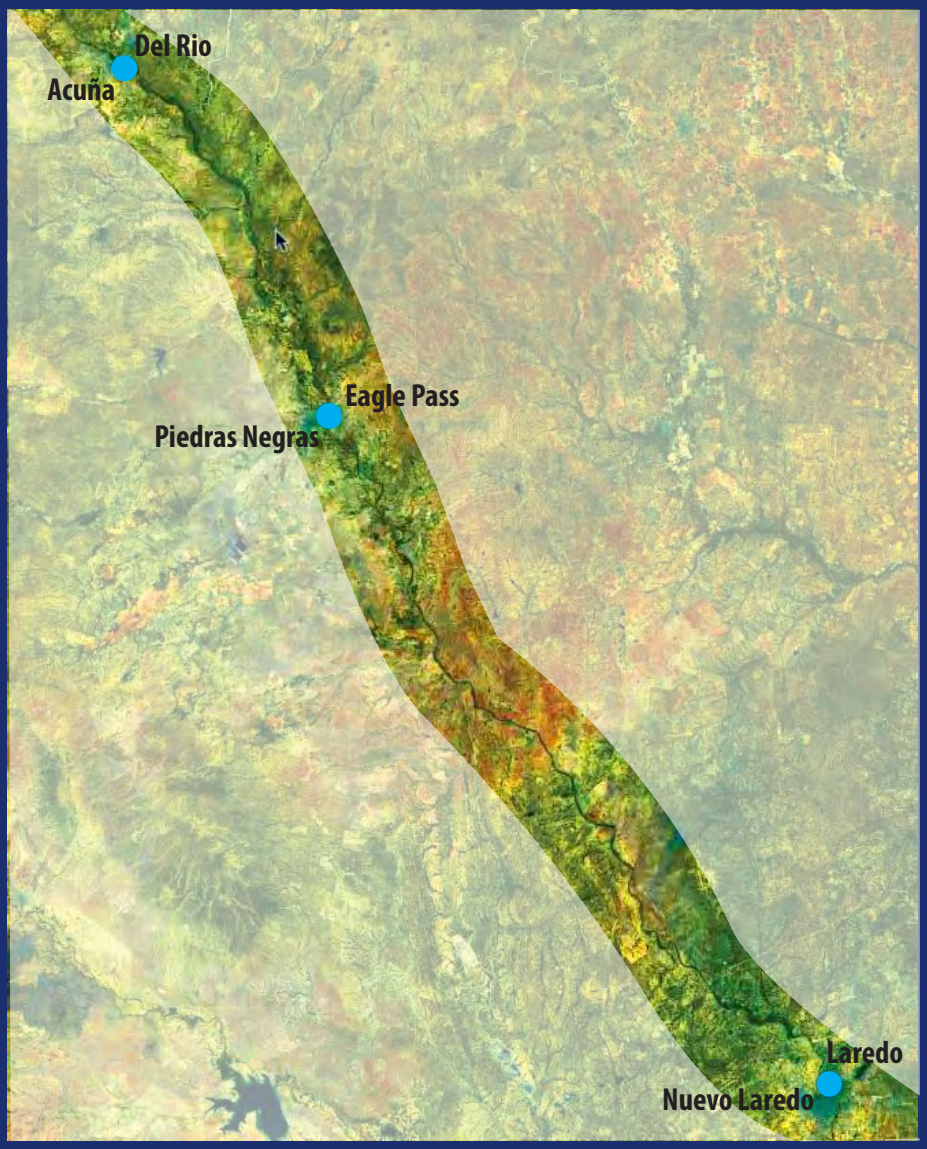
Laredo District Coahuila/Nuevo León/Tamaulipas Border Master Plan



Technical Appendices June 2012

BORDER MASTER PLAN • PLAN MAESTRO FRONTERIZO

Texas Department of Transportation

Submitted to :
Texas Department of Transportation
International Relations Office
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APPENDIX A

POLICY ADVISORY COMMITTEE & TECHNICAL WORKING GROUP

CHARTER AND ANNEX I

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS BORDER MASTER PLAN

Policy Advisory Committee and Technical Working Group Charter

PREAMBLE

The participating United States and Mexican government agencies, as well as rail stakeholders whose objectives include border transportation infrastructure planning, programming, construction and/or management:

Recognize the bilateral nature of border transportation issues and that the latter can be most effectively addressed jointly;

Reaffirm that international trade is dependent upon well-coordinated transportation planning processes along the border;

Acknowledge that the United States (U.S.) and Mexican border region transportation assets are experiencing congestion issues that must be addressed to avoid adverse trade and environmental impacts; and

Convinced of the need to better coordinate planning at the federal, state, regional, and local level to improve transportation infrastructure in the border region of their respective countries, including at formal ports of entry (POEs) and the transportation infrastructure serving formal POEs,

Hereby wish to create the Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan's Policy Advisory Committee and Technical Working Group as follows:

SECTION 1: PURPOSE

Under the direction of the U.S. / Mexico Joint Working Committee, the Texas Department of Transportation (TxDOT) hereby announces the establishment of the Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan Policy Advisory Committee and Technical Working Group.

The government agencies and rail stakeholders will participate in the development of a Border Master Plan – a comprehensive approach for coordinating planning and delivery of POE and transportation infrastructure projects serving POEs under the jurisdiction of TxDOT's Laredo District and the correspondent Mexican States. Ideally, the prioritized projects included in the Border Master Plan would be incorporated into the respective planning and programming processes of the individual participating stakeholders at the federal, state, regional, and local levels in the U.S. and Mexico.

SECTION 2: LINE OF REPORTING

The Policy Advisory Committee and the Technical Working Group will cooperate with and provide required information to TxDOT – through its contracted representative – for the development of the Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. TxDOT, in turn, reports to the U.S. / Mexico Joint Working Committee for this project.

SECTION 3: RESPONSIBILITIES

The Policy Advisory Committee will be responsible for providing direction, approving the study parameters, and reviewing and approving the criteria for the future evaluation of projects. The main objectives of Policy Advisory Committee are outlined below:

- Establish clear parameters for the Border Master Plan, including defining the "Focused Study Area" and "Area of Influence", the time horizon for data analysis, and other parameters that may need to be defined.
- Ensure that the Border Master Plan objectives are comprehensive and consistent with stakeholder plans, strategies, and goals.

- Review and approve proposed criteria for prioritizing improvements to existing or new POEs and the transportation infrastructure within the border region connecting to existing or new POEs.
- Attempt to incorporate the Border Master Plan's findings and priorities into their agencies'/company's own planning and programming processes, as well as into appropriate transportation and POE planning and funding documents.
- Commit resources and staff to ensure the timely exchange of available information and data needed to successfully develop and complete this Border Master Plan.
- Facilitate the exchange of information for ongoing and future planning and implementation activities.
- Participate in future Border Master Plan updates and/or other study recommendations as approved.

The Technical Working Group will be responsible for collaborating with TxDOT's contracted representative by providing requested information in a timely manner and by making recommendations to the Policy Advisory Committee. The main objectives of the Technical Working Group are outlined below:

- Assist in the Border Master Plan's development by providing TxDOT's contracted representative with data and information in a timely manner.
- Review transportation and POE infrastructure assessments, proposals, and other pertinent information as requested by TxDOT's contracted representative.
- Assist with the selection of criteria – to be endorsed and adopted by the Policy Advisory Committee - to prioritize improvements to existing or new POEs, as well as transportation infrastructure projects serving those POEs.
- Make recommendations to the Policy Advisory Committee and serve as a resource to TxDOT's contracted representative to maximize the opportunities to successfully develop and complete this study.

SECTION 4: MEMBERSHIP

Government agencies and rail companies whose mandate or objectives encompass border transportation infrastructure planning, programming, construction and/or management have been invited through ANNEX I (herein attached) to participate in the Border Master Plan Policy Advisory Committee and Technical Working Group. Each government agency/rail stakeholder will be asked to designate executive level managers to serve on the Policy Advisory Committee. Each government agency/rail stakeholder will also designate senior staff to serve on the Technical Working Group.

Through ANNEX I, additional parties, including Regional Partners, are invited to participate and assist the Policy Advisory Committee and Technical Working Group on specific tasks as work progresses.

SECTION 5: MEETING TIME AND LOCATION

It is anticipated that the Policy Advisory Committee will meet three times. Individual Technical Working Group members will be interviewed and consulted by TxDOT's contracted representative during the course of the study. In addition, it is anticipated that the Technical Working Group will meet three times. The term of the project is from August 2009 through July 2011. Committee and Group meeting locations will alternate between U.S. border cities.

SECTION 6: DURATION OF EXISTENCE

The Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan Policy Advisory Committee and Technical Working Group will exist until the conclusion of this Border Master Plan and/or its subsequent updates.

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LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS BORDER MASTER PLAN

ANNEX I to the Policy Advisory Committee and Technical Working Group Charter

** Note: Please submit only one form per stakeholder agency.*
*** In the case of the Transportation and Communications Secretariat, one form per General Direction/IMT will be admitted.*

SECTION 1
Stakeholder Information

Do you represent a:

☐ Government Agency ☐ Rail Company ☐ Regional Partner

Stakeholder Name: _____

SECTION 2
Policy Advisory Committee Member Information

Name: _____

Email address or telephone number: _____

SECTION 3
Technical Working Group Member Information

Name: _____

Email address or telephone number: _____

SECTION 4
Regional Partner Contact Information

If you represent a Regional Partner who wishes to participate in the development of the Border Master Plan, please provide the name and contact information of a member/official to which invitations should be addressed:

Name: _____

Email address or telephone number: _____

APPENDIX B

STAKEHOLDER CONTACTS LIST

United States - Federal Stakeholders

Stakeholder	Agency	Name & Position	Address
PAC	**U.S. General Services Administration (GSA)**	**Jim King** Southern Border Director Border Station Center	819 Taylor Street, Room 10A27 Ft. Worth, TX, 76102
TWG	**U.S. General Services Administration (GSA)**	**Michael Clardy** Program Manager Land Port of Entry	819 Taylor Street, Room 11A3OJ Ft. Worth, TX, 76102
Other POC	**U.S. General Services Administration (GSA)**	**Ramon D. Riesgo** Project Director Land Port of Entry	880 Front Street San Diego, CA, 92101
Other POC	**U.S. General Services Administration (GSA)**	**Raul J. Moreno, Jr.** Project Manager Design and Construction	819 Taylor Street
PAC	**U.S. Department of Homeland Security / Customs and Border Protection (CBP)**	**Chad Gilchrist** Program Implementation Manager	1717 H Street NW, Suite 800
TWG	**U.S. Department of Homeland Security / Customs and Border Protection (CBP)**	**Mikhail Pavlov** Project Management Analyst	1717 H Street NW, Suite 800
Other POC	**U.S. Department of Homeland Security / Customs and Border Protection (CBP)**	**Dennis Counihan** Program and Planning, Section Chief	1717 H Street NW, Suite 800
PAC	**U.S. Department of Homeland Security / Customs and Border Protection (CBP) - Field Operations**	**Joe G. Ramos** Assistant Director Field Operations - Mission Support	109 Shiloh Drive, Suite 300 Laredo, TX, 78045
TWG	**U.S. Department of Homeland Security / Customs and Border Protection (CBP) - Field Operations**	**David De Leon**	109 Shiloh Drive, Suite 300 Laredo, TX, 78045
PAC	**U.S. Department of State (DOS)**	**Rachel Poynter** Border Coordinator Office of Mexican Affairs	2201 C Street, NW MEX Room 3909 Washington D.C., 20520
TWG	**U.S. Department of State (DOS)**	**Geoffrey Anisman** Border Affairs Officer Office of Mexican Affairs	2201 C Street, NW MEX Room 3909 Washington D.C., 20520
Other POC	**DOS - Consulate of the United States in Nuevo Laredo (DOS)**	**Donald L. Heflin** Consul General	PO Box 3089 Laredo, TX, 78044
Other POC	**DOS - Consulate of the United States in Nuevo Laredo (DOS)**	**William Shea** Consular Chief	PO Box 3089 Laredo, TX, 78044
PAC	**DOS - International Boundary and Water Commission (IBWC-DOS)**	**Ed Drusina** Commissioner, U.S. Section	4171 North Mesa, Suite C-100 El Paso, TX, 79902

