* Introduction to potential scoring metrics</i> |
| <i>* Facilitated discussion and consensus on criteria weights</i> | <i>* Facilitated discussion on scoring metrics</i> |
- 4:00 – 4:30      Administrative matters and follow-up business  
Adjourn

**EL PASO/SANTA TERESA - CHIHUAHUA**  
**BORDER MASTER PLAN**  
**BINATIONAL ADVISORY COMMITTEE MEETING**



These meeting minutes document the outcome of the third Binational Advisory Committee (BNAC) meeting within the framework of the El Paso/Santa Teresa-Chihuahua Border Master Plan (BMP) effort. This two-day workshop took place in El Paso, Texas, on September 26 and 27, 2012, in the Ballroom of the Doubletree Hotel, El Paso Downtown. Please refer to the attendance and acronym lists included in Appendices A and B of this document for agency/company acronyms and names listed throughout this document. Appendix C provides an updated BNAC member list, and Appendix D reviews the draft scoring metrics agreed upon by the scoring metrics group on the afternoon of September 27.

**Welcome, Introductions, and Overview Presentation**

The binational meeting officially started at 8:50 a.m. as Judge Veronica Escobar (El Paso County), co-chair of the meeting, welcomed attendees to the third BNAC meeting within the framework of the El Paso/Santa Teresa-Chihuahua BMP. Mayor John Cook (City of El Paso), co-chair of the meeting, also welcomed all participants to the BMP meeting.

Then, all participants were given the opportunity to introduce themselves, stating their name and agency or company they represented. The BNAC members (voting and non-voting) present each day (September 26 and 27) are highlighted in gray in Appendix A. Judge Escobar thanked all present for coming to the meeting. Mikhail Pavlov (Field Operation Management Office, CBP) and Nathan Asplund (Director, Mexico Business, BNSF) were participating through the conference call services provided.

Jolanda Prozzi (Project Manager, TTI) then proceeded to make a short presentation on the objectives, scope, and tasks of the BMP. Subsequently, Ms. Prozzi briefly reviewed the ranking framework by providing information regarding the prioritization process, reviewed categories, and potential criteria.

## **Consensus and Selection Framework**

After the break, Jorge Prozzi (Assistant Professor, The University of Texas at Austin) started to facilitate the discussion and explained to the participants how to use the i>clicker2® device and offered an example to get all stakeholders familiarized with this innovative process.

The first issue discussed was the consensus percentage required to select a category or criteria during this two-day workshop. Participants with an i>clicker2® voted upon whether a two-thirds majority was necessary to select a category or criterion. Sean Cázares (Deputy Director General for Border Affairs, SRE) suggested that a two-third majority is appropriate to select draft criteria and categories, but that simple majority (50% + 1) is crucial for the final BNAC voting members in order to open discussions to endorse or reject a criterion or category.

Ninety-two percent of the BNAC agreed that the selection of criteria and categories was going to be based on a two-thirds majority. Subsequently, the BNAC was presented with the decision whether 50% (simple majority) of BNAC voting members need to agree to open a discussion on a given category/criterion during the fourth BNAC meeting. Dr. Prozzi considered it was sensitive to vote for a different group; however, the selection process carried on. The BNAC agreed unanimously: a simple majority would be needed to review and re-discuss category/criteria at the following meeting.

### **Category Selection**

Dr. Prozzi then started the discussion on the proposed categories and potential category weights; he explained that participants will first decide on keeping or discarding the proposed categories. The participants were presented with five categories as a starting point, but the study team reiterated that the BNAC might choose to propose or keep new categories. The categories presented were (i) Capacity/Congestion, (ii) Demand, (iii) Cost-Effectiveness/Project Readiness, (iv) Safety, and (v) Regional Impacts. All participants were cautioned that if a category is chosen for which no data is currently available, the study team would interpret this action as a commitment from the stakeholders to provide the study team with the necessary information to rank the projects.

Sylvia Grijalva (Border Planning Coordinator, FHWA) suggested that a Binational Coordination Category be included solely for port-of-entry (POE) projects. She emphasized that binational coordination is crucial for any POE project and that the BNAC should consider this category as one of the most important to rank POE projects. The latter idea was seconded by Gabriel Duran (Civil Engineer, IBWC). In addition, Shundrekia Stewart (Director, Public-Private Partnerships, BNSF), Eddie Valtier (Director of TP&D, TxDOT – El Paso District), and José Carlos Zamora (Assistant Director, SCT-DGDC) expressed support for adding this new category.

Cecil Scroggins (Portfolio Management Division, GSA) expressed concern about how this new category would impact projects that require no binational coordination. Ms. Grijalva replied that this category should solely apply to POE projects. She also suggested that a POE Connectivity Category apply to road, interchange, and rail projects. Mr. Cázares stated that the Binational Coordination category was critical to POE project development. Rachel Poynter

(Border Coordinator, Office of Mexican Affairs, DOS) concurred that binational coordination is a crucial component for POE project development. However, she stated this category suggestion should not be misunderstood by local stakeholders as an imposition by federal agencies, specifically for road, interchange, and rail projects, thus reiterating a POE Connectivity category would be appropriate for the latter.

After this discussion, Ms. Grijalva then formally requested that the study team include both a POE Connectivity Category that would only apply to road, interchange, and rail projects and a Binational Coordination Category that was only to apply to POE projects. Mr. Roberto Diaz de Leon (Consultant, City of Sunland Park) re-asserted that POE connectivity is very important. The Colombia POE project lacked connectivity, as have other POEs as well.

Thereafter, the discussion for other categories took place. The Capacity/Congestion and Demand Categories were considered very important for the border master planning process.

In the case of the Cost Effectiveness/Project Readiness Category, Judge Escobar stated that these two components seemed very different. She mentioned as an example a rail commuter project that might seem very expensive but bring enormous benefit to people, while the Project Readiness Category seems more related to which stage of development the project is in. Ms. Grijalva also concurred with Judge Escobar and proposed splitting this category.

Mr. Diaz de Leon suggested that participants consider what portion of the cost is financed by private parties versus public entities. He believes that the Demand Category should be the sole determinant in the decision to build a POE. Dr. Prozzi replied that only the public portion of the cost of the project is considered for the BMP's purpose.

Ms. Prozzi then asked if anyone had a problem with splitting this category into two. Participants agreed to have two separate categories, and the BNAC agreed to change the name from Cost Effectiveness to Economic Value. A separate Project Readiness Category was created.

Participants deemed the Safety Category as important and decided to keep it for project ranking purposes.

For the Regional Impacts Category, the discussion mostly focused on the components this category could potentially encompass. Some participants believed the category should be called Regional/Environmental Impacts. Efren Meza (Regional Transportation Planner and Coordinator, El Paso MPO) felt that Regional Impacts Category already encompasses environmental impacts, among other criteria that could potentially be added into this category. Mr. Diaz de Leon suggested adding other criteria beyond environmental impacts to this category. Ms. Grijalva recommended that an Environmental Impacts criterion be included either under Project Readiness or Regional Impacts. Ms. Poynter stated that in regard to POE projects, environmental impacts are considered in Presidential Permit applications, with the exception of the border fence project, where the environmental permitting processes had been waived by Congress.

Mr. Valtier agreed to remove the environmental component in the title of this category. Mr. Zamora stated that the environmental impacts should be reviewed and included either under the Project Readiness or Regional Impacts Categories. Mr. Vicente Lopez Urueta (Urban

Development Director, Juarez) also supported this idea. Ms. Prozzi then suggested that participants vote on the Regional Impacts category. Without clear agreement (>66%), the matter was further discussed. Mr. Valtier finally suggested that Environmental Impacts should be a criterion under the Regional Impacts Category, and the BNAC supported the proposal and chose to keep this category as Regional Impacts.

The final Categories that were agreed upon for road, interchange, and rail projects are as follows:

<b>CATEGORIES</b>
<b>Capacity/Congestion</b>
<b>Demand</b>
<b>Economic Value</b>
<b>Project Readiness</b>
<b>Safety</b>
<b>Regional Impacts</b>
<b>POE Connectivity</b>

The final Categories that were agreed upon for POE projects are as follows:

<b>CATEGORIES</b>
<b>Capacity/Congestion</b>
<b>Demand</b>
<b>Economic Value</b>
<b>Project Readiness</b>
<b>Safety</b>
<b>Regional Impacts</b>
<b>Binational Coordination</b>

### Category Weights Selection

After the lunch break, stakeholders then proceeded to agree upon the weights for each Category. With the adding of one Category (i.e., Binational Coordination), and the separation of one into two—i.e., Project Readiness and Economic Value—the final results following several rounds of discussion are as follows for road, interchange, and rail projects:

CATEGORY	WEIGHT*
Capacity/Congestion	18.6%
Demand	18%
Economic Value	8.5%
Project Readiness	13.5%
Safety	6.3%
Regional Impacts	17.1%
POE Connectivity	18%

\* Note: Weights were rounded to the closest 1/10 for results to sum up to 100%

The final results following several rounds of discussion are as follows for POE projects:

CATEGORY	WEIGHT*
Capacity/Congestion	21.5%
Demand	19.6%
Economic Value	10%
Project Readiness	9%
Safety	4.3%
Regional Impacts	12.3%
Binational Coordination	23.3%

\* Note: Weights were rounded to the closest 1/10 for results to sum up to 100%

## Criteria Selection

Dr. Prozzi facilitated the discussion and selection of the proposed criteria during the late afternoon of September 26 and the morning of September 27. The criteria that served as a starting point for the discussion pertained to the Laredo-Coahuila/Nuevo León/Tamaulipas BMP.

During the afternoon of September 27 (i.e., after lunch), participants were divided into two groups. One group reached consensus on the criteria weights and the second group discussed and reached consensus on the metrics to score the selected criteria. The following sub-sections of the minutes summarize the outcome of the criteria and criteria weighting sessions. The last subsection summarizes the scoring metrics group session.

### (i) Category: Congestion/Capacity

#### *Road and Interchange Projects*

Participants were presented and/or discussed the following Congestion/Capacity criteria for road and interchange projects:

- Change in Number of Lanes
- Final Level of Service
- Change in Level of Service
- Alleviate Congestion Locally
- Alleviate Congestion Elsewhere

Kathy Neal (Maquila Industry Representative) and Mr. Valtier concurred that Change/Increase in Level of Service is a good criterion to measure added capacity for a project. Furthermore, Mr. Valtier and Ms. Grijalva suggested eliminating the Final Level of Service criterion. Nicolás Lopez (Mobility Director, IMIP) considered Alleviate Congestion Locally and Alleviate Congestion Elsewhere could potentially result in double-counting given the use of the Increase Level of Service criterion.