United States - Federal Stakeholders

TWG	**DOS - International Boundary and Water Commission (IBWC-DOS)**	**Ofelia Bolanos** Civil Engineer Planning Section	4171 North Mesa, Suite C-100 El Paso, TX, 79902
Other POC	**DOS - International Boundary and Water Commission (IBWC-DOS)**	**Alberto Hinojosa** General Engineer	HCR #3, Box 37 Highway 90 West Del Rio, TX, 78840
Other POC	**DOS - International Boundary and Water Commission (IBWC-DOS)**	**Mario A. Gomez** Acting Assistant Area Operations Manager	P. O. Box 1 Falcon Heights, TX, 78545

Other POC	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Crystal Jones** Transportation Specialist Office of Freight Management and Operations	400 7th St. SW HOFM.1 (Room 3401) Washington, DC, 20590
Other POC	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Roger Petzold** Team Leader Office of Planning, Border and Corridor Team	400 7th St. SW Room E74-312 Washington, DC, 20590
PAC	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Sylvia Grijalva** US / MX Border Planning Coordinator Office of Planning, Border and Corridor Team	One Arizona Center 400 E. Van Buren St., Ste. 410 Phoenix, AZ, 85004
TWG	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Travis Black** Community Planner Office of Planning, Border and Corridor Team	HEPI-10, Room E74-437, 1200 New Jersey Avenue, SE
Other POC	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Gregory S. Punske, P.E.** District Engineer Texas Division	300 East 8th Street, Room 826 Austin, TX, 78701
Other POC	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Kirk Fauver** Statewide Planning Engineer Texas Division	300 East 8th Street, Room 826 Austin, TX, 78701
Other POC	**U.S. Department of Transportation / Federal Highway Administration (FHWA)**	**Albert Hinojosa** Texas Division	300 East 8th Street, Room 826 Austin, TX, 78701

PAC	**U.S. Department of Transportation / Federal Motor Carrier Administration (FMCA)**	**Joanne Cisneros** Texas Division Administrator	903 San Jacinto Blvd. Suite 101 Austin, TX, 78701
TWG	**U.S. Department of Transportation / Federal Motor Carrier Administration (FMCA)**	**Santos Pecina** Field Operations Supervisor	5810 San Bernardo, Suite 290 Laredo, TX, 78041
Other POC	**U.S. Department of Transportation / Federal Motor Carrier Administration (FMCA)**	**Luis Garcia**	5810 San Bernardo, Suite 290 Laredo, TX, 78041

Mexico - Federal Stakeholders

Stakeholder	Agency	Name & Position	Address
PAC	**Administración General de Aduanas (SAT)**	**Arq. Alejandro Zamudio Gómez** Administrador de Política, Infraestructura y Control Aduanero	Av. Hidalgo 77, Modulo IV 1 Piso, Col. Guerrero
TWG	**Administración General de Aduanas (SAT)**	**Arq. Carlos Manuel Morales Tayavas** Subadministrador de Infraestructura	Av. Hidalgo 77, Módulo IV 1 Piso, Col. Guerrero
PAC/TWG	**Administración General de Aduanas (Coahuila / Acuña)**	**Lic. Adan Lisea Rosas** Encargado de Aduana	Miguel Hidalgo y Nicolás Bravo S/N, Edificio Puerto de México Cd. Acuña, Coah., 26200
Other POC	**Administración General de Aduanas (Coahuila / Acuña)**	**Luis Landeros**	Miguel Hidalgo y Nicolás Bravo S/N, Edificio Puerto de México Cd. Acuña, Coah., 26200
PAC/TWG	**Administración General de Aduanas (Coahuila / Piedras Negras)**	**Lic. Ernesto Alonso González Hernández** Encargado de la Aduana de Piedras Negras	Zaragoza y Fuente s/n, Zona Centro Piedras Negras, Coah., 26000
PAC	**Administración General de Aduanas (Nuevo León / Colombia)**	**Lic. Alejandro Díaz Mundo** Administrador a Cargo, Puente Solidaridad	Carretera Nuevo Laredo-Piedras Negras, Km.34.5, Anáhuac Colombia, N.L., 65000
TWG	**Administración General de Aduanas (Nuevo León / Colombia)**	**Lic. Irma Karina López López** Sub-Administradora a Cargo, Puente Solidaridad	Carretera Nuevo Laredo-Piedras Negras, Km.34.5, Anáhuac Colombia, N.L., 65000
Other POC	**Administración General de Aduanas (Nuevo León / Colombia)**	**Andrés López**	Carretera Nuevo Laredo-Piedras Negras, Km.34.5, Anáhuac Colombia, N.L., 65000
PAC	**Administración General de Aduanas (Tamaulipas / Nuevo Laredo)**	**Ing. Carlos Gómez Unda Allende** Administrador de la Aduana de Nuevo Laredo	Carretera Nuevo Laredo-Piedras Negras Km. 12.5, Puente Internacional de Comercio Mundial, Puente III, Sector Centro
Other POC	**Administración General de Aduanas (Tamaulipas / Nuevo Laredo)**	**Ing. José Luis Landeros Ibarra** Subadministrador de la Aduana	Carretera Nuevo Laredo-Piedras Negras Km. 12.5, Puente Internacional de Comercio Mundial, Puente III, Sector Centro
TWG	**Administración General de Aduanas (Tamaulipas / Nuevo Laredo)**	**Lic. Miguel Ángel Aguilar Zamora** Subadministración de Informática, Contabilidad y Glosa	Carretera Nuevo Laredo-Piedras Negras Km. 12.5, Puente Internacional de Comercio Mundial, Puente III, Sector Centro
Other POC	**Administración General de Aduanas (Tamaulipas / Nuevo Laredo)**	**Lic. Graciela Esquivel Peña** Jefa de Departamento	Carretera Nuevo Laredo-Piedras Negras Km. 12.5, Puente Internacional de Comercio Mundial, Puente III, Sector Centro

Mexico - Federal Stakeholders

Other POC	**Administración General de Aduanas (Tamaulipas / Nuevo Laredo)**	**Carlos H. Ramirez Escoto**	Carretera Nuevo Laredo-Piedras Negras Km. 12.5, Puente Internacional de Comercio Mundial, Puente III, Sector Centro

PAC / Conf.	**Instituto de Administración de Avalúos de Bienes Nacionales (INDAABIN)**	**Ing. Alejandro Zúñiga Camacho** Director de Planeación Inmobiliaria Dirección General de Administración y Obras en Inmuebles Federales	Tuxpan 85, Piso 2, Col. Roma Sur, México, D.F., 06760
TWG	**Instituto de Administración de Avalúos de Bienes Nacionales (INDAABIN)**	**Arq. José Fidel Castañeda Lugo** Jefe de Departamento de Diseño	Tuxpan 85, Piso 2, Col. Roma Sur, México, D.F., 06760

Other POC	**Instituto de Administración de Avalúos de Bienes Nacionales (INDAABIN)**	**Arq. Sergio Arturo Delgadillo Montaño** Administrador Único	Avenida 15 Junio No. 3102, Sector Centro Nuevo Laredo, Tamps., 88100

Co-PAC	**Instituto Nacional de Migración (INAMI)**	**Lic. Andrea Escobedo Lastiri** Subdirectora Subdirección para América del Norte	Homero 1832, Piso 18 Col. Los Morales Polanco México D.F., 11510
Co-PAC	**Instituto Nacional de Migración (INAMI)**	**Lic. Luz María Servín Sotres** Coordinadora de Delegaciones	Homero 1832, Piso 18 Col. Los Morales Polanco México D.F., 11510
Co-TWG	**Instituto Nacional de Migración (INAMI)**	**Ernesto Vélez Gutiérrez** Director de Control Operativo Coordinación de Delegaciones	Homero 1832, Piso 18 Col. Los Morales Polanco México D.F., 11510
Co-TWG	**Instituto Nacional de Migración (INAMI)**	**Sandra Sarmiento Mayorga** Directora de Repatriación Humana	Homero 1832, Piso 18 Col. Los Morales Polanco México D.F., 11510
Co-TWG	**Instituto Nacional de Migración (INAMI)**	**Carlos Alberto Franco Chávez** Delegado Regional del INAMI en Tamaulipas	Av. Guerrero y 15 de Junio, Piso 1 Puente Internacional I, Col. Centro Nuevo Laredo, Tamps., 88000

PAC	**Secretaría de Comunicaciones y Transportes (SCT)**	**Lic. Adolfo Xavier Zagal Olivares** Director General de Desarrollo Carretero	Insurgentes Sur 1089, Piso 10 Col. Nochebuena México D.F., 03720
TWG	**Secretaría de Comunicaciones y Transportes (SCT)**	**Ing. Juan José Erazo García Cano** Director de Proyectos Intermodales Dirección General de Desarrollo Carretero	Insurgentes Sur 1089, Piso 10 Col. Nochebuena México D.F., 03720
Other POC	**Secretaría de Comunicaciones y Transportes (SCT)**	**Lic. Óscar Fernández de Córdova** Analista de Proyectos Intermodales y Fronterizos Dirección General de Desarrollo Carretero	Insurgentes Sur 1089, Piso 10 Col. Nochebuena México D.F., 03720
Other POC	**Secretaría de Comunicaciones y Transportes (SCT)**	**C.P. Francisco Calvario García** Subdirector de Puentes y Cruces Internacionales Dirección General de Desarrollo Carretero	Insurgentes Sur 1089, Piso 10 Col. Nochebuena México D.F., 03720

Mexico - Federal Stakeholders

PAC	**Secretaría de Comunicaciones y Transportes (SCT)**	**Ing. Arturo Rivera Magaña** Director General de Transporte Ferroviario y Multimodal	Nueva York, 115 Col. Nápoles México D.F., 03810
TWG	**Secretaría de Comunicaciones y Transportes (SCT)**	**Ing. Tania Carrillo Reséndiz** Subdirectora de Autorizaciones y Permisos de Infraestructura Ferroviaria Dirección General de Transporte Ferroviario y Multimodal	Nueva York, 115 Col. Nápoles México D.F., 03810

PAC	**Secretaría de Comunicaciones y Transportes (SCT)**	**Ing. Miguel Heberto Elizalde Lizárraga** Director General de Autotransporte Federal	Calz. De Las Bombas 411 Col. Girasoles México D.F., C.P. 04920
TWG	**Secretaría de Comunicaciones y Transportes (SCT)**	**Lic. Salvador Monroy Andrade** Director de Autotransporte con los EE.UU. Dirección General de Autotransporte Federal	Calz. De Las Bombas 411 Col. Girasoles México D.F., C.P. 04920
Other POC	**Secretaría de Comunicaciones y Transportes (SCT)**	**Ing. Beatriz Robles Linares Vélez** Directora General Adjunta Dirección General de Autotransporte Federal	Calz. De Las Bombas 411 Col. Girasoles México D.F., C.P. 04920
Other POC	**Secretaría de Comunicaciones y Transportes (SCT)**	**Lic. Nalleli Espinosa Viveros** Subdirector de Desarrollo Tecnológico y Seguridad Dirección General de Autotransporte Federal	Calz. De Las Bombas 411 Col. Girasoles México D.F., C.P. 04920

PAC	**Centro SCT Coahuila**	**Lic. Jesús de León Tello** Director General	Carretera Central México-Piedras Negras No. 4213 Saltillo, Coah., 25299
Co-TWG	**Centro SCT Coahuila**	**Ing. Rodrigo Alfredo Pérez Armenta** Subdirector de Transporte	Carretera Central México-Piedras Negras No. 4213 Saltillo, Coah., 25299
Co-TWG	**Centro SCT Coahuila**	**Ing. Luis Encinas Bauza** Jefe de la Unidad de Servicios Técnicos	Carretera Central México-Piedras Negras No. 4213 Saltillo, Coah., 25299
Other POC	**Centro SCT Coahuila**	**Ing. Jaime Román López Fuentes** Director de Obras	Carretera Central México-Piedras Negras No. 4213 Saltillo, Coah., 25299
Other POC	**Centro SCT Coahuila**	**Ing. Rolando Flores Garcia**	Carretera Central México-Piedras Negras No. 4213 Saltillo, Coah., 25299

PAC	**Centro SCT Nuevo León**	**M.A.E. Zeferino Salgado Almaguer** Director General	Palacio Federal de Cd. Guadalupe, B. Juárez y Corregidora, Col. Centro Cd. Guadalupe, N.L., 67102
Other POC	**Centro SCT Nuevo León**	**Lic. Héctor Eduardo Belmares de León** Encargado de la Subdirección de Transporte	Palacio Federal de Cd. Guadalupe, B. Juárez y Corregidora, Col. Centro Cd. Guadalupe, N.L., 67102
Co-TWG	**Centro SCT Nuevo León**	**Ing. Carlos Alfredo Medina Vázquez** Jefe de la Unidad de Estudios	Palacio Federal de Cd. Guadalupe, B. Juárez y Corregidora, Col. Centro Cd. Guadalupe, N.L., 67102

Mexico - Federal Stakeholders

Co-TWG	**Centro SCT Nuevo León**	**Ing. Vinicio A. Serment Guerrero** Jefe de la Unidad General de Servicios Técnicos	Palacio Federal de Cd. Guadalupe, B. Juárez y Corregidora, Col. Centro Cd. Guadalupe, N.L., 67102
Other POC	**Centro SCT Nuevo León**	**Luis Antonio Posada**	Palacio Federal de Cd. Guadalupe, B. Juárez y Corregidora, Col. Centro Cd. Guadalupe, N.L., 67102
Other POC	**Centro SCT Nuevo León**	**Juan Miranda Roque**	Palacio Federal de Cd. Guadalupe, B. Juárez y Corregidora, Col. Centro Cd. Guadalupe, N.L., 67102

PAC	**Centro SCT Tamaulipas**	**Ing. Gilberto Estrella Hernández** Director General	Avenida América Española No. 273 Col. Centro Cd. Victoria, Tamps., 87189
TWG	**Centro SCT Tamaulipas**	**Ing. Victor Manuel Galindo Moreno** Jefe de Departamento de Autotransporte General	Palacio Federal Planta Baja, Col. Zona Centro , C.P. 88000 Edif. 1, P. A., Del. de Autotransporte, Nuevo Laredo, Tamps., 88000
Other POC	**Centro SCT Tamaulipas**	**Marco Antonio García Castillo**	Avenida América Española No. 273 Col. Centro Cd. Victoria, Tamps., 87189
Other POC	**Centro SCT Tamaulipas**	**Xavier Méndez Lerma**	Avenida América Española No. 273 Col. Centro Cd. Victoria, Tamps., 87189

PAC	**SCT - Caminos y Puentes Federales**	**Ing. Gerardo Javier Saldívar Reyna** Delegado Regional VIII Zona Noreste	Ave. Luis Echeverría No. 575 Col. Aquiles Serdán Reynosa, Tamps., 88540
Co-TWG	**SCT - Caminos y Puentes Federales**	**Ing. Américo Alvarado Linares** Subdelegado de Informática y Telecomunicaciones	Ave. Luis Echeverría No. 575 Col. Aquiles Serdán Reynosa, Tamps., 88540
Co-TWG	**SCT - Caminos y Puentes Federales**	**Lic. Alberto González Káram** Subdelegado de Operación	Ave. Luis Echeverría No. 575 Col. Aquiles Serdán Reynosa, Tamps., 88540
Other POC	**SCT - Caminos y Puentes Federales**	**Manuel Padilla**	Ave. Luis Echeverría No. 575 Col. Aquiles Serdán Reynosa, Tamps., 88540
Other POC	**SCT - Caminos y Puentes Federales**	**Raúl Treviño**	Ave. Luis Echeverría No. 575 Col. Aquiles Serdán Reynosa, Tamps., 88540

PAC	**SCT -Instituto Mexicano del Transporte**	**Ing. Roberto Aguerrebere Salido** Director General	Km. 12 Carretera Querétaro-Galindo Sanfandila Mpio. de Pedro Escobedo Quéretaro, Qro., 76703
TWG	**SCT - Instituto Mexicano del Transporte**	**Dr. Jorge Acha Daza** Jefe de la Unidad de Sistemas Inteligentes de Transporte	Km. 12 Carretera Querétaro-Galindo Sanfandila Mpio. de Pedro Escobedo Quéretaro, Qro., 76703

Mexico - Federal Stakeholders

PAC	**Secretaría de Desarrollo Social (SEDESOL)**	**Arq. José Luis Llovera Abreu** Director General de Desarrollo Urbano y Suelo	Av. Reforma 333, Piso 2 Col. Cuahtémoc México D.F., 06500
Other POC	**Secretaría de Desarrollo Social (SEDESOL)**	**Mtro. Salvador Gómez Rocha** Director General Adjunto Dirección General de Desarrollo Urbano y Suelo	Av. Reforma 333, Piso 2 Col. Cuahtémoc México D.F., 06500
Other POC	**Secretaría de Desarrollo Social (SEDESOL)**	**Mtro. Óscar Muñoz Bravo** Director de Operación Urbana Dirección General de Desarrollo Urbano y Suelo	Av. Reforma 333, Piso 2 Col. Cuahtémoc México D.F., 06500
TWG	**Secretaría de Desarrollo Social (SEDESOL)**	**Lic. Juan Manuel Mondragón** Subdirector de Dictámenes Técnicos Dirección General de Desarrollo Urbano y de Suelo	Av. Reforma 333, Piso 2 Col. Cuahtémoc México D.F., 06500

PAC	**Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)**	**Biol. María del Carmen Caracheo Rangel** Directora de Evaluación del Sector Primario y Servicios	Av. Revolución 1425, Nivel 20 Col. Tlacopac San Ángel México D.F., 01040
Co-TWG	**Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)**	**Biol. Obdulia Torres Vargas** Subdirector del Sector Vías Generales Zona Norte	Av. Revolución 1425, Nivel 20 Col. Tlacopac San Ángel México D.F., 01040
Co-TWG	**Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)**	**Biol. Luis Fernando Mondragón Millán** Subdirector del Sector Vías Generales Zona Norte	Av. Revolución 1425, Nivel 20 Col. Tlacopac San Ángel México D.F., 01040

PAC	**Secretaría de Relaciones Exteriores (SRE)**	**Lic. Sean Carlos Cázares Ahearne** Director General Adjunto para Asuntos Fronterizos Dirección General para América del Norte	Plaza Juárez No. 20, Piso 18 Col. Centro México D.F., 06010
TWG	**Secretaría de Relaciones Exteriores (SRE)**	**Lic. Juan Carlos Rivas García** Subdirector para Desarrollo de Frontera e Infraestructura Dirección General para América del Norte	Plaza Juárez No. 20, Piso 18 Col. Centro México D.F., 06010
Other POC	**Secretaría de Relaciones Exteriores (SRE)**	**Lic. Ana Paula Martínez Garrigós** Jefa de Departamento Dirección General para América del Norte	Plaza Juárez No. 20, Piso 18 Col. Centro México D.F., 06010

PAC	**SRE - Comisión Internacional de Limites y Aguas entre Mexico y EE.UU. (CILA)**	**Dr. Roberto Fernando Salmón Castelo** Comisionado Mexicano	Universidad # 2180 Zona Chamizal Cd. Juárez, Chih., 32310
TWG	**SRE - Comisión Internacional de Limites y Aguas entre Mexico y EE.UU. (CILA)**	**Ing. David Negrete Arroyo** Representante de la CILA en Nuevo Laredo	Av. Guerrero y 15 de Junio Puente Internacional I Lado Ote., Sector Centro Nuevo Laredo, Tamps., 88000

Other POC	**SRE - Consulado General de México en Del Rio**	**Cónsul Ricardo Ahuja Hernández**	2398 Spur 239 P.O. Box 1275 Del Rio, TX, 78841
Other POC	**SRE - Consulado General de México en Eagle Pass**	**Min. Ricardo Santana Velázquez** Cónsul	2252 E. Garrison Street Eagle Pass, TX, 78852

Mexico - Federal Stakeholders

Other POC	**SRE - Consulado General de México en Laredo**	**Lic. Miguel Ángel Isidro Rodríguez** Cónsul	1612 Farragut St. Laredo, TX, 78040
Other POC	**SRE - Consulado General de México en Laredo**	**Cónsul Juan José Martínez de la Rosa**	1612 Farragut St. Laredo, TX, 78040

Texas - Local Stakeholders

Stakeholder	Agency or Entity	Name & Position	Address
PAC	**City of Del Rio**	**Roberto 'Bobby' Fernandez** City Mayor	109 W. Broadway Del Rio, TX, 78840
TWG	**City of Del Rio**	**Robert A. Eads** City Manager	109 W. Broadway Del Rio, TX, 78840
Other POC	**City of Del Rio**	**Fabio Angell** Economic Development Director	109 W. Broadway Del Rio, TX, 78840
Other POC	**City of Del Rio**	**Robert Parker, P.E.** City Engineer/ Public Works Director	114 W. Martin St. Del Rio, TX, 78840
Other POC	**City of Del Rio**	**Margie Montez** Bridge Director	109 W. Broadway Del Rio, TX, 78840
PAC	**City of Eagle Pass**	**Ramsey English Cantu** City Mayor	100 S. Monroe Eagle Pass, TX, 78852
TWG	**City of Eagle Pass**	**Daniel Valenzuela** City Manager	100 S. Monroe Eagle Pass, TX, 78852
Other POC	**City of Eagle Pass**	**Brian Shea** Director of Planning and Community Development	100 S. Monroe Eagle Pass, TX, 78852
Other POC	**City of Eagle Pass**	**Daniel Tijerina** Assistant Director of Planning and Community Development	100 S. Monroe Eagle Pass, TX, 78852
Other POC	**City of Eagle Pass**	**Marga A. Lopez** Director of International Bridges	500 S. Adams St. Ste 1 Eagle Pass, TX, 78852
PAC	**City of Laredo**	**Raul G. Salinas** City Mayor	P.O. Box 579 Laredo, TX, 78042
TWG	**City of Laredo**	**Carlos Villarreal** City Manager	1100 Houston St. PO Box 579 Laredo, TX, 78042
Other POC	**City of Laredo**	**Horacio De Leon** Assistant City Manager	1100 Houston St. PO Box 579 Laredo, TX, 78042
Other POC	**City of Laredo**	**Mario Maldonado** Bridge Manager International Bridge System	11601 FM 1472 Laredo, TX, 78045
PAC	**Laredo Metropolitan Planning Organization**	**Nathan Bratton** Planning Director	1120 San Bernardo Ave. PO Box 579 Laredo, TX, 78042
TWG	**Laredo Metropolitan Planning Organization**	**Vanessa Guerra** Transportation Planner	1120 San Bernardo Ave. PO Box 579 Laredo, TX, 78042
PAC	**Maverick County**	**David Saucedo** County Judge	500 Quarry St., Suite 3 Eagle Pass, TX, 78852