Ms. Grijalva suggested adding a criterion that could measure efficiency through technology, as opposed to criteria that measure adding infrastructure. The Congestion Management criterion was added to the list the BNAC would be deciding upon. Judge Escobar added that this criterion could also be an excellent measure for transit and information technology systems (ITS) projects, but should not be limited to only this type of projects. Further, Efren Meza (Transportation Coordinator, El Paso MPO) expressed that this criterion could also be used for turning lane, bicycle, or pedestrian projects.

Change in Number of Lanes was not considered a good criterion to measure added capacity. Mayor Cook expressed concern this criterion could penalize international transit projects.

The final criteria that were agreed upon are thus as follows:

CAPACITY/CONGESTION CRITERIA
Final Level of Service
Increase in Level of Service
Congestion Management

Stakeholders agreed upon the weights for each Capacity/Congestion criterion during the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Capacity/Congestion Criteria (18.6%)	Final Weight
Final Level of Service	24.2%
Increase in Level of Service	42.2%
Congestion Management	33.6%

*Rail Projects*

Participants were presented with the following congestion/capacity criteria for rail projects:

- Change in Number of Tracks
- Average Travel Speed
- Alleviates Rail Congestion Locally
- Change in Modes Served

Ms. Shundrekia Stewart (Director of Public Private Partnerships, BNSF) mentioned that a criterion such as Increase in Track Capacity could better capture added capacity as compared to a criterion such as Change in Number of Tracks. Manuel Juárez (Juárez Manager,

FERROMEX-FXE) deemed Dwell Time the most important indicator or criterion when measuring added capacity. Mr. Lopez (IMIP) expressed support towards the Alleviates Congestion Locally criterion because of the restricted rail crossing windows from Ciudad Juárez to El Paso, which result in trains sitting in a yard and creating vehicle and pedestrian congestion. Mr. Meza explained he did not consider Average Travel Speed or any speed measure a good criterion, as the Juárez/El Paso area has maximum rail travel speeds that might not reflect the true network capacity. Finally, Ms. Neal suggested Change in Modes Served is a criterion that would not benefit any project in the El Paso/Juárez area as the rail mode is already in place, readily available and providing an highly efficient service. Both rail stakeholders, Ms. Stewart and Mr. Juárez, concurred and highlighted it would be best to include a criterion that could measure and track the changes in rail mode share in the study area (i.e., how much traffic diverts from highways to rail), thus, suggesting the inclusion the Increase in Rail Mode Share criterion.

The final criteria that were agreed upon are thus as follows:

CAPACITY/CONGESTION CRITERIA
Increase in Track Capacity
Alleviates Congestion Locally
Increase in Rail Mode Share
Increase in Dwell Time

Stakeholders agreed upon the weights for each Capacity/Congestion criterion in the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Capacity/Congestion Criteria (18.6%)	Final Weight
Increase in Track Capacity	20.5%
Alleviates Congestion Locally	21%
Increase in Rail Mode Share	16.8%
Increase in Dwell Time	41.7%

#### *POE Projects*

Participants were presented with the following Congestion/Capacity criteria for POE projects:

- Change in Number of Booths
- Secure Lanes

- Wait Times
- Alleviates POE Congestion Locally
- Alleviates POE Congestion Elsewhere
- Change in Modes Served

Mses. Grijalva and Neal suggested merging criteria Alleviate POE Congestion Locally and Alleviate POE Congestion Elsewhere. Other participants advocated against this proposal mentioning projects in Guadalupe/Tornillo and Santa Teresa/Jerónimo POEs could be adversely impacted by this proposal.

Several stakeholders suggested a slight change to some criteria names to better reflect the participants’ concerns. Ms. Grijalva suggested replacing Change in Number of Booths to Increase in Number of Operational Booths; Said Larbi-Cherif (Director of International Bridges, City of El Paso) suggested replacing Secure Lanes to Increase in Number of Secure Lanes; and another participant suggested better defining Wait Times by including Decrease Wait Times.

Jane Shang (City Manager, City of El Paso) and Ms. Grijalva strongly supported the inclusion of a new criterion: Increase POE Efficiency through a Congestion Management Strategy. They suggested this criterion as potentially encompassing initiatives or projects such as improving efficiency through better managing lanes or other type of infrastructure in the POE. The latter might seek to tackle congestion or any change to the traffic movement (i.e., not necessarily CBP strategies or programs).

The final POE criteria that were agreed upon are as follows:

CAPACITY/CONGESTION CRITERIA
Increase in Number of Operational Booths
Increase in Number of Secure Lanes
Decrease Wait Times
Alleviate Congestion
Increase POE Efficiency through a Congestion Management Strategy

Stakeholders agreed upon the weights for each Capacity/Congestion criterion in the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Capacity/Congestion Criteria (21.5%)	Final Weight
Increase in Number of Operational Booths	18.7%
Increase in Number of Secure Lanes	14.5%
Decrease Wait Times	27.9%
Alleviate Congestion	16.7%
Increase POE Efficiency through a Congestion Management Strategy	22.2%

(ii) **Category: Demand**

*Road and Interchange Projects*

Participants were presented with the following demand criteria for road and interchange projects:

- Change in Annual Average Daily Traffic
- Percentage Trucks
- Multiple Mode Demand

Change in Annual Average Daily Traffic was considered the most accurate and precise criterion to measure how a project will impact demand. Furthermore, Ms. Grijalva and Messrs. Meza and Valtier mentioned that data and surveys are readily available from travel demand models to provide information regarding Change in Annual Average Daily Traffic and Percentage Trucks for road and interchange projects.

Ms. Grijalva requested a definition or explanation of the Multiple Mode Demand criterion. Ms. Prozzi explained that the latter aims to capture the expressed public demand for a new mode in an existing highway corridor (i.e., demand for an alternative mode—rail, HOV, pedestrian, or bicycle—in the existing highway corridor). She added that for the Laredo-Coahuila/Nuevo León/Tamaulipas BMP, the study team received different types of data, such as newspaper clippings or correspondence among agencies. Ms. Grijalva expressed concern about the lack of accurate/reliable data available for the Multiple Mode Demand criterion.

The final road and interchange criteria for that were thus agreed upon are as follows:

DEMAND CRITERIA
Increase in AADT
Existing Percentage Trucks
Multiple Mode Demand

Stakeholders agreed upon the weights for each Demand criterion during the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Demand Criteria (18%)	Final Weight
Increase in AADT	33.2%
Existing Percentage Trucks	34%
Multiple Mode Demand	32.8%

#### *Rail Projects*

Participants were presented with the following demand criteria for rail projects:

- Average Annual Daily Rail Cars
- Change in Average Annual Daily Rail Cars
- Cross-border Tonnage by Rail
- Multiple Mode Demand

Ms. Stewart agreed with these criteria and commented the latter could provide accurate measurements for rail projects. A participant requested clarification with regards to the Average Annual Daily Rail Cars criterion and suggested its elimination when he was informed that this criterion did not measure *cross-border* average annual daily rail cars.

The final rail criteria that were agreed upon are as follows:

DEMAND CRITERIA
Increase in Average Annual Daily Rail Cars
Cross-border Tonnage by Rail
Multiple Mode Demand

Stakeholders agreed upon the weights for each Demand criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Demand Criteria (18%)	Final Weight
Increase in Average Annual Daily Rail Cars	33.1%
Cross-border Tonnage by Rail	35.2%
Multiple Mode Demand	31.7%

*POE Projects*

Participants were presented with the following Demand Criteria for POE projects:

- Increase in Average Annual Daily Crossings
- Multiple Mode Demand

The selection process and ensued discussions resulted in differentiation, elimination, and addition of the following criteria:

- Increase in Annual Average Daily Crossings – Ms. Grijalva and Mr. Larbi-Cherif expressed concern that non-commercial or commercial traffic (depending on the POE) may get unfairly penalized by this criterion.
- Mr. Lopez (IMIP) suggested differentiating or disaggregating both Change in Annual Average Daily Non-Commercial Crossings and Change in Annual Average Daily Commercial Crossings criteria. Mses. Neal and Poynter supported this separation.
- Judge Escobar opposed the inclusion of criteria considering weight and volume for crossings. Mr. Meza concurred and suggested that these measures already pertain to the Increase in Average Annual Daily Crossings criteria or any modification thereof.
- In addition, Judge Escobar proposed a Transit Demand criterion to also adequately capture transit initiatives (i.e., light rail). Ms. Grijalva supported the idea of the inclusion of this criterion.

The final POE Criteria that were thus agreed upon are as follows:

DEMAND CRITERIA
Increase in Average Annual Daily Non - Commercial Crossings
Increase in Average Annual Daily Commercial Crossings
Transit Demand

Stakeholders agreed upon the weights for each Demand criterion in the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Demand Criteria (19.6%)	Final Weight
Increase in Average Annual Daily Non - Commercial Crossings	37%
Increase in Average Annual Daily Commercial Crossings	37%
Transit Demand	26%

**(iii) Category: Economic Value**

*All Projects*

In the “Categories and Category Weights” session, participants agreed to separate the Cost Effectiveness/Project Readiness Category resulting in Economic Value and Project Readiness Categories. Participants were then presented with the following Economic Value criteria for all projects:

- Socio-economic Impacts (i.e., increase in property value, job creation, traffic distribution patterns, emissions)
- Cost-Effectiveness (\$/capacity criterion)
- Cost-Effectiveness (\$/demand criterion)

Dr. Prozzi warned participants of the low percentage this category accounted for within the project ranking framework (i.e., 8.5% for road, interchange, and rail projects and 10% for POE projects) as well as of the potential difficulties that defining a criteria such as Socio-economic Impacts could entail. Mr. Meza considered some demographic data could help in

defining or creating a metric for the Socio-economic Impacts criterion. He mentioned, for example, there might be some data available related to the type of traffic or drayage that is staying in El Paso. Mr. Larbi-Cherif added that the El Paso POE Operations Study might also include data regarding the value of traffic in the region and provide an estimate of jobs linked to cross-border trade that have been created in the region. Judge Escobar suggested that economic development researchers, and not transportation planners, might be the keepers or developers of the data necessary for the Socio-economic Impacts criterion. She also mentioned it is important to look at the economic payback when investing in a project.

Ultimately, the stakeholders agreed to retain the following criteria for the Economic Value category:

ECONOMIC VALUE CRITERIA
Socio-economic Impacts
Cost/Capacity Criterion
Cost/Demand Criterion

Stakeholders agreed upon the weights for each Economic Value criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Economic Value Criteria (8.5% for Road, Interchange and Rail Projects) (10% for POE Projects)	Final Weight
Socio-economic Impacts	30.6%
Cost/Capacity Criterion	34%
Cost/Demand Criterion	35.4%

**(iv) Category: Project Readiness**

*All Projects*

In the “Categories and Category Weights” session, participants agreed to separate the Cost Effectiveness/Project Readiness Category, resulting in Economic Value and Project

Readiness Categories. Participants were then presented with the following Economic Value criteria for all projects:

- Land/ROW Availability
- Funding Availability
- Phase of Project Development

The selection process and ensuing discussions resulted in the elimination of the following Project Readiness criterion:

- Land or ROW Availability might not be necessary for all projects. Judge Escobar and Mr. Larbi-Cherif also added that this criterion might not be applicable for projects that rely on technology or are technological improvements.

Mr. Diaz de Leon highlighted he considered a criterion such as Stakeholder Commitment as crucial. Interagency and international agreements and commitments are necessary for any transportation project at the border. Luis Enrique Méndez (General Director, of Policy and Real Estate Management, INDAABIN) suggested this criterion is already included in the Binational Coordination category.

Discussions regarding Funding Availability focused on concerns expressed by Judge Escobar, Mr. Valtier, and Ms. Grijalva with regards to penalizing a project unfairly if the funding is not available until a final project planning phase. Mr. Méndez also highlighted that in the case of Mexico, Funding Availability is the very last step of the planning process. He suggested trying to accommodate a concept related to funding viability. However, Dr. Prozzi pointed out the difficulty in objectively quantifying such a criterion. Mr. Valtier mentioned that in his view Funding Availability was an important aspect or criterion to rank projects.

Ultimately, the stakeholders agreed to retain two Project Readiness criteria as follows:

PROJECT READINESS CRITERIA
Funding Availability
Phase of Project Development

Stakeholders agreed upon the weights for each Project Readiness criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Project Readiness Criteria (13.5% for Road, Interchange and Rail Projects) (9% for POE Projects)	Final Weight
Funding Availability	40%
Phase of Project Development	60%

(v) **Category: Safety**

*Road, Interchange and Rail Projects*

Dr. Prozzi started the discussion by highlighting that this category was the one with the lowest weights assigned by the BNAC. Participants were presented with the following safety criteria for road, interchange, and rail projects:

- Accident Rate per Mile
- Diversion of Hazardous Materials

Ms. Grijalva started by commenting she believes Accident Rate per Mile was an excellent criterion. She stated that most of the agencies collect this data and it accurately captures an objective measure of safety. However, she discouraged the use of the Diversion of Hazardous Materials criterion, as in her opinion hazardous materials have only certain routes assigned and this type of cargo cannot be easily “diverted” to other routes. She continued by suggesting the addition of a new criterion: Measures to Improve Safety (i.e., design, materials, lighting, surfacing, etc., that might result in safer infrastructure).

Ultimately, the BNAC agreed to retain the following safety criteria:

SAFETY CRITERIA
Accident Rate per Mile
Measures to Improve Safety

Stakeholders agreed upon the weights for each Safety criterion in the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Safety Criteria (6.3%)	Final Weights
Accident Rate per Mile	51%
Measures to Improve Safety	49%

*POE Projects*

Participants were presented with the following safety Criteria for POE projects:

- Border Security/Safety
- Diversion of Hazardous Materials

Ms. Grijalva reiterated her suggestion to remove the Diversion of Hazardous Materials criterion. She explained that only certain POEs are approved for handling hazardous materials thus the other POEs would be unfairly penalized because of the lack of approval.

The final POE safety Criteria that were agreed upon are as follows:

SAFETY CRITERIA
Diversion of Commercial Traffic / Separation of Traffic by Type

Stakeholders agreed upon the weights for each Safety criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Safety Criterion (4.3%)	Final Weights
Diversion of Commercial Traffic / Separation of Traffic by Type	100%

**(vi) Category: Regional Impacts**

*All Projects*

Participants were presented with the following Regional Impacts criteria for all projects:

- Environmental Impacts (e.g. Improvement in Air Quality, Water Quality)
- Modal Diversion
- Community Impacts (e.g. Environmental Justice, Population Growth/ Industrial Growth)
- Geographical Impacts

The discussion of this category was initiated with Mr. Méndez’s question regarding the possibility for these criteria to capture negative impacts of a project. Dr. Prozzi replied that the scoring metrics can be drafted to reflect negative impacts. Certain participants suggested new criteria such as Environmental Justice, Improvement in Air Quality, Population Growth, and Water Quality Impacts. Ms. Stewart suggested these measures to be regrouped under existing criteria: for example, air quality and water quality under Environmental Impacts, and population growth and environmental justice under Community Impacts. She also added she considered the Modal Diversion criterion as repetitive of other criteria already included in the Demand Category. Dr. Prozzi added Geographical Impacts would measure how wide the impacts of a project could be: e.g., a highway or a geographical bandwidth, such as a county, two counties, etc.

The final Regional Impacts criteria that were thus agreed upon are as follows:

REGIONAL IMPACTS CRITERIA
Environmental Impacts
Community Impacts
Geographical Impacts

Stakeholders agreed upon the weights for each Regional Impacts criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Regional Impacts Criteria (17.1% for Road, Interchange and Rail Projects) (12.3% for POE Projects)	Weight
Environmental Impacts	33.4%
Community Impacts	34.1%
Geographical Impacts	32.5%

**(vii) Category: Binational Coordination**

*POE Projects*

After a review of the metric definition used for the Lower Rio Grande Valley – Tamaulipas BMP, Ms. Poynter, Mr. Cázares and Ms. Grijalva supported keeping this definition of this criterion/category. At this point, Ms. Neal requested clarification with regards to the process a new project needs to follow to comply with binational coordination requirements and generally with the relevance of its inclusion in a BMP. Ms. Poynter and Mr. Cázares highlighted the benefits of the BMP process where federal, state and local stakeholders come together to decide a region’s priorities.

Ultimately, the stakeholders agreed to retain a sole criterion for the Binational Coordination Category:

BINATIONAL COORDINATION CRITERIA
Binational Coordination

Stakeholders agreed upon the weights for each Binational Coordination criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

Binational Coordination Criteria (23.3% for POE Projects)	Final Weight
Binational Coordination	100%

**(viii) Category: POE Connectivity**

*Road, Interchange, and Rail Projects*

Participants were presented the Number of POEs Served criterion. Also, they were given the opportunity to propose new criteria for this category. Ms. Neal suggested including a criterion that would help measure the increase in connectivity by accessibility to a POE – thus, Improve Accessibility/Traffic Flow to and from POE. Thereafter, Ms. Grijalva proposed to keep the Number of POEs Served criterion and suggested adding both Degrees of Separation to POE and Percent of Border Traffic on Infrastructure criteria. She added that, for the latter, the MPO might be able to provide the study team with this data. Mr. Meza agreed this is an important criteria and he would report back whether the MPO would be able to provide the data.

The final criteria that were agreed upon are thus as follows:

POE CONNECTIVITY CRITERIA
Number of POEs Served
Improve Accessibility/Traffic Flow to and from POE
Degrees of Separation to POE
Percent of Border Traffic on Infrastructure

Stakeholders agreed upon the weights for each POE Connectivity criterion the afternoon of September 27. Ms. Prozzi facilitated the discussion on criteria weights. The final results after several rounds of discussion on each criterion are as follows:

POE Connectivity Criteria (18%)	Final Weight
Number of POEs Served	18.8%
Improve Accessibility/Traffic Flow to and from POE	31%
Degrees of Separation to POE	19.1%
Percent of Border Traffic on Infrastructure	31.1%

### Scoring Metrics Group

As mentioned before, participants were divided into two groups during the afternoon of September 27 (after lunch). One group reached consensus on the criteria weights and the second group was tasked with discussing and reaching consensus on the metrics to score each selected criterion. The following stakeholders formed part of the scoring metrics group:

United States Stakeholders	Mexico Stakeholders
Judge Veronica Escobar, El Paso County (Co-Chair)	Everardo Medina/Martin Guzman, Chihuahua
Sylvia Grijalva, FHWA	José Carlos Zamora, SCT-DGDC
Rachel Poynter, DOS	Luis Enrique Méndez, INDAABIN
Jason Smith, CBP	Vicente López/Francisco Gaytán, Juárez
Eddie Valtier, TxDOT	Alberto López, IMIP
Said Larbi-Cherif, City of El Paso	Manuel Juárez, FERROMEX
Efren Meza, El Paso MPO	Sergio Peña, COLEF

The Scoring Metrics Document that was developed during this session is attached as Appendix D of these minutes.

This group managed to reach consensus on most of the scoring metrics before the close of the meeting. However, concerns regarding data availability were expressed for the following criteria:

- Existing Percentage of Trucks [Congestion/Capacity Category – Road and Interchange Projects]
- Transit Demand [Demand Category – POE Projects]
- Socio-Economic Impacts [Economic Value Category – All Projects]
- Environmental Impacts [Regional Impacts Category – All Projects]
- Degrees of Separation to POE [POE Connectivity Category – Road, Interchange and Rail Projects]
- Percent of Border Traffic on Infrastructure [POE Connectivity Category – Road, Interchange and Rail Projects]

The following criteria were deemed to require further discussion and potential elimination during the following BNAC meeting:

- Decrease in Dwell Time [Congestion/Capacity Category – Rail Projects]
- Geographical Impacts [Regional Impacts Category – All Projects]

### **Administrative Matters**

The criteria weights group and the scoring metrics group adjourned at 4:30 p.m. and 5:30 p.m., respectively, on September 27, 2012.

## APPENDIX A

### ATTENDANCE LIST – SEPTEMBER 26, 2012

#### **BNAC members\*, all agency officials, and study team**

\*highlighted in grey are BNAC members or representatives that constituted the participants with an i>clicker2®

Last Name	First Name	Stakeholder Represented
Aldouri	Raed	UTEP
Bernal	Homer	NMDOT
Caviness-Tantimonaco	Stephanie	FTA – County of El Paso
Cázares	Sean	SRE
Cheu	Kelvin	UTEP
Cook	John (Mayor)	City of El Paso
Cruz	Alejandra	CTR – UT Austin
Diaz de Leon	Roberto	Sunland Park/Anapra
Dorantes	Virginia	Puente Zaragoza
Duran	Gabriel	IBWC
Escobar	Veronica (Judge)	El Paso County
Fernández	Gustavo	SCT – Chihuahua
Gaytán	Francisco	Juárez
Gilyard	Roy	El Paso MPO
Grijalva	Sylvia	FHWA
Guzmán	Martín	Estado de Chihuahua
Hagert	Eduardo	TxDOT – IRO
Hernandez	Luis	UTEP
Hernandez	Salvador	UTEP
Ibarra	Iraki	UTEP
Islam	Mouyid	UTEP
Jasenovec	Georgi	FHWA
Juárez	Manuel	FERROMEX-FXE