Texas - Local Stakeholders

TWG	**Maverick County**	**Roberto Ruiz** Administrative Assistant to the County Judge	500 Quarry St., Suite 3 Eagle Pass, TX, 78852

PAC	**Val Verde County**	**Laura Allen** County Judge	P.O. Box 4250 Del Rio, TX, 78841
TWG	**Val Verde County**	**Candy Bynum** Administrative Assistant to the County Judge	P.O. Box 4250 Del Rio, TX, 78841

PAC	**Webb County**	**Danny Valdez** County Judge	1000 Houston St., 3rd floor Laredo, TX, 78040
TWG	**Webb County**	**Leroy Medford** County Judge´s Executive Administrator	1000 Houston St., 3rd floor Laredo, TX, 78040

PAC	**Texas Department of Public Safety**	**Major David L. Palmer**	P.O. Box 4087 Austin, TX, 78773
PAC	**Texas Department of Public Safety**	**Captain Jeremy Christopher Nordloh**	1922 South Padre Island Dr. Corpus Christi, TX, 78416
TWG	**Texas Department of Public Safety**	**Lieutenant Rene Garza**	1901 Bob Bullock Loop Laredo, TX, 78043

PAC	**Texas Department of Transportation**	**Melisa Montemayor** Advanced Planning Director Laredo District	1817 Bob Bullock Loop Laredo, TX, 78043
PAC	**Texas Department of Transportation**	**Agustin "Gus" De La Rosa** Director International Relations Office	125 E. 11th Street Austin, TX, 78701
TWG	**Texas Department of Transportation**	**Eduardo Hagert** Special Projects Coordinator International Relations Office	125 E. 11th St. Austin, TX 78701
PAC/TWG	**Texas Department of Transportation**	**Mark Werner, P.E.** Transportation Engineer Rail Division	125 E. 11th St. Austin, TX 78701

Coahuila - Local Stakeholders

Stakeholder	Agency or Entity	Name & Position	Address
Other POC	**Estado de Coahuila de Zaragoza**	**Lic. Jorge Torres López** Gobernador Constitucional del Estado de Coahuila	Palacio de Gobierno, 1er. Piso, Juárez e Hidalgo s/n, Zona Centro Saltillo, Coah., 25000
PAC	**Municipio de Acuña**	**Lic. Alberto Aguirre Villarreal** Presidente Municipal	Palacio Municipal No. 1690 Pte. Col. Aeropuerto Cd. Acuña, Coah., 26000
Co-TWG	**Municipio de Acuña**	**Arq. Gabriel Ramos** Director de Planeación Municipal y Desarrollo Urbano	Palacio Municipal No. 1690 Pte. Col. Aeropuerto Cd. Acuña, Coah., 26000
Other POC	**Municipio de Acuña**	**Arq. Sergio del Villar** Dirección de Planeación y Desarrollo Urbano	Palacio Municipal No. 1690 Pte. Col. Aeropuerto Cd. Acuña, Coah., 26000
Co-TWG	**Municipio de Acuña**	**Lic. José Jorge Ramón Montemayor** Director, Fomento Económico Municipal	Palacio Municipal No. 1690 Pte. Col. Aeropuerto Cd. Acuña, Coah., 26000
PAC	**Municipio de Piedras Negras**	**C.P. Óscar Fernando López Elizondo** Presidente Municipal	Monterrey y Av. 16 de Septiembre S/N Col. Las Fuentes Piedras Negras, Coah., 26010
Co-TWG	**Municipio de Piedras Negras**	**Ing. Fernando Purón Johnston** Director de Planeación, Urbanismo y Obras Públicas	Monterrey y Av. 16 de Septiembre S/N Col. Las Fuentes Piedras Negras, Coah., 26010
Other POC	**Municipio de Piedras Negras**	**Ing. Carlos Bujanda** Dirección de Planeación, Urbanismo y Obras Públicas	Monterrey y Av. 16 de Septiembre S/N Col. Las Fuentes Piedras Negras, Coah., 26010
Other POC	**Municipio de Piedras Negras**	**Ing. César Torres Guerra** Dirección de Planeación, Urbanismo y Obras Públicas	Monterrey y Av. 16 de Septiembre S/N Col. Las Fuentes Piedras Negras, Coah., 26010
Co-TWG	**Municipio de Piedras Negras**	**Ing. Jorge Carranza Aguirre** Director de Fomento Económico Municipal	Blvd. Plaza de las Culturas No. 620 Col. González Piedras Negras, Coah., 26010
Other POC	**Municipio de Piedras Negras**	**Lic. Rebeca González** Dirección de Fomento Económico Municipal	Blvd. Plaza de las Culturas No. 620 Col. González Piedras Negras, Coah., 26010
Other POC	**Municipio de Piedras Negras**	**Ing. Christian Morquecho Aguilar** Dirección de Fomento Económico Municipal	Blvd. Plaza de las Culturas No. 620 Col. González Piedras Negras, Coah., 26010
Other POC	**Secretaría de Infraestructura**	**C.P. María Esther Monsiváis Guajardo** Secretaria	Centro de Gobierno, Carr. 57 y Blvd. Centenario de Torreón s/n, Planta Baja Saltillo, Coah., 25924
Other POC	**Secretaría de Infraestructura**	**Lic.Mauricio Díaz García** Subsecretario de Infraestructura	Centro de Gobierno, Carr. 57 y Blvd. Centenario de Torreón s/n, Planta Baja Saltillo, Coah., 25924

Coahuila - Local Stakeholders

PAC	**Secretaría de Infraestructura**	**Ing. Noé García Riojas** Dirección de Planeación y Proyectos Viales	Centro de Gobierno, Carr. 57 y Blvd. Centenario de Torreón s/n, Planta Baja Saltillo, Coah., 25924
TWG	**Secretaría de Infraestructura**	**Arq. Adela Blanco Ceballos** Coordinadora de Jefes de Proyecto	Centro de Gobierno, Carr. 57 y Blvd. Centenario de Torreón s/n, Planta Baja Saltillo, Coah., 25924
Other POC	**Secretaría de Infraestructura**	**Mónica Lozano** Oficina de la SOPT en Piedras Negras	Carranza 1616 Col. Buena Vista Piedras Negras, Coah.

Nuevo León - Local Stakeholders

Stakeholder	Agency or Entity	Name & Position	Address
Other POC	**Estado de Nuevo León**	**Lic. Rodrigo Medina de la Cruz** Gobernador Constitucional del Estado de Nuevo León	Palacio de Gobierno, planta alta Zaragoza y 5 de Mayo Monterrey, N.L., 64000
PAC	**Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León (CODEFRONT)**	**Lic. Federico Vargas Rodriguez** Director General	José Benítez 1816 Pte. Col. Obispado Monterrey, N.L., 64060
TWG	**Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León (CODEFRONT)**	**Lic. Juan Carlos Gastelum Treviño** Director de Desarrollo de Proyectos	José Benítez 1816 Pte. Col. Obispado Monterrey, N.L., 64060
Other POC	**Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León (CODEFRONT)**	**Lic. Jorge Villarreal Wood** Coordinador General de Desarrollo de Proyectos	José Benítez 1816 Pte. Col. Obispado Monterrey, N.L., 64060
Other POC	**Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León (CODEFRONT)**	**Lic. Alfonso Ramos** Coordinador General de Proyectos	José Benítez 1816 Pte. Col. Obispado Monterrey, N.L., 64060
PAC	**Sistema de Caminos de Nuevo León**	**Lic. Heriberto Treviño Cantú** Director General	Zarco Sur No. 1001, Sur, esquina con Ocampo Col. Centro Monterrey, N.L., 64000
TWG	**Sistema de Caminos de Nuevo León**	**Ing. Víctor Ramón Martínez Trujillo** Director Técnico	Zarco Sur No. 1001, Sur, esquina con Ocampo Col. Centro Monterrey, N.L., 64000
Other POC	**Sistema de Caminos de Nuevo León**	**Ing. Mario Roque Castillo** Coordinador de Planeación, Normatividad y Control	Zarco Sur No. 1001, Sur, esquina con Ocampo Col. Centro Monterrey, N.L., 64000
Other POC	**Sistema de Caminos de Nuevo León**	**Emilio Fernández**	Zarco Sur No. 1001, Sur, esquina con Ocampo Col. Centro Monterrey, N.L., 64000

Tamaulipas - Local Stakeholders

Stakeholder	Agency or Entity	Name & Position	Address
Other POC	**Estado de Tamaulipas**	**Ing. Egidio Torre Cantú** Gobernador Constitucional del Estado de Tamaulipas	15 y 16 Juárez - Palacio de Gobierno - 3er Piso Cd. Victoria, Tamps., 87000
PAC	**Municipio de Nuevo Laredo**	**C.P. Benjamín Galván Gómez** Presidente Municipal	Avenida Guerrero No. 1500 Col. Centro Nuevo Laredo, Tamps., 88000
TWG	**Municipio de Nuevo Laredo**	**Ing. Luis Martínez Llano** Secretario de Obras Públicas, Desarrollo Urbano, Medio Ambiente y Servicios	Avenida Guerrero No. 1500 Col. Centro Nuevo Laredo, Tamps., 88000
Other POC	**Municipio de Nuevo Laredo**	**Ing. Óscar González** Subdirector de Obras Públicas	Avenida Guerrero No. 1500 Col. Centro Nuevo Laredo, Tamps., 88000
PAC	**Municipio de Nuevo Laredo - Instituto Municipal de Investigación, Planeación y Desarrollo Urbano**	**Arq. Carlos Germán De Anda Hernández** Director General	Santa Anita No. 3101, Esquina con Av. Juárez, Col. Madero
TWG	**Municipio de Nuevo Laredo - Instituto Municipal de Investigación, Planeación y Desarrollo Urbano**	**Arq. Gladis González López** Directora de Normatividad y Gestión	Santa Anita No. 3101, Esquina con Av. Juárez, Col. Madero
PAC	**Secretaría de Obras Públicas**	**Ing. Manuel Rodríguez Morales** Secretario	Carretera Victoria - Soto La Marina Km. 6 Cd. Victoria, Tamps., 87130
TWG	**Secretaría de Obras Públicas**	**Arq. Vicente Saint Martín Ochoa** Director de Planeación	Carretera Victoria - Soto La Marina Km. 6 Cd. Victoria, Tamps., 87130
Other POC	**Secretaría de Obras Públicas**	**Arq. Andrés Velázques Quiñones** Jefe del Depto de Infraestructura Concesionada Dirección General de Planeación	Carretera Victoria - Soto La Marina Km. 6 Cd. Victoria, Tamps., 87130