Last Name	First Name	Stakeholder Represented
Lara	Rosie	Brokers
Larbi-Cherif	Said	City of El Paso
López	Manuel	Juárez (Consultor)
López	Nicolás	IMIP-Juárez
Lopez	Trinidad (Mayor)	City of Socorro
López	Vicente	Juárez
Mathiace	William	NMBA
Medina	Everardo	Estado de Chihuahua – SCOP
Meza	Efren	El Paso MPO
Molina	Karina	Juárez
Montes	Jesús	Trucking Industry
Neal	Kathleen	Maquila Industry
Nesbitt	Lydia	Paso del Norte
Ochoa	Manuel	REDCO
Ochoa	Rosalía	Estado de Chihuahua – Promotora
Posada	Gina	TCEQ
Poynter	Rachel	DOS
Prozzi	Jolanda	TTI – Texas A&M
Prozzi	Jorge	CTR – UT Austin
Reyes	Armando	CILA
Reyes	Miguel Ángel	SRE – Consulado
Romo	Alicia	UTEP
Scroggins	Cecil	GSA
Seedah	Dan	CTR – UT Austin
Smit	Andre	CTR – UT Austin
Smith	Jason	CBP
Stewart	Shundrekia	BNSF

Last Name	First Name	Stakeholder Represented
Stout	David	Office of Senator Jose Rodriguez
Uranga	Humberto	INAMI
Valtier	Eddie	TxDOT – El Paso
Wang	Yubian	UTEP
Zamora	José Carlos	SCT ‘ DGDC

## ATTENDANCE LIST – SEPTEMBER 27, 2012

### BNAC members\*, all agency officials and study team

\*highlighted in grey are BNAC members or representatives that constituted the participants with an i>clicker2®

Last Name	First Name	Stakeholder Represented
Amaro	Ofelia	CILA
Bernal	Homer	NMDOT
Cázares	Sean	SRE
Cheu	Kelvin	UTEP
Cruz	Alejandra	CTR – UT Austin
Diaz de Leon	Roberto	Sunland Park/Anapra
Dorantes	Virginia	Puente Zaragoza
Escobar	Veronica (Judge)	El Paso County
Fernández	Gustavo	SCT – Chihuahua
Gaytán	Francisco	Juárez
Gilyard	Roy	El Paso MPO
Grijalva	Sylvia	FHWA
Guzmán	Martín	Estado de Chihuahua
Hagert	Eduardo	TxDOT – IRO
Hernandez	Luis	UTEP
Hernandez	Salvador	UTEP
Ibarra	Iraki	UTEP
Islam	Mouyid	UTEP
Jasenovec	Georgi	FHWA
Juárez	Manuel	FERROMEX – FXE
Larbi-Cherif	Said	City of El Paso
López	Manuel	Juárez (Consultor)
López	Nicolás	IMIP-Juárez
Meza	Efren	El Paso MPO

Last Name	First Name	Stakeholder Represented
Montes	Jesús	Trucking Industry
Méndez	Luis Enrique	INDAABIN
Neal	Kathleen	Maquila Industry
Nesbitt	Lydia	Paso del Norte
Ochoa	Manuel	REDCO
Ochoa	Rosalía	Estado de Chihuahua – Promotora
Peña	Sergio	COLEF
Posada	Gina	TCEQ
Poynter	Rachel	DOS
Prozzi	Jolanda	TTI – TAMU
Prozzi	Jorge	CTR – UT Austin
Romo	Alicia	UTEP
Scroggins	Cecil	GSA
Seedah	Dan	CTR – UT Austin
Smit	Andre	CTR – UT Austin
Smith	Jason	CBP
Stewart	Shundrekia	BNSF
Stout	David	Office of Senator Jose Rodriguez
Uranga	Humberto	INAMI
Valtier	Eddie	TxDOT - El Paso
Wang	Yubian	UTEP
Zamora	José Carlos	SCT – DGDC

**APPENDIX B**  
**ACRONYMS LIST**

Acronym	Participating Stakeholders
BNSF	Burlington Northern Santa Fe Railway
BTA	The Border Trade Alliance
CBP	U.S. Department of Homeland Security – Customs and Border Protection
Chihuahua – Promotora	Gobierno del Estado de Chihuahua – Promotora de la Industria Chihuahuense
Chihuahua – SCOP	Gobierno del Estado de Chihuahua – Secretaría de Comunicaciones y Obras Públicas
CILA	Secretaría de Relaciones Exteriores – Comisión Internacional de Límites y Aguas entre México y Estados Unidos
COLEF	El Colegio de la Frontera Norte
CSG – West	Council of State Governments – West
CTR – UT Austin	The University of Texas at Austin – Center for Transportation Research
DOS	Department of State – Office of Mexican Affairs
DOS – Juárez	Department of State – Consulate General of the U.S. in Ciudad Juárez
DOS – IBWC	Department of State – International Boundary and Water Commission
El Paso MPO	City of El Paso – Metropolitan Planning Organization
Ferromex – FXE	Ferrocarril Mexicano, S.A. de C.V.
FHWA	U.S. Department of Transportation – Federal Highway Administration
GSA	U.S. General Services Administration
IMIP – Juárez	Municipio de Juárez – Instituto Municipal de Investigación y Planeación
INAMI	Instituto Nacional de Migración

Acronym	Participating Stakeholders
INDAABIN	Secretaría de la Función Pública - Instituto de Administración de Avalúos de Bienes Nacionales
Juárez	Municipio de Juárez
NADBank	North American Development Bank
NMDOT	New Mexico Department of Transportation
NMBA	New Mexico Border Authority
SCT Chihuahua	Secretaría de Comunicaciones y Transportes – Centro SCT Chihuahua
SRE	Secretaría de Relaciones Exteriores – Subsecretaría para América del Norte
SRE – El Paso	Secretaría de Relaciones Exteriores – Consulado General de México en El Paso, TX
TCEQ	Texas Commission on Environmental Quality
TTI – TAMU	Texas A&M University – Texas Transportation Institute
TxDOT – IRO	Texas Department of Transportation – International Relations Office
TxDOT – El Paso	Texas Department of Transportation – El Paso District Office
UACJ	Universidad Autónoma de Ciudad Juárez
UP	Union Pacific Railroad
USMBCC	United States Mexico Border Counties Coalition
UTEP	The University of Texas at El Paso
WTNMCBA	West Texas New Mexico Customs Brokers Association

ANNEX C

LIST OF CURRENT BNAC MEMBERSHIP

# Binational Advisory Committee

US	Mexico
<b>(10)</b>	<b>(8)</b>
<i>Voting</i>	
<p>Department of State, Rachel Poynter                      FHWA, Sylvia Grijalva                      TxDOT, El Paso District# 24                      El Paso County, Judge Veronica Escobar                      City of El Paso, Mayor John Cook                      GSA, Jim King                      CBP, Mikhail A. Pavlov                      NMDOT, Homer Bernal                      State Delegation Member, Senator Jose R. Rodriguez                      IBWC, Gabriel Duran</p>	<p>SRE, Sean Cázares Ahearne                      SCT, Juan José Erazo García Cano                      Chihuahua DOT/SCOP, Everardo Medina                      Municipio de Juárez, Vicente López Urueta                      INDAABIN, Luis Enrique Méndez                      Aduanas, Carlos Morales Tayavas                      INM, Ana Licenko Saval                      Promotora de Industria Chih., Sergio Jurado</p>
<b>(15)</b>	<b>(11)</b>
<i>Non Voting</i>	
<p>Trucking Industry, Miguel Perez &amp; Hector Mendoza                      Maquila Industry, Kathy Neal                      Brokers, Rosie Lara                      BNSF, Nathan Asplund                      UPRR, Ivan Jaime                      NM Border Authority, Marco Herrera                      US Consulate, Peter Sloan                      Greater El Paso Chamber of Commerce, Jack Chapman                      Hispanic Chamber of Commerce, Cindy Ramos-Davidson                      Doña Ana County, Dolores Saldaña Caviness                      Congressman Reyes office, Silvestre Reyes                      City of El Paso Public member, Patrick Terrence Abeln                      County of El Paso Public member, Stephanie Caviness                      Presidio County, Judge Paul Hunt</p>	<p>Trucking Industry, Manuel Sotelo                      Maquila Industry, Ing. Armendariz &amp; Lic. Guillermo Gutierrez                      Brokers, Oscar Chávez Arvizo                      Ferromex, Manuel Juárez                      CAPUFE, Héctor Carrasco                      Mexican Consulate, Roberto Rodríguez Hernández                      IMIP, Alberto Nicolás López                      Promofront, Ing. Antonio Casillas &amp; Virginia Dorantes                      CILA, Armando Reyes</p>

ANNEX D  
SCORING METRICS DOCUMENT

El Paso/Santa Teresa – Chihuahua  
Border Master Plan

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Criteria Scoring Metrics  
September 27, 2012  
Scoring Metrics Group

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# Capacity / Congestion Category

## Road and Interchange Projects

### 1. Final Level of Service (LOS)

Level of Service (LOS) is a measure of the level of congestion experienced on different segments of transportation infrastructure. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the final LOS, the higher the score assigned. The road and interchange projects will thus be scored as:

Final LOS	Score
F and E	0.00
D	0.25
C	0.50
B	0.75
A	1.00

### 2. Increase in Level of Service (LOS)

An improvement (increase) in LOS measures a decrease in congestion experienced. Typically, LOS E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the improvement in LOS achieved (e.g., from LOS F to LOS A or B), the higher the score assigned. The road and interchange projects will thus be scored as follows:

		To LOS					
		F	E	D	C	B	A
From LOS	F	0	0.25	0.5	0.75	1	1
	E		0	0.25	0.50	0.75	1
	D			0	0.25	0.50	0.75
	C				0	0.25	0.5
	B					0	0.25
	A						0

### 3. Congestion Management

The Congestion Management criterion assesses the decrease in congestion experienced resulting from the implementation of non-traditional infrastructure measures, such as non-motorized transportation routes, HOV lanes, ITS, and mass transit corridor. The more non-traditional infrastructure measures associated with the planned road and interchange project, the higher the score assigned. The road and interchange projects will thus be scored as follows:

Congestion Management Measures	Score
No measure	0.00
Non-motorized mobility route	0.25
HOV lanes	0.50
ITS (e.g., information to users, screens, tracking systems, RFID, security devices, alternate routes, travel information)	0.75

Mass transit corridor (e.g., bus lane, light rail, passenger rail)	1.00
--------------------------------------------------------------------	------

## ***Rail Projects***

### 1. Increase in Track Capacity

This criterion assesses the increase in track capacity resulting from a planned rail project. A distinction will be made to reflect whether capacity is added to rail track or rail yards. Increase in rail track capacity can be achieved from, for example, an increase in the number of rail tracks, the relocation of rail track to increase efficiency or capacity, geometric improvements that allow higher train speeds, or a change in the type of tracks to allow for the movement of heavier trains (e.g., track can accommodate 130 ton rail cars as opposed to 110 tons). The higher the increase in rail track capacity, the higher the planned rail track project will be scored. Increase in track capacity at rail yards will be measured in terms of the increase in the number of rail cars (i.e., increased rail car capacity) resulting from a planned rail project. The higher the increase in rail car capacity associated with a planned rail project, the higher the score assigned to the planned rail project.

Rail Track Projects will be scored as follows:

<b>Increase in Track Capacity</b>	<b>Score</b>
No change	0.00
Improvement	0.25
Add track in <i>current</i> location	0.50
Bypass / relocation	0.75
New location / new rail	1.00

Rail Yard Projects will be scored as follows:

<b>Increase in Rail Car Capacity</b>	<b>Score</b>
No increase	0.0
Up to an additional 110 rail cars (equivalent to one long track)	0.5
More than 110 additional rail cars	1.0

### 2. Alleviate Congestion Locally

The Alleviate Congestion Locally criterion measures how a given rail project will affect vehicle (i.e., road) traffic congestion within the same county (US) or municipality (Mx). Alleviate local congestion is a function of the number of at-grade rail crossings eliminated by the proposed rail project. The higher the number of rail crossings eliminated, the higher the assigned score. Rail projects will thus be scored as follows:

<b>Number of At-grade Rail Crossings Eliminated</b>	<b>Score</b>
None	0.0
1 to 5	0.5
More than 5	1.0

### 3. Increase in Rail Mode Share

The Increase in Rail Mode Share criterion measures how many truck loads will be diverted from congested streets to rail by a proposed rail project that adds rail infrastructure capacity. It is estimated that one rail car equates to three truck loads. The higher the number of daily truck loads diverted to rail as a result of the proposed rail project, the higher the assigned score. Rail projects will thus be scored as follows:

Number of Daily Truck Loads Diverted to Rail	Score
None	0.0
Divert up to 300 daily trucks from congested streets to rail	0.33
Divert between 301 daily trucks and 500 daily trucks from congested streets to rail	0.67
Divert more than 500 daily trucks from congested streets to rail	1.0

#### 4. Decrease in Dwell Time

Scoring Metric Group recommended that this criterion be eliminated, because this criterion cannot be controlled by rail project sponsors. Proposed rail projects will thus score 0 on this criterion.

The Decrease in Dwell Time criterion measures a decrease in the curfew hours (or alternatively an increase in the number of hours of interchange). Currently, the curfew allows trains to interchange only between 8:30 PM and 7:00 AM. An additional 1.5 hours of interchange will allow for the interchange of an additional 200 rail cars between the U.S. and Mexico. Long dwell times also increase the risk of theft of rail cargo. On the other hand, limited interchange hours ensure efficient interchanges between the U.S. and Mexican rail companies.

## Port-of-Entry Projects

### 1. Increase in Number of Operational Booths (Lanes/Rail Tracks)

An increase in the number of fully operational lanes/rail tracks is a measure of added POE capacity. In the case of new POE projects, the final number of fully operational lanes/rail tracks equals the increase in the number of fully operational lanes/rail tracks. The higher the number of added fully operational lanes, the higher the added POE capacity. POE projects will thus be scored as follows:

Increase in Number of Lanes/Rail Tracks	Score
No change	0.00
Double-stacked booth	0.15
+1	0.33
+2	0.67
+3 or more	1.00

\* Double stacked booths and new lanes can be additive.

### 2. Increase Number of Secure Lanes

Secure lanes (i.e., specialized lanes such as, Fast or SENTRI lanes, and Secure Origins) increase the throughput of different modes - thereby enhancing the capacity of the POE. POE projects will thus be scored as follows:

Number of Secure Lanes	Score
No increase in secure lanes	0.0
READY and specialized bus lanes	0.5
Advanced lane technology (FAST, SENTRI, Secure Origins)	1.0

### 3. Wait Times

Wait times is as a measure of POE congestion and can be expressed as a weighted average wait time given the different modes (i.e., vehicles, commercial vehicles, and pedestrians) handled by a POE. The POE projects will be scored given the POE wait times by mode and the weight assigned to each mode as follows:

Mode Weight	Mode	Score			
		0.25	0.50	0.75	1.00
1/3	Pedestrians	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
1/3	Automobiles	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
1/3	Trucks	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile

\* Please refer to Appendix 1 for the definition of quartile.

### 4. Alleviates Congestion

The Alleviate Congestion criterion measures how a planned POE project will affect congestion. A 2011 baseline would be established by calculating the average regional waiting time. The expected wait times as a result of the proposed/planned project for existing crossings and new crossings will also be calculated. The criterion will be measured as the ratio between the expected wait times relative to the regional waiting times (i.e., baseline). The POE projects will thus be scored as follows:

<b>Expected Wait Time Relative to the Baseline</b>	<b>Score</b>
No Impact	0.0
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

5. Increase POE Efficiency through a Congestion Management Strategy

The Congestion Management Strategy criterion assesses the increase in POE efficiency resulting from the implementation of non-traditional infrastructure investments, such as traffic management strategies or signing, ITS, remote logistics tracking systems, and driver-less cargo movement systems. The more sophisticated the congestion management strategy/the higher the increase in POE efficiency associated with the planned POE project, the higher the score assigned. The POE projects will thus be scored as follows:

<b>Congestion Management Strategy/ Improved Efficiency</b>	<b>Score</b>
No improvement	0.0
Traffic management strategies / signing	0.25
ITS	0.50
Remote logistics tracking	0.75
Driver-less cargo movement system	1.00

# Demand Category

## Road and Interchange Projects

### 1. Increase in Average Annual Daily Traffic (AADT)

Annual Average Daily Traffic (AADT) is a measure of travel demand or usage of a facility and is calculated by dividing the total annual vehicle traffic by 365 days. An increase in the AADT is a measure of the demand satisfied or additional usage of the facility. In the case of new road or interchange projects, the final AADT equals the increase in AADT. The increase in AADT will be calculated as the difference between the expected AADT in 2030 and the current AADT (subsequent 2004/2005). The higher the increase in AADT, the higher the demand satisfied or additional usage of the facility. The road and interchange projects will thus be scored as follows:

Increase in AADT	Score
No change	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 2. Percentage of Trucks

The percentage of trucks is the share of the AADT that are trucks and is an indicator of the importance of the road or interchange to goods movement. The higher the percentage of trucks, the higher the importance of the road or interchange to goods movement. The road and interchange projects will thus be scored as follows:

Percentage of Trucks	Score
None	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

**Concern:** The data are only available for TxDOT maintained road and interchange projects.

### 3. Multiple Mode Demand

The Multiple Mode Demand criterion measures the additional modes facilitated by a proposed road and interchange project. The higher the additional modes facilitated, the higher the score assigned. The road and interchange projects will be scored as follows:

Number of Additional Modes	Score
----------------------------	-------

No additional modes	0.00
1 additional mode	0.33
2 additional modes	0.67
3 or more additional modes	1.00

## Rail Projects

### 1. Increase in Average Annual Daily Rail Cars (AADRC)

Average Annual Daily Rail Cars is a measure of rail demand or usage of a rail facility and is calculated by dividing the total annual number of rail cars by 365 days. An increase in the Average Annual Daily Rail Cars (AADRC) is a measure of the demand satisfied or additional usage of the rail facility. In the case of new rail projects, the final AADRC equals the increase in AADRC. The increase in AADRC will be calculated as the difference between the expected AADRC in 2030 and the current AADRC (subsequent 2004/2005). The higher the change in AADRC, the higher the demand satisfied or additional usage of the facility. The rail projects will thus be scored as follows:

Increase in AADRC	Score
No increase	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 2. Cross-border tonnage by rail

This criterion measures the current total tonnage of goods moved by rail across the border and is an indicator of the importance of the rail infrastructure to cross-border goods movement. The higher the total tonnage moved by rail across the border, the higher the score assigned. The rail projects will thus be scored as follows:

Current Cross-Border Tonnage by Rail	Score
No data	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 3. Multiple Mode Demand

The planned rail projects will receive a score considering the expressed public demand for an additional mode facilitated by the proposed project. The higher the expressed public demand for an additional mode, the higher the score assigned. The rail projects will thus be scored as follows:

Additional Modes	Score
No	0.0
Yes	1.0

The project sponsor will need to describe in detail to the study team the level of expressed public demand for additional modes and how it materialized or was expressed.

## ***Port-of-Entry Projects***

### 1. Increase in Average Annual Daily Non-Commercial Crossings

Annual Average Daily Non-Commercial Crossings (i.e., vehicles and pedestrians) is a measure of travel demand or usage of the POE and is calculated by dividing the total Annual Non-commercial Crossings by 365 days. An increase in the Annual Average Daily Non-Commercial Crossings is a measure of the demand satisfied or additional usage of the POE. The relative increase in the Annual Average Daily Non-Commercial Crossings for new crossings will be calculated as the ratio between the expected Annual Average Daily Non-Commercial Crossings in 2030 and the 2011 total number of Non-Commercial crossings. The relative increase in the Average Annual Daily Non-Commercial Crossings for existing crossings will be calculated as the ratio between the additional crossings in 2030 and the 2011 total number of Non-Commercial crossings. The planned POE projects will be scored as follows:

<b>Relative Increase in Average Annual Daily Non-Commercial Crossings</b>	<b>Score</b>
No increase	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 2. Increase in Average Annual Daily Commercial Crossings

Average Annual Daily Commercial Crossings (i.e., commercial vehicles) is a measure of travel demand or usage of the POE and is calculated by dividing the total Annual Commercial Crossings by 365 days. An increase in the Average Annual Daily Commercial Crossings is a measure of the demand satisfied or additional usage of the POE. The relative increase in the Average Annual Daily Commercial Crossings for new crossings will be calculated as the ratio between the expected Average Annual Daily Commercial Crossings in 2030 and the 2011 total number of Commercial crossings. The relative increase in the Average Annual Daily Commercial Crossings for existing crossings will be calculated as the ratio between the additional crossings in 2030 and the 2011 total number of Commercial crossings. The planned POE projects will be scored as follows:

<b>Relative Increase in Average Annual Daily Commercial Crossings</b>	<b>Score</b>
No increase	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 3. Transit Demand

The Transit Demand criterion assesses the potential demand for cross-border transit services at the POE. The higher the potential demand, the higher the score assigned to a proposed POE project. The planned POE projects will be scored as follows:

Potential Transit Demand	Score
No potential demand	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

Concern: Data available to measure potential transit demand. Pedestrian crossings are available and present a potential indicator of transit demand. In addition, ridership studies (Sunmetro, transit studies, BRT/Streetcar studies, pedestrian origin/destination studies) may be available from the City of El Paso. Available data; however, needs to be confirmed. Alternatively, the population density at the POE can be used as an indicator of potential transit demand.