United States / Mexico - Rail Stakeholders

Stakeholder	Company	Name & Position	Address
Other POC	**BNSF Railway Company**	**Nathan Asplund** Assistant Vice President BNSF Mexico Business	2650 Lou Menk Drive Fort Worth, TX, 76131
PAC	**BNSF Railway Company**	**James Nadalini** Director of Public Private Partnerships	2650 Lou Menk Drive Fort Worth, TX, 76131
TWG	**BNSF Railway Company**	**Frank P. Hernandez** General Director of Transportation, U.S./Mexico Operations	San Luis Potosí, SLP
PAC / TWG	**Ferrocarril Mexicano S.A. de C.V.**	**Ing. Guillermo García Ávila** Gerente de Puertos y Fronteras	Bosque de Ciruelos No. 99, Col. Bosques de las Lomas México D.F., 11700
Other POC	**Ferrocarril Mexicano S.A. de C.V.**	**C.P. Jorge Antonio Ruiz Mata** Gerente de Terminal en Piedras Negras	Zaragoza y Estudio S/N Nueva Estación del FFCC Piedras Negras, Coah., 26000
PAC	**Kansas City Southern de Mexico, S.A. de C.V.**	**Edgar Guillaumin Ireta** AVP Right of Way Protection and Corporate Affairs	Av. Manuel L. Barragán No. 4850 Norte Col. Hidalgo Monterrey, N.L., 64290
TWG	**Kansas City Southern de Mexico, S.A. de C.V.**	**Dr. Vladimir J. Robles Garza** Gerente de Relaciones Institutcionales / Zona Norte	Av. Manuel L. Barragán No. 4850 Norte Col. Hidalgo Monterrey, N.L., 64290
PAC / TWG	**Kansas City Southern Railway Company (represented by Baker & Miller PLLC)**	**Robert A. Wimbish** Senior Counsel	2401 Pennsylvania Ave., NW, Suite 300 Washington, DC, 20037
PAC / TWG	**Union Pacific Railroad**	**Ivan Jaime** Director of Border Policy and Community Affairs	1711 Quintana Road San Antonio, TX, 78211

United States / Mexico - Border Partners

Company or Entity
Association of Laredo Forwarding Agents, Inc.
Best/White LLC
Border Legislative Conference
The Border Trade Alliance
City of San Angelo
Gobierno del Estado de Nuevo León - Secretaría de Desarrollo Ecónomico
Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Urbano y Medio Ambiente
Jose D. Gonzalez LCB
IBC Bank
Laredo Licensed U.S. Customs Brokers Association
Maverick County Development Corporation
Municipio de Nuevo Laredo - Instituto para la Competitividad y el Comercio Exterior (ICCE)
North America's SuperCorridor Coalition, Inc (NASCO)
North American Development Bank
Northern Engineering
Ports-to-Plains Corridor Coalition
Presidencia de la República
Project 45 / DD Hachar Trust
Proyecto 45 / GEMCO Agencia Aduanal
Texas Border Coalition
Texas Center for Border Economic and Enterprise Development (Texas A&M International University)
Texas Secretary of State
U.S. Congressman Henry Cuellar

APPENDIX C

WORK PLAN

THE STATE OF TEXAS §

THE COUNTY OF TRAVIS §

INTERAGENCY COOPERATION CONTRACT

THIS CONTRACT is entered into by and between the State agencies shown below as Contracting Parties under the authority granted and in compliance with the provisions of Chapter 771 of the Government Code.

I. CONTRACTING PARTIES:

The Receiving Agency — Texas Department of Transportation

The Performing Agency — The University of Texas at Austin
Center for Transportation Research

II. STATEMENT OF SERVICES TO BE PERFORMED: The Performing Agency shall undertake and carry out services described in **Attachment A**, Scope of Services.

III. CONTRACT PAYMENT: The total amount of this contract shall not exceed $375,000 and shall conform to the provisions of **Attachment B**, Budget. Payments shall be billed monthly.

IV. TERM OF CONTRACT: Payment under this contract beyond the end of the current fiscal biennium is subject to availability of appropriated funds. If funds are not appropriated, this contract shall be terminated immediately with no liability to either party. This contract begins when fully executed by both parties and terminates May 31, 2011.

V. THE AGREEING PARTIES certify that:

1. The services specified above are necessary and essential for activities that are properly within the statutory functions and programs of the affected agencies of State Government.
2. The proposed arrangements serve the interest of efficient and economical administration of the State Government.
3. The services or resources agreed upon are not required by Article XVI, Section 21 of the Constitution of Texas to be supplied under contract given to the lowest responsible bidder.

VI. **LEGAL AUTHORITY:**

The Receiving Agency further certifies that it has the authority to request the above services by authority granted in Texas Transportation Code, Section 201.103.

The Performing Agency further certifies that it has the authority to perform the services by authority granted in Texas Education Code, Chapter 67

This contract incorporates the provisions of **Attachment A,** Scope of Services**, Attachment B,** Budget**,** and **Attachment C,** General Terms and Conditions.

THE UNDERSIGNED PARTIES bind themselves to the faithful performance of this contract.

THE RECEIVING AGENCY Texas Department of Transportation	**THE PERFORMING AGENCY** Center for Transportation Research University of Texas at Austin
BY:	BY:
Janice Mullenix Director of Contract Services	Susan Sedwick Director, Office of Sponsored Projects
DATE	DATE

ATTACHMENT A

Interagency Cooperation Contract
Scope of Services

The Laredo-Nuevo Leon/Tamaulipas/Coahuila Border Master Plan (Border Master Plan) is a binational effort to coordinate planning and projects (a) at land Ports of Entry (POE) and (b) for transportation infrastructure serving those POEs in the Laredo-Nuevo Leon/Tamaulipas/Coahuila border region. More specifically, the objectives of the Border Master Plan are to:

- Design a stakeholder agency involvement process that will be inclusive and ensure the participation of all involved in POE projects and the transportation infrastructure serving those POEs.
- Increase the understanding of the POE and transportation planning processes on both sides of the border.
- Develop and implement a plan for prioritizing and promoting POE and related transportation projects, including evaluation criteria and rankings over the short, medium, and long term.
- Establish a process to ensure continued dialogue among federal, state, regional, and local stakeholder agencies in Texas and Mexico to ensure continued coordination on current and future POE and supporting transportation infrastructure needs and projects.

This study will be conducted in two phases as follows:

- Phase 1 will consist of Task 1
- Phase 2 will consist of Tasks 2 to 8.

Support for the development of the Border Master Plan will result in a stakeholder outreach plan being finalized. Phase 2 will only proceed given the support of the stakeholder agencies in the U.S. and Mexico border region for the development of the Border Master Plan. To assist in this effort, a similar model as the California-Baja California Border Master Plan will be adopted in the formation of a Policy Advisory Committee (PAC) – consisting of executive level managers, and a Technical Working Group (TWG) – consisting of senior technical staff, recruited from each of the participating stakeholder agencies.

The Performing Agency shall coordinate with the Receiving Agency for select tasks to be activated prior to starting any work on this contract. Once the task or subtask has been identified, the Receiving Agency will issue a Notice to Proceed.

Phase 1 of the Border Master Plan

Task 1: Establish Stakeholder Agency Participation and Commitment
Estimated Cost: $45,000

The Performing Agency has identified a preliminary list of stakeholder agencies involved in POE and transportation planning and implementation on the border in Texas and Mexico (Exhibit A). The Performing Agency shall survey executive level managers at the stakeholder agencies to determine:

- level of support for the Border Master Plan,
- issues or concerns about development of the Border Master Plan
- anticipated commitment to, and involvement in, the development of the Border Master Plan – executive level managers and senior technical staff,
- anticipated staff resources devoted to the development of the Border Master Plan,
- feasibility of developing the Border Master Plan using the same methodology as adopted by the San Diego Association of Governments Service Bureau in the development of the California-Baja California Border Master Plan,
- if any stakeholder agencies have been omitted,
- appropriate communications protocol and methodology for sharing information with all stakeholder agencies (interactive web space, mail, e-mail, faxes, telephone, etc.).

Deliverables for Phase 1. The Performing Agency shall:

- Compile a document detailing the work performed and findings.
- Prepare a revised work plan for Phase 2 given support for the development of the Border Master Plan.

If the survey results indicate a lack of support, the study will be discontinued.

Phase 2 of the Border Master Plan

Task 2: Conduct First Stakeholder Meetings
Estimated Cost: $45,000

Task 2.1 Policy Advisory Committee (PAC) Meeting
During the first stakeholder PAC meeting, the Performing Agency shall:

- Review the objectives of the study, and list any issues or concerns resulting from the administered survey regarding the study, the process or the objectives of the study.
- Request assistance from the PAC in defining the study area
- Review and consult the stakeholders as to the appropriateness of adopting the approach followed in the California-Baja California Border Master Plan that identified an "Area of Influence" and a "Focused Study Area".
- Seek stakeholder input and commitment as to the number of years that constitute a short, mid and long term framework.
- Review the proposed work plan with the PAC.
- Facilitate discussion to resolve issues or concerns.
- Finalize the membership of the TWG.

Task 2.2 Technical Working Group (TWG) Meeting
During the first TWG stakeholder meeting, the Performing Agency shall:

- Share the outcome of the first stakeholder PAC meeting.
- Review (a) the agreed objectives of the study, (b) the defined study area and focus, and planning horizon, and (c) the agreed work plan with the TWG members.
- Impress upon the TWG members the importance of obtaining sufficient information on each of the planned projects and initiatives to ensure the consideration and prioritization of a comprehensive list of planned projects in Task 6.

Task 3: Analyze Data, Consultancy Reports, and Documentation
Estimated Cost: $100,000

The following sub-tasks will be conducted simultaneously by Performing Agency where appropriate to expedite the study.

Task 3.1: Obtain Data and Review Consultancy Reports

Task 3.1.1 The Performing Agency shall obtain and analyze current and forecasted data to provide a socio-economic and demographic profile of the study area in terms of:

- current and projected population
- employment
- income
- land use

Task 3.1.2 The Performing Agency shall develop a detailed inventory of all transportation facilities serving the POEs in the study area. To facilitate comparison with the California-Baja California Border Master Plan, the

Performing Agency shall collect, at a minimum, the following descriptive and performance data for the current and forecasted year:

- number of lanes
- average annual daily traffic (AADT)
- peak period traffic volumes
- share of truck traffic
- Level of Service (LOS)

The Performing Agency shall verify whether the data is still accurate and relevant. The collected information will be tabled and summarized by POE.

Task 3.1.2 The Performing Agency shall develop a detailed inventory of the POEs. The Performing Agency shall collect, at a minimum, the following descriptive and performance data for the current and forecasted year:

- description of the current facility configuration and planned improvements
- hours of operation
- current staffing levels and patterns
- wait times
- crossing and transportation volumes (i.e., pedestrians, trucks, trains, and buses)

Task 3.1.3 The Performing Agency shall review and synthesize information contained in consultancy reports in terms of current POE and transportation capacities as well as future demand and needs. A number of the consultancy reports have forecasted crossing and transportation volumes (i.e., passenger vehicle, truck, rail, pedestrian, and bus crossings), as well as wait times. Specifically, the current and projected population and socio-economic data in the border area included in these studies will be reviewed to determine if estimated demand and needs are robust. The information included in these studies will be used to verify and supplement information obtained.