# Economic Value Category

## All Projects

### 1. Socio-Economic Impacts

The socio-economic impacts criterion is a **quantitative or qualitative assessment** of the socio-economic impacts of a proposed/planned project in terms of employment creation, increased property value, and the distribution of traffic flows. The project sponsor will need to describe in detail to the study team how the proposed project impacts the socio-economic characteristics of the area. The projects will thus be scored as follows:



**Concern: Review Cambridge Systematics' *El Paso Regional Ports of Entry Operations Plan* to determine if appropriate metric can be developed.**

### 2. Cost Effectiveness (\$/Capacity Criterion)

The cost effectiveness criterion is defined as the public cost (i.e., project cost – private participation, \$) of the project per lane-mile (for roads and interchanges), per track-mile (for rail projects), and per number of fully operational booths (for POE projects). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

\$/Capacity	Score
Zero	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 3. Cost Effectiveness (\$/Demand Criterion)

The cost effectiveness criterion is defined as the public cost (i.e., project cost – private participation, \$) of the project divided by change in AADT (for roads and interchanges), by the change in AADRC (for rail projects), and by the change in the number of fully operational booths (for POE projects). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

\$/Demand	Score
-----------	-------

Zero	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

# Project Readiness Category

## All Projects

### 1. Funding Availability

Available/secured project funding can be considered a measure of project readiness. A planned project that has secured funding for a relatively high percentage of the total project budget is more likely to be completed and should therefore be assigned a higher score. The projects will be scored as follows:

Funding Secured as % of Project Budget	Score
No funding	0.00
Up to 50%	0.33
51% to 75%	0.67
More than 75%	1.00

### 2. Phase of Project Development

There are a number of phases in project development. A traditional phased approach involves a sequence of steps to be completed. Typical phases include: (i) conceptual, (ii) preliminary feasibility (includes cost of project, acreage, etc.), (iii) planning/programming, (iv) all environmental permits acquired (Local/State/Federal), (v) more than 80% of ROW acquired and Local/State/Federal permits obtained, and (vi) project is ready to be let. This is thus another measure of project readiness. A higher score will be assigned to projects that have reached certain levels of maturity as opposed to those that are in the conceptual phase. The projects will be scored as follows:

Phase of Project Development	Score
Conceptual	0.00
Preliminary feasibility (includes cost of project, acreage, etc.)	0.20
Planning/Programming	0.40
All environmental permits acquired (Local/State/Federal)	0.60
>80% ROW acquired, Local/State/Federal Permits obtained, stakeholder commitment/agreement	0.80
Project is ready to be let	1.00

# Safety Category

## *Road and Interchange and Rail Projects*

### 1. Accident Rate per Mile

The Annual Accident Rate per Mile criterion is a measure of the “level of safety” experienced on a given facility. The higher the Annual Accident Rate per Mile on an existing facility, the higher the need for a project to improve the “level of safety” on the facility and the higher the score assigned. In the case of a new project the Annual Accident Rate per Mile on a parallel and similar road, interchange or rail facility, respectively will be used. The road and interchange and rail projects will be scored as follows:

<b>Annual Accident Rate per Mile</b>	<b>Score</b>
No Data	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

### 2. Measures to Improve Safety

The Measures to Improve Safety criterion assesses the anticipated improvement in the “level of safety” experienced as a function of the number of safety measures – e.g., geometric improvements, improved lighting and signage, construction of guard rails and safety barriers, installation of crossing gates, installation of rail crossing control infrastructure, and preventative rail maintenance – associated with a proposed project. The more measures associated with the planned road and interchange or rail project, respectively the higher the score assigned. The road and interchange and rail projects will thus be scored as follows:

<b>Number of Safety Measures</b>	<b>Score</b>
None	0.00
1 or 2	0.50
3 or more	1.00

## ***Port-of-Entry Projects***

### 1. Diversion of Commercial Traffic / Separation of Traffic by Type

In the case of new POE projects the criterion will measure if commercial traffic is diverted out of urban areas and in the case of existing POEs the criterion will analyze if measures will be taken to have a clear and physical separation by traffic type (i.e., bicycles, trucks, pedestrians, and POVs).

New POE projects will be scored as follows:

<b>Diversion of Traffic from Urban Areas</b>	<b>Score</b>
No	0.00
Yes	1.00

Existing POE projects will be scored as follows:

<b>Separation by Traffic Type</b>	<b>Score</b>
No separation	0.00
Separation of 1 mode	0.33
Separation of 2 modes	0.67
Separation of more than 2 modes	1.00

# Regional Impacts Category

## All Projects

### 1. Environmental Impacts

The Environmental Impacts criterion is a quantitative assessment of the air quality impacts of proposed projects. The project sponsor will need to quantify the air quality impacts of proposed projects in terms of the associated reduction in CO emissions (i.e., parts per billion). The project will thus be scored as follows:

Reduction in CO (parts per billion)	Score
No reduction	0.00
Up to 1% reduction	0.25
> 1% to ≤ 3% reduction	0.50
> 3% to ≤ 4%	0.75
> 4% reduction	1.00

Concern: Percentage reductions need to be reviewed for accuracy. Data availability concern. MPO's demand model can potentially measure air quality impacts of proposed projects. Unclear whether data will be available from TxDOT, rail, and POE project sponsors.

### 2. Community Impacts (e.g., environmental justice, population growth, industrial growth)

The Community Impacts criterion is a qualitative assessment of the community impacts (i.e., environmental justice and economic activity) associated with a proposed/planned project. The project sponsor will need to describe in detail how the proposed project impacts protected communities and the economic characteristics of the area. The projects will thus be scored as follows:

Community Impacts	Score
None/ Environmental justice communities are disproportionately impacted	0.00
Environmental justice communities are not disproportionately impacted	0.5
Substantial increase in economic activity	0.5
Environmental justice communities are not disproportionately impacted and substantial increase in economic activity	1.00

### 3. Geographical Impacts

This criterion attempts to measure the wider geographic/spatial impacts – e.g., traffic distribution and congestion impacts – associated with proposed/planned projects. The wider the geographic impact (i.e., local, regional, statewide, or bi-national), the higher the score assigned.

Wider Geographic Impacts	Score
No impact	0.00

Local impact (within < 5 miles)	0.25
Regional impact (within 5 to 10 miles)	0.50
Statewide impact (more than 10 miles)	0.75
Bi-national impact (Mexico and U.S.A.)	1.00

Concern: The Scoring Metric Group recommended that this criterion be considered for elimination. For some project types, the information may be available from the Border Improvement Plan, but concern has been expressed that the data would not be available for all project types.

## Bi-national Coordination Category

### *Port-of-Entry Projects*

#### 1. Binational Coordination Criteria

This criterion assesses whether the binational components of a project have been taken into account. The extent of binational coordination can be assessed by determining whether a given project: 1) has been formally discussed by both governments at the federal level and marked by federal milestones including exchange of official documents; 2) is being coordinated via the Binational Bridges and Border Crossings Group (BBBXG), and other fora as appropriate; 3) has been submitted to the U.S. Department of State for a U.S. Government Presidential Permit (or submitted as an application for an amendment of an existing Presidential Permit), and accepted as a complete application; and/or 4) is included on the twelve month action plan of the bilateral Executive Steering Committee on 21<sup>st</sup> Century Border Management.

POE projects will thus be scored as follows:

Measures for Bi-national Coordination	Score
None	0.00
One measure	0.25
Two measures	0.50
Three measures	0.75
Four measures	1.00

# Port-of-Entry Connectivity Category

## Road, Interchange and Rail Projects

### 1. Number of POEs Served

This criterion measures how many POEs are served by a proposed project by directly connecting to the POE or by connecting to a POE road/rail track. The higher the number of POEs served (directly or indirectly), the higher the score assigned. The road and interchange and rail projects will thus be scored as follows:

Number of POEs Served	Score
1	0.33
2	0.67
3 or more	1.00

### 2. Improve Accessibility/Traffic Flow to and from POE

This criterion measures if a proposed road and interchange and rail project, respectively improves access or the flow of traffic to and from a POE. The maximum score will be assigned to a proposed project that improves access/traffic flow to and from a POE. The road and interchange and rail projects will thus be scored as follows:

Improve Accessibility/Traffic Flow	Score
No improvement	0.00
Improve access/traffic flow <b>to</b> POE	0.50
Improve access/traffic flow <b>from</b> POE	0.50
Improve access/traffic flow <b>to and from</b> POE	1.00

### 3. Degrees of Separation to POE

This criterion measures the degrees of separation between a proposed road and interchange and rail project, respectively and the POE. The maximum score will be assigned to a proposed project that directly connects to the POE and lesser scores will be assigned if the proposed project indirectly connects/is farther removed from the POE (i.e., one or more nodes removed). The road and interchange and rail projects will thus be scored as follows:

Degrees of Separation to POE	Score
Direct connection	1.00
Indirect connection - one node removed	0.75
Indirect connection - 2 nodes removed	0.5
Indirect connection - 3 nodes removed	0.25
Indirect connection - 4 or more nodes	0.00

**Concern: TxDOT and MPO to define nodes and determine data availability.**

#### 4. Percent of Border Traffic on Infrastructure

This criterion measures the anticipated border traffic that will be moved on the road and interchange and rail facilities, respectively and is an indicator of the importance of the infrastructure to cross-border traffic. The higher the anticipated percentage of border traffic on the road and interchange and rail infrastructure, respectively the higher the score assigned. The road and interchange and rail projects will thus be scored as follows:

Percent of Border Traffic on Infrastructure	Score
No data	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

\* Please refer to Appendix 1 for the definition of quartile.

**Concern: Data availability is a concern. The MPO and TxDOT will determine if data exist. The Scoring Metric Group recommended that this criterion be eliminated if it is determined that data are not available.**

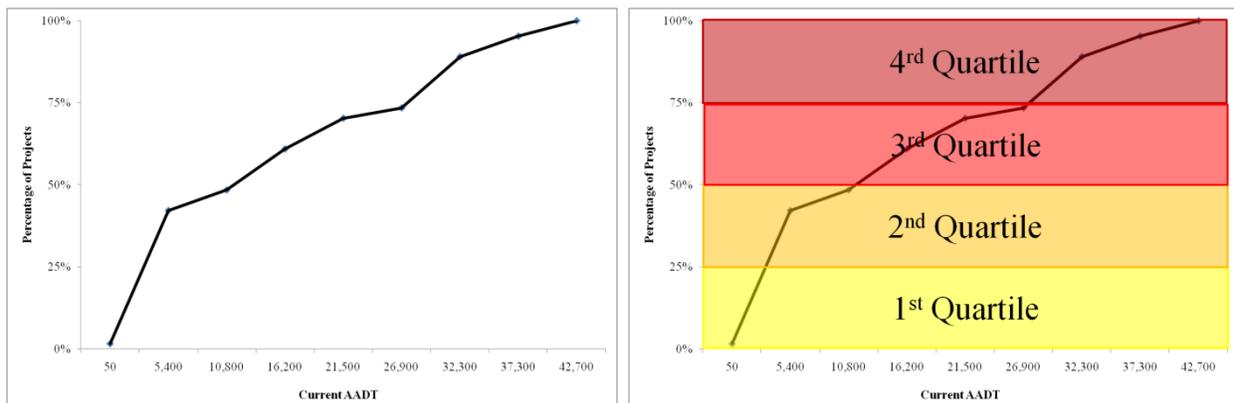
## Appendix 1 – Quartiles

A quartile is a statistical term corresponding to one of three points, that divide a ranked data set into equal groups, each representing a fourth of the data points. The three points are:

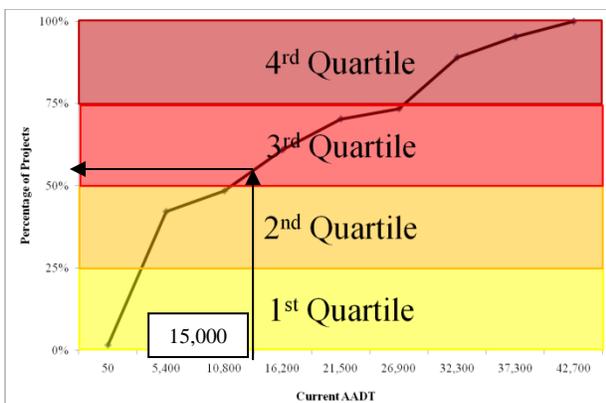
- The 1<sup>st</sup> Quartile (Q1) or lower quartile is the value in the ranked data set for which 25% of the values are lower and 75% of the values are higher. The Q1 also corresponds to the 25<sup>th</sup> Percentile.
- The 2<sup>nd</sup> Quartile (Q2) or median, corresponds to the value in the ranked data set that divides the ranked data in half. The Q2 also corresponds to the 50<sup>th</sup> Percentile.
- The 3<sup>rd</sup> Quartile (Q3) or upper quartile is the value in the ranked data set for which 75% of the values are lower and 25% of the values are higher. The Q3 corresponds to the 75<sup>th</sup> Percentile.

Example – Average Annual Daily Traffic (AADT)

The following figure illustrates the AADT values for 65 projects.



When Q1, Q2, and Q3 are estimated, the data set is divided into 4 sets, corresponding to the data between the 0<sup>th</sup> and 25<sup>th</sup> Percentiles, 25<sup>th</sup> and 50<sup>th</sup> Percentiles, 50<sup>th</sup> and 75<sup>th</sup> Percentiles, and 75<sup>th</sup> and 100<sup>th</sup> Percentiles. For the criterion that use quartiles, the projects will be scored depending on which of the four data sets include the project's criteria value. For example, if a project has an AADT of 15,000,



The AADT value will fall within the 3<sup>rd</sup> data set and consequently a score corresponding to Q3 will be assigned to the proposed project for this criterion.



# Agenda

## El Paso/Santa Teresa – Chihuahua Border Master Plan

October 11, 2012

Wyndham El Paso Airport Hotel

Rosewood/Oakwood Rooms

2027 Airway Boulevard, El Paso, Texas

- |               |                                                                                                 |
|---------------|-------------------------------------------------------------------------------------------------|
| 8:00 - 8:30   | Arrival and Registration                                                                        |
| 8:30 - 9:00   | Welcome and Introductions<br>Review of Meeting Objectives                                       |
| 9:00 - 10:15  | Draft Ranking Framework (Developed September 26 and 27)<br>Outcome of Public Information Events |
| 10:15 - 10:30 | Break                                                                                           |
| 10:30 - 12:00 | Endorse/Reject Categories, Category Weights, Criteria, and Criterion Weights                    |
| 12:00 - 1:00  | Lunch                                                                                           |
| 1:00 - 3:00   | Facilitated Discussion and Voting on Rejected Categories and Weights                            |
| 3:00 - 3:15   | Break                                                                                           |
| 3:15 - 4:30   | Facilitated Discussion and Voting on Rejected Criteria and Criterion Weights                    |
| 4:30 - 5:00   | Administrative Matters and Follow-up Business<br>Adjourn                                        |

**EL PASO/SANTA TERESA - CHIHUAHUA**  
**BORDER MASTER PLAN**  
**BINATIONAL ADVISORY COMMITTEE MEETING**



These meeting minutes document the outcome of the fourth Binational Advisory Committee (BNAC) meeting within the framework of the El Paso/Santa Teresa-Chihuahua Border Master Plan effort. The meeting took place in El Paso, Texas, on October 11, 2012, in the Rosewood/Oakwood Rooms of the Wyndham El Paso Airport Hotel. Please refer to the attendance and acronym lists included in Appendices A and B of this document for agency/company acronyms and names listed throughout this document.

### **Welcome and Introductions**

The binational meeting officially started at 8:30 a.m. as Mayor John Cook (City of El Paso) welcomed attendees to the fourth BNAC Meeting in the development of the El Paso/Santa Teresa-Chihuahua Border Master Plan. He also made the appropriate introductions and then handed the microphone over to the facilitators from CTR.

### **Presentations**

Ms. Jolanda Prozzi (Program Manager: Environment and Planning, Texas A&M Transportation Institute) started by summarizing the outcome of the third BNAC Meeting on September 26 and 27, which was the development of the Draft Ranking Framework.

Dr. Kelvin Cheu (Associate Professor, The University of Texas at El Paso) then discussed the outcome of the Public Information Event held on October 4, 2012, during which members of the public were informed of the results of the third BNAC meeting held the previous week. A total of 10 CTR team members and UTEP staff as well as 15 public participants attended the meeting. Questions and comments were raised regarding the function and complexity of the scoring metric as well as planned or proposed border transportation projects in the region, resulting in an effective discussion.

Ms. Prozzi then explained that the main objective of this meeting is for the BNAC voting members to endorse, modify, or reject the Categories, Category Weights, Criteria, and Criteria Weights proposed during the third BNAC meeting. She then handed the microphone to Dr. Jorge Prozzi (Associate Professor, the University of Texas at Austin), who facilitated the discussion. Participants agreed to retain the Categories and Category Weights decided upon previously for all types of projects. Dr. Prozzi then began the discussion on the Criteria definitions and scoring. The BNAC voting members then started the process of approving categories, criteria, and weights that had been previously selected during the third BNAC meeting.

However, after the voting and approval on rail project criteria, the discussion regarding one criterion, Dwell Time, remained pending. Ms. Prozzi stated that, according to rail stakeholders, Dwell Time was beyond the control of project sponsors, and therefore all rail projects would score a 0 for this criterion. A participant highlighted that at the previous meeting, it was decided that because many city curfews are outside the control of project sponsors, dwell times are then also outside their control. Ing. Manuel Juárez (Port Director in Juárez, FERROMEX-FXE) suggested that participants consider that Dwell Time is only one indicator of the need for a project, and since there are many other relevant indicators, Dwell Time should be eliminated. Participants then voted to reject the Dwell Time criterion. The weight was redistributed proportionally to the other existing Rail Criteria.

The BNAC voting members continued to approve other criteria and definitions but participants had comments in the case of the criterion Increase Number of Secure Lanes for POE Projects. Ms. Prozzi suggested that participants make sure that Specialized Bus Lanes and Secure Origins were in the appropriate order in the scoring metric, since Secure Origins may be faster than FAST or SENTRI lanes.

Ms. Sylvia Grijalva (Border Planning Coordinator, FHWA) asked if participants had decided to use a term other than "Secure Origins." Mayor Cook replied that an initiative called Project 21 had been agreed upon and funded, but it didn't matter if the lanes were called "Secure Origins" or "Project 21." Mr. Said Larbi-Cherif (International Bridges Director, City of El Paso) added that the term "Remote Logistics Tracking" had been used instead of "Secure Origins" and the term "Driverless Cargo Movement Systems" had been used for the freight equivalent. Mr. Efren Meza (Regional Transportation Planner and Coordinator, El Paso MPO) asked for clarification as to which method actually relieves more POE congestion: Specialized Bus Lanes or FAST/SENTRI Lanes? Mr. Sean Cázares (Adjunct General Director for Border Issues, Secretaría de Relaciones Exteriores) replied that FAST/SENTRI Lanes do, because bus passengers still need to be inspected one by one even in a Specialized Bus Lane. Participants then approved the revised definition and scoring metric, in which Advanced Lane Technology (FAST, SENTRI, Remote Logistics Tracking, and Driverless Cargo Movement Systems) receives a full point and READY and/or Specialized Bus Lanes receive half a point.

The BNAC voting members continued to approve other criteria and definitions. While discussing the Existing Percentage of Trucks Criterion for Road and Interchange Projects, Ms. Prozzi mentioned that TxDOT does have this information for the state-maintained roadway

system, but not for city roads. A participant added that NMDOT should have data for the Santa Teresa POE, and that any POE should have data for the roads that lead to it.

The BNAC voting members continued to approve other criteria and definitions. It was determined that further discussion was also needed with regards to the Socio-Economic Impacts criterion for all project types. Ms. Prozzi stated that employment creation, increase in property value, and distribution of traffic flow were discussed as potential data to measure. The only agency that can provide data for employment is TxDOT, and that data would only encompass temporary jobs that are generated by project construction. TTI has a model that uses multipliers to estimate employment impacts, business revenue, and business profits, but this is directly related to the cost of a project so it is not really a measure of job creation.

Judge Veronica Escobar (El Paso County) mentioned that objectively measuring this criterion could prove challenging for project developers. Ms. Grijalva asked about the El Paso Regional Ports of Entry Operations Study and its recommendations concerning this issue. Ms. Prozzi replied that Mr. Jim Brogan from Cambridge Systematics said that economic impacts were not calculated individually, but as part of a package so this would not be applicable. She added that another option is to make this criterion qualitative in terms of a low, medium, or high score. A participant suggested that a narrative be requested explaining why and how a project has or does not have an economic impact. Judge Escobar cautioned that this would still be very subjective.

Participants then approved the modified definition and scoring metric for the Socio-Economic Impacts criterion as “a quantitative or qualitative assessment of the socio-economic impacts of a proposed project in terms of employment creation, increased property value, the distribution of traffic flows or any other relevant measure,” as well as a scoring range assessing the criterion’s impacts: No/Low/Medium/High Impact.

The BNAC voting members continued to approve other criteria and definitions. But with regards to the Funding Availability criterion, Mr. Cázares said that the scoring may lack fairness if someone declares “one dollar” is available for a project and as a result the project obtains the same score as a project with much more available funding. He suggested that the scoring metrics should reflect this situation, and that additional scoring scales be included. For example, scoring could involve a scale that includes *less than 10 percent of available funding*. Participants agreed to the revised scoring metric.

The BNAC voting members continued to approve other criteria and definitions. When discussing the Environmental Impacts Criterion for all project types, Ms. Grijalva stated that Cambridge Systematics had just concluded a study for the FHWA that used the MOVES Model to provide CO<sub>2</sub> data for the border area related to border crossing wait times. She also noted that MPOs are able to model data for roadway projects. She offered to send this information to the study team. Ms. Prozzi replied that MPOs are required to submit emissions data that meet standards for all planned projects together, but not for individual projects. Dr. Prozzi pointed out that this study also uses measures of delay and wait times for the measurement. Ms. Grijalva said the information can prove useful, as trucks create significant environmental impacts. Mr. Larbi-Cherif added that PM10 is the only project level analysis done by MPOs, and

that CO<sub>2</sub> analysis is done for all projects together. Ms. Grijalva said that if project-level CO<sub>2</sub> cannot be analyzed, then it should be included. Mr. Cázares stated that the percentiles for the scoring metric seemed very low. However, Ms. Grijalva explained it is very difficult to lower CO<sub>2</sub> emissions by more than 4 percent, for example. She mentioned that the San Luis Rio Colorado POE project received environmental funding, as it moved traffic out of the city to a rural area, where there is less impact on people but not on the environment itself.

Mr. Roberto Díaz de León (Consultant, City of Sunland Park) stated that environmental assessment is the first thing needed for any project, including a Finding of No Significant Impact, or FONSI status. Ms. Grijalva suggested that everyone could consider whether a project moves trucks out of an urban area, producing less negative impact on the population, and give this criterion a yes or no answer. Mr. Bob Bielek (El Paso District Engineer, TxDOT) stated that a project either gets environmental clearance or does not; as traffic flow and level of service improves, emissions are reduced; therefore, he judged this criterion as redundant. Messrs. Meza and Larbi-Cherif agreed. Participants ultimately voted to remove the Environmental Impacts Criterion.

The BNAC voting members continued to approve other criteria and definitions. Regarding the Geographical Impacts criterion, Mr. Cázares mentioned that Local Impacts are already documented by other criteria, so projects with wider geographic impacts need to receive additional points. Dr. Prozzi then asked participants if they thought the 60-mile/100-km limit was a good measure of a regional impact. Ms. Grijalva replied that most treaties use the 60-mile/100-km measurement, which in the case of this BMP would include Las Cruces. Participants voted to modify the scoring metric so that only projects with more than a local impact would receive points.

The BNAC voting members continued to approve other criteria and definitions. With regards to the Percent of Border Traffic on Infrastructure Criterion for POE Connectivity, Ms. Prozzi stated that there is no data available documenting whether a given vehicle on a given roadway not connected to a POE is going to cross the border or not. Participants voted to remove this criterion and redistribute its weight among the remaining POE connectivity criteria.

The BNAC members subsequently endorsed all the Categories, Category Weights, Criteria, and Criteria Weights to be used by the study team for prioritizing the planned road and interchange, rail, and POE projects, as shown in the following tables.

### POE Project Prioritization Criteria

Category	Criteria	Weight
Capacity/Congestion (Weight = 21.5%)	Increase in Number of Operational Booths	18.7%
	Increase Number of Secure Lanes	14.5%
	Decrease Wait Times	27.9%
	Alleviate Congestion	16.7%
	Increase POE Efficiency through a Congestion Management Strategy	22.2%
Demand (Weight = 19.6%)	Increase in Average Annual Daily Non-commercial Crossings	37.0%
	Increase in Average Annual Daily Commercial Crossings	37.0%
	Transit Demand	26.0%
Economic Value (Weight = 10.0%)	Socio-economic Impacts	30.6%
	Cost/Capacity Criterion	34.0%
	Cost/Demand Criterion	35.4%
Project Readiness (Weight = 9.0%)	Funding Availability	40.0%
	Phase of Project Development	60.0%
Safety (Weight = 4.3%)	Diversion of Commercial Traffic/Separation of Traffic by Type	100.0%
Regional Impacts (Weight = 12.3%)	Community Impacts	51.2%
	Geographical Impacts	48.8%
Binational Coordination (Weight = 23.3%)	Binational Coordination	100.0%

### Road and Interchange and Transit Project Prioritization Criteria

Category	Criteria	Weight
Capacity/Congestion (Weight = 18.6%)	Final Level of Service	24.2%
	Increase in Level of Service	42.2%
	Congestion Management	33.6%
Demand (Weight = 18.0%)	Increase in Average Annual Daily Traffic	33.2%
	Existing Percentage of Trucks	34.0%
	Multiple Mode Demand	32.8%
Economic Value (Weight = 8.5%)	Socio-economic Impacts	30.6%
	Cost/Capacity Criterion	34.0%
	Cost/Demand Criterion	35.4%
Project Readiness (Weight = 13.5%)	Funding Availability	40.0%
	Phase of Project Development	60.0%
Safety (Weight = 6.3%)	Accident Rate per Mile*	51.0%
	Measures to Improve Safety	49.0%
Regional Impacts (Weight = 17.1%)	Community Impacts	51.2%
	Geographical Impacts	48.8%
POE Connectivity (Weight = 18.0%)	Number of POEs Served	27.3%
	Improve Accessibility/Traffic Flow to and from POE	45.0%
	Degrees of Separation to POE	27.7%

### Rail Project Prioritization Criteria

Category	Criteria	Weight
Capacity/Congestion (Weight = 18.6%)	Increase in Track Capacity	35.2%
	Alleviates Congestion Locally	36.0%
	Increase in Rail Mode Share	28.8%
Demand (Weight = 18.0%)	Increase in Average Annual Daily Rail Cars	33.1%
	Cross-Border Tonnage by Rail	35.2%
	Multiple Mode Demand	31.7%
Economic Value (Weight = 8.5%)	Socio-economic Impacts	30.6%
	Cost/Capacity Criterion	34.0%
	Cost/Demand Criterion	35.4%
Project Readiness (Weight = 13.5%)	Funding Availability	40.0%
	Phase of Project Development	60.0%
Safety (Weight = 6.3%)	Accident Rate per Mile	51.0%
	Measures to Improve Safety	49.0%
Regional Impacts (Weight = 17.1%)	Community Impacts	51.2%
	Geographical Impacts	48.8%
POE Connectivity (Weight = 18.0%)	Number of POEs Served	27.3%
	Improve Accessibility/Traffic Flow to and from POE	45.0%
	Degrees of Separation to POE	27.7%

### Administrative Matters and Follow-Up Business

Ms. Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 12:45 p.m.

## APPENDIX A ATTENDANCE LIST

### BNAC members\*, all agency officials, and study team

\*highlighted in grey are BNAC members or representatives that constituted the participants with an i>clicker2®

Last Name	First Name	Stakeholder Represented
Aldouri	Raed	UTEP
Aveitia	Patricia	CBP – Field Operations
Bernal	Homer	NMDOT
Bielek	Bob	TxDOT
Carrasco	Hector G.	CAPUFE
Cázares	Sean	SRE
Cheu	Kelvin	UTEP
Cook	John (Mayor)	City of El Paso
Cruz	Alejandra	CTR – UT Austin
Diaz de Leon	Roberto	City of Sunland Park
Duran	Gabriel	DOS -IBWC
Elorza	Ramón	SCT – Chihuahua
Escobar	Veronica (Judge)	El Paso County
Fernández	Erizbel	SEGOB
Garten	Jack W.	GSA
Gilyard	Roy	El Paso MPO
Grijalva	Sylvia	FHWA
Hagert	Eduardo	TxDOT – IRO
Hernandez	Luis	UTEP
Hernandez	Salvador	UTEP
Holguin	Annaelisa	City of El Paso
Hutterer	Fred	CBP
Ibarra	Iraki	UTEP
Islam	Mouyid	UTEP
Juárez	Manuel	FERROMEX-FXE
Larbi-Cherif	Said	City of El Paso
López	Manuel	Municipio de Juárez (Consultant)
López Urueta	Vicente	Municipio Juárez
Meza	Efren	El Paso MPO
Medina	Eduardo	Chihuahua-SCOP
Molina Hernandez	Karina	Municipio de Juárez – Desarrollo Urbano
Montes	Jesús	Trucking Industry

Last Name	First Name	Stakeholder Represented
Nesbitt	Lydia	Paso del Norte
Ochoa	Manuel	REDCO
Ochoa	Rosalía	Chihuahua - Promotora
Prozzi	Jolanda	TTI – TAMU
Prozzi	Jorge	CTR – UT Austin
Reyes	Armando	CILA
Reyes	Miguel Angel	SRE – El Paso
Romo	Alicia	UTEP
Sloan	Peter	DOS – Juárez
Stewart	Shundrekia	BNSF
Stout	David	Office of Senator Jose Rodriguez
Treviño	Manuel	Chihuahua – Promotora
Uranga	Humberto	INAMI
Valdés Lucio	Fernando	INDAABIN
Wang	Yubian	UTEP
Westin	Cary	REDCO
Zamora	José Carlos	SCT – DGDC

**APPENDIX B**  
**ACRONYMS LIST**

Acronym	Participating Stakeholders
BNSF	Burlington Northern Santa Fe Railway
BTA	The Border Trade Alliance
CAPUFE	Caminos y Puentes Federales y Servicios Conexos
CBP	U.S. Department of Homeland Security – Customs and Border Protection
Chihuahua - Promotora	Gobierno del Estado de Chihuahua – Promotora de la Industria Chihuahuense
Chihuahua - SCOP	Gobierno del Estado de Chihuahua – Secretaría de Comunicaciones y Obras Públicas
CILA	Secretaría de Relaciones Exteriores – Comisión Internacional de Límites y Aguas entre México y Estados Unidos
COLEF	El Colegio de la Frontera Norte
CSG - West	Council of State Governments – West
CTR – UT Austin	The University of Texas at Austin – Center for Transportation Research
DOS	Department of State – Office of Mexican Affairs
DOS – Juárez	Department of State – Consulate General of the U.S. in Ciudad Juárez
DOS – IBWC	Department of State – International Boundary and Water Commission
El Paso MPO	City of El Paso – Metropolitan Planning Organization
FERROMEX-FXE	Ferrocarril Mexicano, S.A. de C.V.
FHWA	U.S. Department of Transportation – Federal Highway Administration
GSA	U.S. General Services Administration
IMIP –Juárez	Municipio de Juárez – Instituto Municipal de Investigación y Planeación
INAMI	Instituto Nacional de Migración

## Acronym

## Participating Stakeholders

INDAABIN	Secretaría de la Función Pública – Instituto de Administración de Avalúos de Bienes Nacionales
Juárez	Municipio de Juárez
NMDOT	New Mexico Department of Transportation
NMBA	New Mexico Border Authority
REDCO	El Paso Regional Economic Development Corporation
SCT -Chihuahua	Secretaría de Comunicaciones y Transportes – Centro SCT Chihuahua
SCT - DGDC	Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero
SEGOB	Secretaría de Gobernación
SRE	Secretaría de Relaciones Exteriores – Subsecretaría para América del Norte
SRE – El Paso	Secretaría de Relaciones Exteriores – Consulado General de México en El Paso, TX
TTI – TAMU	Texas A&M University – Texas Transportation Institute
TxDOT – IRO	Texas Department of Transportation – International Relations Office
TxDOT – El Paso	Texas Department of Transportation – El Paso District Office
UP	Union Pacific Railroad
UTEP	The University of Texas at El Paso