Task 3.2: Document Planning Process and Review Planning Documents

Task 3.2.1 The Performing Agency shall review the relevant planning documents of those agencies responsible for planning and implementing POE projects, including how transportation projects and POE infrastructure needs are prioritized, funding sources, public participation, and interagency coordination efforts. To the extent that information is available, the Performing Agency shall document and summarize the planning processes. Interviews will be conducted with knowledgeable TWG members to supplement and verify information, as well as assist in those cases where information is not available.

Task 3.2.2 The Performing Agency shall inventory the identified POE and transportation projects in the study area included in the various planning documents. The developed inventory will be shared with individual members of the TWG to ensure that the project data is accurate and up to date and to ensure that no projects have been omitted. To facilitate comparison with the California-Baja California Border Master Plan, the following minimum information will be collected for the transportation facility and POE projects.

For the transportation facility projects, the collected data will include:

- project location,

- description of the current facility configuration and planned improvements,
- Level of Service (LOS),
- Annual Average Daily Traffic (AADT) before and after project completion (2030),
- accident rate, direct or indirect linkage to POE,
- truck volumes or share,
- year the project becomes operational,
- current phase of the project,
- cost data and funding status, and,
- a qualitative assessment of environmental, community and economic benefits of the project.

For the planned POE projects, the following data will be collected:

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

The Performing Agency shall document any gaps or inconsistencies in the projects and project schedules in the planning and implementation of POE and transportation infrastructure projects serving POEs.

Projects in early stages of conceptualization will be identified and inventoried. If limited information and data are available for these projects, then these projects will be listed for consideration in future updates of the Border Master Plan.

Task 4: Conduct Second Stakeholder Meetings
Estimated Cost: $40,000

Task 4.1: Technical Working Group (TWG) Meeting

The Performing Agency will share its analyses in terms of the documented planning processes and the identified project inventory with the TWG for discussion and comment. All comments and suggestions will be discussed and incorporated as appropriate before the material is presented to the PAC (see sub-task 4.2).

Task 4.2: Policy Advisory Committee (PAC) Meeting

The Performing Agency will share its revised analyses in terms of the documented planning processes and the identified project inventory with the PAC for discussion and comment. An updated analyses considering the comments received from the TWG will be presented to the PAC for discussion and comment. All comments and suggestions will be discussed and incorporated as appropriate.

Task 5: Conduct Stakeholder Workshops
Estimated Cost: $ $65,000

Task 5.1: Delphi Method Workshop with TWG Members

The Performing Agency shall facilitate a one day Delphi method workshop with the TWG members to reach consensus on the criteria, scores, and weights that will be used in a Multi-Attribute Criteria framework by the Performing Agency to subsequently rank individual projects.

The workshop will be conducted using Classroom Performance System (CPS) technology. During the workshop the Performing Agency shall:

- Explain the objectives and format of the workshop
- Present and review the California-Baja California Master Plan project evaluation criteria, scores and weights
- Facilitate the scoring process using CPS voting technology
- Moderate the discussion to explore the consistencies and discrepancies in the responses.
- Repeat the Delphi process until consensus is reached or until the ratings do not alter from one voting round to the next.

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

Task 5.2: Stakeholder Workshop with PAC Members

During the workshop the Performing Agency shall:

- Present for approval the proposed evaluation criteria, scores, and weights developed in consultation with the TWG members
- Discuss comments or concerns until the PAC endorses the proposed criteria or reaches consensus on the revised criteria that will be used to rank the individual projects.

Task 6: Rank Priority Projects
Estimated Cost: $25,000

The Performing Agency shall rank the individual POE and associated transportation infrastructure projects using a multi-attribute criteria methodology comprising the agreed upon evaluation criteria, scores, and weights determined by the TWG and approved by the PAC (see Task 5).

Task 7: Finalize Documentation
Estimated Cost: $40,000

Task 7.1 The Performing Agency shall prepare a draft Border Master Plan report and submit to the TWG members for review and comment.

Task 7.2 Upon the Performing Agency's incorporation of the comments and suggestions of the TWG, the draft final Border Master Plan will be submitted to the PAC for approval.

The Performing Agency will summarize the individual projects by POE and project ranking. The projects can also be tabled by a number of other dimensions:

- individual project rankings,
- geographic unit (e.g., U.S.-Mexico, County-Municipality, etc.),
- project type (e.g., infrastructure, interchange, operational, information, etc.),
- mode addressed (passenger vehicles, trucks, buses, rail, pedestrian, etc.),
- timeframe (short, medium, and long term), and
- estimated funding (i.e., project cost).

These dimensions will be discussed with the Receiving Agency to determine the need for summarizing the information in a different format in Appendices to the document. Any discrepancies or inconsistencies in the planned projects and/ or project schedules will be highlighted.

Task 7.3 The Performing Agency shall design a brochure listing the high priority projects as an easy to reference guide that can be used by stakeholders in the region to promote the priority projects in the binational region and to motivate for additional funding. Both the final document and brochure will be available in English and Spanish.

Task 7.4 The Performing Agency shall develop a process to ensure continued dialogue among federal, state, regional, and local stakeholders in Texas and Mexico to ensure continued coordination on current and future POE and supporting transportation infrastructure needs and projects.

Task 8: Disseminate Study Findings
Estimated Cost: $20,000

Upon the approval of the Border Master Plan and brochure by the PAC, the Performing Agency shall develop a Power Point presentation to disseminate information about the study findings to institutions and organizations that promote the coordination of planning and implementation of POE and related transportation facilities on the southern border. Possible organizations for presentations include the U.S. Joint Working Committee, the U. S. Mexico Binational Group on Bridges and Border Crossings, the Border Liaison Mechanism Technical Commission, the Border Trade Advisory Committee, and the United States-Mexico Border Governors Conference.

Deliverables for Phase 2. The Performing Agency shall develop:

- the Border Master Plan Report
- an easy-to reference brochure listing the highest priority projects included in the Border Master Plan
- a Power Point Presentation

Exhibit A

The table below shows a comparative list of agencies involved in POE and transportation planning and implementation on the border in Texas and Mexico. Specific function and jurisdiction of agencies in one country may not always fully correspond to those of the other.

Federal
▪ U.S. Department of State (DOS) ▪ U.S. Customs and Border Protection (CBP) ▪ U.S. General Services Administration (GSA) ▪ U.S. Federal Highway Administration (FHWA) ▪ U.S. Trade and Development Agency (USTDA) ▪ Secretariat of Foreign Relations (Secretaría de Relaciones Exteriores, SRE) ▪ Secretariat of Communications and Transportation (Secretaría de Comunicaciones y Transportes, SCT) ▪ Secretariat of Social Development (Secretaría de Desarrollo Social, SEDESOL) ▪ General Customs Administration (SHCP – Administración General de Aduanas) ▪ Secretariat of Environment and Natural Resources (Secretaria del Medio Ambiente y Recursos Naturales, SEMARNAT) ▪ Institute of Administration and Estimates of National Real Estate (SFP- Instituto de Administración y Avalúos de Bienes Nacionales, INDAABIN) ▪ Secretariat of Economy (Secretaria de Economia, SE) ▪ Federal Roads and Bridges (Caminos y Puentes Federales, CAPUFE) ▪ Secretariat of Tourism (Secretaria de Turismo, SECTUR)
State
▪ Texas Department of Transportation ▪ Texas Commission on Environmental Quality ▪ Secretary of State – Texas Border and Mexican Affairs Section ▪ State Governments ▪ SCT Regional Centers ▪ SEDESOL Regional Delegations ▪ Secretariat of Public Works (Secretaría de Obras Públicas) - Nuevo Leon, Tamaulipas, and Coahuila ▪ SEMARNAT's Federal Delegation (only in Tamaulipas) ▪ INDAABIN's Regional North-East Delegation (Nuevo León) ▪ SE's Regional Delegation ▪ CAPUFE's Regional Delegations ▪ SECTUR's Regional Delegations ▪ Codefront Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León ▪ Regional Integration Program of North Eastern Mexican States with the State of Texas (INVITE)

Local	
▪ International Governmental Issues Committee ▪ City of Laredo Metropolitan Planning Organization ▪ City of Del Rio ▪ City of Eagle Pass ▪ City of Laredo ▪ Dimmit County ▪ Duval County ▪ Kinney County ▪ La Salle County ▪ Maverick County	▪ Val Verde County ▪ Webb County ▪ Zavala County ▪ City of Nuevo Laredo ▪ City of Monterrey ▪ City of Piedras Negras ▪ City of Acuña ▪ SRE local offices (ie. International Limits) ▪ Other Municipalities
Private / Trade Groups	
▪ Union Pacific Railroad (Laredo) ▪ BNSF Railroad (Eagle Pass) ▪ Kansas City Southern Railroad (Laredo) ▪ Laredo Development Foundation	▪ Kansas City Southern de México (Nuevo Laredo) ▪ Transportación Ferroviaria Mexicana (TFM) ▪ Ferrocarril Mexicano (FXE – Ferromex)

Attachment B
Laredo Region Border Master Plan
Estimated Budget FY 2009 - 2010

	Performing Agency #				
	Est. Staff Months	Monthly Rates	Line Item Total	Category Subtotals	Total Est. Cost
PERSONNEL					
Direct Costs					
Salaries and Wages - Regular Time					
Project Manager	9.00	$ 9,623.00	$ 86,607.00		
Senior Research Engineer	3.00	$ 10,056.00	$ 30,168.00		
Senior Research Engineer	1.00	$ 15,313.00	$ 15,313.00		
Research Associate	3.00	$ 5,517.00	$ 16,551.00		
Research Associate	6.00	$ 4,432.00	$ 26,592.00		
Research Associate	3.00	$ 5,044.00	$ 15,132.00		
Bilingual Administrative Associate	2.00	$ 4,402.00	$ 8,804.00		
Sub Total Faculty & Staff	**27.00**			**$ 199,167.00**	
Graduate Research Assistant	12.00	$ 2,346.00	$ 28,152.00		
Sub Total Grad Students	**12.00**			**$ 28,152.00**	
Total Salary and Wages					**$ 227,319.00**
Fringe Benefits					
Health Benefits					
Project Manager	9.00	$ 493.00	$ 4,437.00		
Senior Research Engineer	3.00	$ 369.00	$ 1,107.00		
Senior Research Engineer	1.00	$ 369.00	$ 369.00		
Research Associate	3.00	$ 562.00	$ 1,686.00		
Research Associate	6.00	$ 185.00	$ 1,110.00		
Research Associate	3.00	$ 687.00	$ 2,061.00		
Bilingual Administrative Associate	2.00	$ 369.00	$ 738.00		
Graduate Research Assistant	12.00	$ 368.00	$ 4,416.00		
Other Fringe Benefits					
Project Manager	9.00	$ 1,454.00	$ 13,086.00		
Senior Research Engineer	3.00	$ 1,610.00	$ 4,830.00		
Senior Research Engineer	1.00	$ 2,610.00	$ 2,610.00		
Research Associate	3.00	$ 809.00	$ 2,427.00		
Research Associate	6.00	$ 487.00	$ 2,922.00		
Research Associate	3.00	$ 751.00	$ 2,253.00		
Bilingual Administrative Associate	2.00	$ 678.00	$ 1,356.00		
Graduate Research Assistant	12.00	$ 8.36	$ 100.00		
Total Fringe Benefits					**$ 45,508.00**

TRAVEL AND PER DIEM

	Number of Round Trips	Miles per Round Trip	Number of Days	Number of People	No. of Miles or Days	Current State Rates	Line Item Total
Mileage	13	941			12,232	$ 0.550	$ 6,728.00
Meals	17		28	29	130	$ 36.00	$ 4,680.00
Lodging	17		28	29	130	$ 85.00	$ 11,050.00
Airfare	4			1	4	$ 500.00	$ 2,000.00

Total Travel and Per Diem					**$ 24,458.00**
Subcontractor/Consultant					
Simultaneous Translators			$ 35,000.00		
Spanish Editor			$ 5,000.00		
Total Subcontract / Consultant					**$ 40,000.00**
Other Operating Expenses					
Telephone			$ 1,355.00		
Reproduction/Printing			$ 3,255.00		
Other			$ 2,650.00		
Subtotal Other Operating Expenses				**$ 7,260.00**	
Subtotal Other Operating Expenses (No Indirect)				**$ -**	
Total Other Operating Expenses					**$ 7,260.00**
Total Direct Costs					**$ 344,545.00**
Total Eligible for Indirect Cost				**$ 304,545.00**	
Total Indirect Costs	**10%**				**$ 30,455.00**
TOTAL Costs (Direct plus Indirect Costs)					**$ 375,000.00**

ATTACHMENT C
Interagency Cooperation Contract
General Terms and Conditions

Article 1. Amendments
This contract may only be amended by written agreement executed by both parties prior to the expiration of the contract.

Article 2. Records and Ownership
A. The Performing Agency agrees to maintain all books, documents, papers, accounting records, and other evidence pertaining to costs at its office during the contract period and for four years from the date of final payment under the contract. These materials shall be made available for inspection and copying by the Receiving Agency, by the State Auditor's Office, and by their authorized representatives. If the contract is federally funded, these materials shall also be made available for inspection and copying by the U.S. Department of Transportation and by the Office of the Inspector General.

B. After completion or termination of this contract, all documents prepared by the Performing Agency or furnished to the Performing Agency by the Receiving Agency shall be delivered to and become the property of the Receiving Agency. All sketches, photographs, calculations, and other data prepared under this contract shall be made available, on request, to the Receiving Agency without restriction or limitation of further use.

C. The Receiving Agency shall own all title to, all interests in, and all rights to all intellectual property (including copyrights, trade and service marks, trade secrets, and patentable devices or methods) arising from or developed under this contract.

D. Except to the extent that a specific provision of this contract states to the contrary, all equipment purchased by the Performing Agency or its subcontractors under this contract shall be owned by the Receiving Agency and will be delivered to the Receiving Agency at the time the contract is completed or terminated.

Article 3. Performing Agency Resources
All employees of the Performing Agency shall have adequate knowledge and experience to enable them to perform the duties assigned to them. The Performing Agency certifies that it currently has adequate qualified personnel in its employ to perform the work required under this contract or will be able to obtain adequate qualified personnel from sources other than the Receiving Agency. On receipt of written notice from the Receiving Agency detailing supporting factors and evidence, the Performing Agency shall remove from the project any employee of the Performing Agency who is incompetent or whose conduct becomes detrimental to the work. Unless otherwise specified, the Performing Agency shall furnish all equipment, materials, supplies, and other resources required to perform the work.

Article 4. Notice to Proceed
If Attachment A requires a notice to proceed, the Performing Agency shall not proceed with any work or incur any costs until the Receiving Agency issues a written notice to the Performing Agency authorizing work to begin. Any costs incurred by the Performing Agency before receiving the notice are not eligible for reimbursement.

Article 5. Additional Work
A. If the Performing Agency is of the opinion that any assigned work is beyond the scope of this contract and constitutes additional work, it shall promptly notify the Receiving Agency in writing. The written notice shall present the relevant facts and show how the work constitutes additional work.

B. If the Receiving Agency in its sole discretion finds that the work does constitute additional work, the Receiving Agency shall so advise the Performing Agency and a written amendment will be executed. The Performing Agency shall not perform any proposed additional work or incur any additional costs before the execution of an amendment.

C. The Receiving Agency shall not be responsible for actions by the Performing Agency or for any costs incurred by the Performing Agency relating to additional work that is performed before an amendment is executed or that is outside the scope of the contract, as amended.

Article 6. Nonconforming Work
If the Performing Agency submits work that does not comply with the terms of this contract, the Receiving Agency shall instruct the Performing Agency to make any revisions that are necessary to bring the work into compliance with the contract. No additional compensation shall be paid for this work.

Article 7. Conflict of Interest
The Performing Agency shall not assign an employee to a project if the employee:
1. owns an interest in or is an officer or employee of a business entity that has or may have a contract with the state relating to the project;
2. has a direct or indirect financial interest in the outcome of the project;
3. has performed services regarding the subject matter of the project for an entity that has a direct or indirect financial interest in the outcome of the project or that has or may have a contract with the Receiving Agency; or
4. is a current part-time or full-time employee of the Receiving Agency.

Article 8. Disputes
The Performing Agency shall be responsible for the settlement of all contractual and administrative issues arising out of procurements entered in support of contract services. The Receiving Agency shall be responsible for the settlement of any dispute concerning this contract unless the dispute involves a subcontract.

Article 9. No Assignment
Neither party shall assign, sublet, or transfer any interest in this agreement.

Article 10. Remedies
This agreement shall not be considered as specifying the exclusive remedy for any default, but either party may avail itself of any remedy existing at law or in equity, and all remedies shall be cumulative.

Article 11. Subcontracts
A subcontract may not be executed by the Performing Agency without prior written authorization by the Receiving Agency. Subcontracts in excess of $25,000 shall contain all applicable terms and conditions of this contract. No subcontract will relieve the Performing Agency of its responsibility under this contract.

Article 12. Gratuities
Any person who is doing business with or who reasonably speaking may do business with the Receiving Agency under this contract may not make any offer of benefits, gifts, or favors to employees of the Receiving Agency. The only exceptions allowed are ordinary business lunches and items that have received the advanced written approval of the Executive Director of the Texas Department of Transportation.

Article 13. Termination
This contract may be terminated by satisfactory completion of all services and obligations contained in this contract, by mutual written agreement, or by either party unilaterally after 30 days' written notice to the other party. The Receiving Agency shall compensate the Performing Agency only for those eligible expenses that are incurred during this contract and that are directly attributable to the completed portion

of the work covered by this contract and only if the work has been completed in a manner satisfactory and acceptable to the Receiving Agency. The Performing Agency shall neither incur nor be reimbursed for any new obligations after the effective date of termination.

Article 14. Basis for Calculating Reimbursement Costs
The Receiving Agency will reimburse the Performing Agency for actual costs incurred in carrying out the services authorized in Attachment A, Scope of Services, subject to the cost categories and estimated costs set forth in Attachment B, Budget. The Receiving Agency shall compensate the Performing Agency for only those eligible expenses incurred during this contract that are directly attributable to the completed portion of the work covered by this contract, provided that the work has been completed in a manner satisfactory and acceptable to the Receiving Agency. The Performing Agency shall not incur or be reimbursed for any new obligations after the effective date of termination. The Performing Agency shall bill the Receiving Agency for actual travel expenses, not to exceed the limits reimbursable under state law. Out-of-state or out-of-country travel by the Performing Agency requires prior approval by the Receiving Agency.

Article 15. Funding
The Receiving Agency shall pay for services from appropriation items or accounts of the Receiving Agency from which like expenditures would normally be paid. Payments received by the Performing Agency shall be credited to the current appropriation items or accounts from which expenditures of that character were originally made. If for any reason subcontractors and suppliers, if any, are not paid before the Receiving Agency reimburses the Performing Agency for their services, the Performing Agency shall pay the subcontractors and suppliers all undisputed amounts due for work no more than 10 days after the Performing Agency receives payment for the work unless a different time is specified by law. This requirement also applies to all lower-tier subcontractors and suppliers and must be incorporated in all subcontracts. If the Performing Agency fails to comply with this Article, the Receiving Agency may withhold payments and suspend work until the subcontractors and suppliers are paid. The Performing Agency is authorized to submit requests for reimbursement no more frequently than monthly and no later than 120 days after costs are incurred.

Article 16. Reference to Costs Principles and Circulars
Reimbursement with state or federal funds will be limited to costs determined to be reasonable and allowable under cost principles established in OMB Circular A-21, "Cost Principles for Educational Institutions," or OMB Circular A-87, "Cost Principles for State and Local Governments." The parties shall comply with the requirements of the Single Audit Act of 1984, P.L. 98-502, ensuring that the single audit report includes the coverage stipulated in OMB Circular A-133.

Article 17. Authority of State Auditor
The state auditor may conduct an audit or investigation of any entity receiving funds from the state directly under the contract or indirectly through a subcontract under the contract. Acceptance of funds directly under the contract or indirectly through a subcontract under this contract acts as acceptance of the authority of the state auditor, under the direction of the legislative audit committee, to conduct an audit or investigation in connection with those funds. An entity that is the subject of an audit or investigation must provide the state auditor with access to any information the state auditor considers relevant to the investigation or audit.

Article 18. Compliance with Laws
The parties shall comply with all federal, state, and local laws, statutes, ordinances, rules, and regulations and with the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of this agreement. After receiving a written request from the Receiving Agency, the Performing Agency shall furnish the Receiving Agency with satisfactory proof of its compliance with this Article.

Article 19. Procurement and Property Management Standards
The parties shall adhere to the procurement standard established in 49 CFR §18.36 and with the property management standard established in 49 CFR §18.32.

Article 20. Noncollusion
The Performing Agency warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Performing Agency, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon or resulting from the award or making of this Agreement. If the Performing Agency breaches or violates this warranty, the Texas Department of Transportation shall have the right to annul this Agreement without liability or, in its discretion, to deduct from the Agreement price or consideration, or otherwise recover the full amount of such fee, commission, brokerage fee, contingent fee, or gift.

Article 21. Lobbying Certification
In executing this agreement, each signatory certifies that:

a. No federal appropriated funds have been paid or will be paid by or on behalf of the parties to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
b. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with federal contracts, grants, loans, or cooperative agreements, the signatory for the Performing Agency shall complete and submit the federal Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
c. The parties shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This statement is a material representation of fact upon which reliance was placed when this agreement was made or entered into. Submission of this statement is a prerequisite for making or entering into this agreement imposed by Title 31 U.S.C. §1352. Any person who fails to file the required statement shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each failure.

By executing this agreement, the parties affirm this lobbying certification with respect to the Project and affirm this certification of the material representation of facts upon which reliance will be made.

Article 22. Equal Employment Opportunity
The Performing Agency agrees to comply with Executive Order 11246, entitled “Equal Employment Opportunity,” as amended by Executive Order 11375 and as supplemented by Department of Labor regulations, 41 CFR Part 60. The Performing Agency agrees to consider minority universities for subcontracts when the opportunity exists. The Performing Agency warrants that it has developed and has on file appropriate affirmative action programs as required by applicable rules and regulations of the Secretary of Labor.

Article 23. Nondiscrimination

A. The Performing Agency shall comply with the regulations of the U.S. Department of Transportation relating to nondiscrimination in federally-assisted programs, including 49 CFR, Part 21; 23 CFR Chapter 1, Subchapter C; and 41 CFR, Parts 60 (the Regulations).

B. The Performing Agency, with regard to the work performed during this agreement, shall not discriminate on the basis of race, color, sex, national origin, age, religion, or disability in the selection and retention of subcontractors, including procurements of materials and leases of equipment.

C. In all solicitations either by competitive bidding or negotiation made by the Performing Agency for work to be performed under a subcontract, including procurements of materials and leases of equipment, but not including routine purchase orders, each potential subcontractor or supplier shall be notified by the Performing Agency of the Performing Agency's obligations under this agreement and the Regulations.

D. The Performing Agency shall provide all information and reports required by the Regulations and directives issued under the Regulations and shall permit access to its books, records, accounts, other sources of information, and facilities as may be determined by the Texas Department of Transportation or the U.S. Department of Transportation to be pertinent to ascertain compliance with the Regulations or directives. If any information required of the Performing Agency is in the exclusive possession of another who fails or refuses to furnish this information, the Performing Agency shall so certify to the Texas Department of Transportation or the U.S. Department of Transportation, whichever is appropriate, and shall set forth what efforts the Performing Agency has made to obtain the requested information.

E. In the event of the Performing Agency's noncompliance with the nondiscrimination provision of this agreement, the Texas Department of Transportation shall impose such sanctions as it or the U.S. Department of Transportation may determine to be appropriate.

F. The Performing Agency shall include the provisions of paragraphs A through E in every subcontract, including procurements of materials and leases of equipment, except routine purchase orders, unless exempt by the Regulations or directives. The Performing Agency shall take such lawful action with respect to any subcontract or procurement as the Texas Department of Transportation may direct as a means of enforcing these provisions, including sanctions for noncompliance. In the event the Performing Agency becomes involved in or is threatened with litigation with a subcontractor or supplier as a result of directions given by the Receiving Agency, the Performing Agency may request the Texas Department of Transportation to enter into the litigation to protect the interests of the State. In addition, the Performing Agency may request the United States to enter into litigation to protect the interests of the United States.

Article 24. Notices

All notices to either party shall be delivered personally or sent by certified U.S. mail, postage prepaid, addressed to that party at the following address:

Performing Agency:	**Receiving Agency:**
Center for Transportation Research The University of Texas at Austin Attn: Lisa Cramer 3208 Red River Street Austin, Texas 78705	Texas Department of Transportation Office of International Relations Attn: Gus De la Rosa P.O. Box 149217 Austin, Texas 78714 - 9217

All notices shall be deemed given on the date delivered in person or deposited in the mail. Either party may change the above address by sending written notice of the change to the other party. Either party may request in writing that notices shall be delivered personally or by certified U.S. mail, and that request shall be carried out by the other party.

APPENDIX D

POLICY ADVISORY COMMITTEE & TECHNICAL WORKING GROUP

MEETING AGENDAS

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

FIRST STAKEHOLDER MEETING

Laredo, Texas
La Posada Hotel
April 23, 2010

9:30 – 10:00
Arrival and Registration

10:00 – 10:30

Welcome	*Gus de la Rosa/*
Introductions	*Melisa Montemayor*

10:30 – 11:00

Joint Working Committee's Vision for Development of Border Master Plans	*José San Martín*
California/Baja California Border Master Plan	*Sylvia Grijalva*

11:00 – 12:00

Laredo-Coahuila/Nuevo León/Tamaulipas Border Master Plan	*Jolanda Prozzi*

12:00 – 12:45
Lunch

12:45 – 2:00 *All*
Comments and Suggestions – Development of Laredo-Coahuila/ Nuevo León/Tamaulipas Border Master Plan
Study Area and Area of Influence
Define Time Horizons (i.e., Short, Medium and Long Term)
Policy Advisory Committee and Technical Working Group Membership

2:00 – 2:30
Administrative Matters and Follow Up Business
Adjourn

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

FIRST TECHNICAL WORKING GROUP MEETING

Laredo, Texas
La Posada Hotel
July 28, 2010

10:00 – 10:30
Arrival and registration

10:30 – 11:00
Welcome — *TXDOT*
Introductions
Meeting objectives

11:00 – 11:30
Outcome of last meeting (ie. study objectives) — *CTR*
PAC and TWG membership and functions

11:30 – 12:45
Data requirements for the Border Master Plan — *CTR*
Comments and suggestions on data requirements

12:45 – 1:00
Break

1:00 – 3:00
Working lunch – breakout sessions to review: — *CTR*

- Border planning / consultancy studies
- Socio-economic data collected
- Port of entry data collected
- Outstanding data issues

3:00 – 3:15
Administrative matters and follow-up business
Adjourn

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

SECOND TECHNICAL WORKING GROUP MEETING

International Center for Trade (Convention Center)
3295 Bob Rogers Dr., Eagle Pass, TX
December 1, 2010

9:30 – 10:00
Arrival and registration

10:00 – 11:00
Welcome and introductions *TXDOT*
Meeting objectives
Review planning processes for border transportation infrastructure *CTR*

11:00 – 11:55
Breakout sessions to review: *CTR*

- List of proposed/planned projects
- Technical data retrieved/missing data

11:55 – 12:10
Break

12:10 – 1:00
Breakout sessions to review: *CTR*

- List of proposed/planned projects
- Technical data retrieved/missing data

Official "*last call*" to submit:

- Technical information for proposed /planned projects
- Annex I form

1:00 – 1:45
Lunch

1:45 – 3:00
Review ranking process and evaluation criteria used in the *CTR*

- BINS Study
- California – Baja California Border Master Plan

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

Review proposed approach for selecting Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan criteria
Suggestions for ranking criteria

3:00 – 3:15
Administrative matters and follow-up business
Adjourn

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

SECOND POLICY ADVISORY COMMITTEE MEETING

Del Rio, Texas
Ramada Hotel
February 3, 2011

10:00 – 10:30
Arrival and registration

10:30 – 11:00
Welcome — *TXDOT*
Introductions
Meeting objectives

11:00 – 11:30
Border Master Plan objectives — *CTR*
Work plan tasks and progress to date

11:30 – 1:00
Review planning processes for border transportation infrastructure — *CTR*
Border infrastructure data collected

1:00 – 2:00
Luncheon

2:00 – 3:00
Project prioritization framework — *CTR*
Suggestions/comments/questions

3:00 – 3:15
Administrative matters and follow-up business
Adjourn

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

THIRD TECHNICAL WORKING GROUP MEETING
PRELIMINARY AGENDA

Laredo, Texas
La Posada Hotel
March 9 & 10, 2011

Day 1 –March 9 (San Agustin Room)

8:00 – 8:30
Arrival and registration

8:30 – 10:30

Welcome and introductions	*TXDOT*
Review of Border Master Plan objectives	*CTR*
Review of project prioritization methodology	

10:30 – 10:45
Break

10:45 – 1:00

Introduction to potential categories	*CTR*
Facilitated discussion and voting on categories	

1:00 – 1:45
Luncheon

1:45 – 3:00

Introduction to potential category weights	*CTR*
Facilitated discussion and voting on category weights	

3:00 – 4:00

Introduction to potential criteria	*CTR*

4:00 – 4:15
Break

4:15 – 5:30

Introduction to potential criteria (cont'd)	*CTR*
Facilitated discussion and voting on criteria	

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

Day 2 –March 10 (San Agustin and Zaragoza Rooms)

8:00 – 8:30
Arrival and registration

8:30 – 10:30
Introduction to potential criteria (cont'd) *CTR*
Facilitated discussion and voting on criteria

10:30 – 10:45
Break

10:45 – 12:45
Breakout sessions to review: *CTR*

Group One:

* Introduction to potential criteria weights

* Facilitated discussion and voting on criteria weights

Group Two:

* Introduction to potential scoring metrics

* Facilitated discussion on scoring metrics

12:45 – 1:30
Luncheon

1:30 – 3:30
Breakout sessions (cont'd) *CTR*

3:30 – 3:45
Break

3:45 – 4:45
Summary of meeting outcomes *CTR*

4:45 – 5:00
Administrative matters and follow-up business
Adjourn

PLAN MAESTRO FRONTERIZO
LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

THIRD POLICY ADVISORY COMMITTEE MEETING

Eagle Pass, Texas
International Center for Trade (Convention Center)
May 24, 2011

8:00 – 8:30
Arrival and Registration

8:30 – 8:45
Welcome *TXDOT*
Introductions
Meeting Objectives

8:45 – 10:00
Outcome of the 3rd Technical Working Group Workshop *CTR*

10:00 – 11:00
Endorse/Reject Categories, Category Weights, Criteria, and Criterion Weights *CTR*

11:00 – 11:15
Break

11:15 – 1:15
Voting and Facilitated Discussion on Rejected Criteria and Criterion Weights *CTR*

1:15 – 2:00
Lunch

2:00 – 3:00
Voting and Facilitated Discussion on Rejected Criteria and Criterion Weights *CTR*

3:00 – 4:30
Voting and Facilitated Discussion on Rejected Categories and Category Weights *CTR*

4:30 – 5:00
Administrative Matters and Follow-up Business
Adjourn

APPENDIX D

POLICY ADVISORY COMMITTEE & TECHNICAL WORKING GROUP

MEETING MINUTES

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

This meeting minutes document the outcome of the First Stakeholder Meeting of the Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. The meeting took place in Laredo, Texas on April 23rd, 2010 at the La Posada Hotel, San Agustin Room.

Welcome and Introductions[1]

The binational meeting officially started at 10:15 AM as Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT), welcomed attendees to the first stakeholder meeting in the development of the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. Mr. De La Rosa discussed the objectives of the Border Master Plan study and provided a brief update on TxDOT's efforts in developing a statewide long range transportation plan.

Ms. Melisa Montemayor (Advanced Planning Director, Laredo District, TxDOT) also welcomed the attendees to the City of Laredo and her district and reviewed the agenda reiterating the objectives of the meeting.

Subsequently, all attendees were asked to introduce themselves and state the agency/organization that they represented (see Annex B for the attendance list).

Mr. Stewart Tuttle (Border Coordinator, Office of Mexican Affairs, U.S. DOS) then provided a brief update on the new Federal group that has been formed to look at border issues and iterated the importance and support that the U.S. Federal Government places and will provide towards the development of Regional Border Master Plans.

Dr. Jorge Prozzi (Associate Professor, The University of Texas at Austin) facilitated the meeting.

Presentations

Mr. Juan José Erazo García Cano (Director of Intermodal Projects, SCT) presented the U.S./Mexico Joint Working Committee on Transportation Planning ("JWC")'s Vision for the development of the Border Master Plan, on behalf of Mr. José San Martín Romero (General Director of Highway Development, SCT, and Mexican Chair of the JWC) who was unable to attend the meeting. However, Mr. Erazo García Cano stated that Mr. San Martín Romero will oversee the development of the Border Master Plan.

[1] Please refer to Annex A for acronyms that are not specifically defined within the minutes or the attendance list.

In addition, Mr. Erazo García Cano provided a brief history of the activities of the JWC over the past decade, beginning with the identification of major transportation corridors prior to the North American Free Trade Agreement (NAFTA) until more recent efforts to bring together federal, state, and local agencies in identifying priority projects. He also provided a brief update of some of the planning efforts currently undertaken by SCT. Mr. Erazo García Cano ended his presentation by stating that the SCT is very supportive of the development of the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan, but urged the study team to recommend a mechanism for the continual update of the latter.

Ms. Sylvia Grijalva (U.S./Mexico Border Planning Coordinator, FHWA), representing the JWC, presented the California - Baja California Border Master Plan effort. Ms. Grijalva provided an overview of the (*i*) Border Master Planning effort, (*ii*) evaluation criteria used to prioritize projects, (*iii*) port of entry ("POE") rankings, (*iv*) rankings of the transportation projects serving POEs, and (*v*) recommendations of the Policy Advisory Committee ("PAC"). Ms. Grijalva finally recommended that the current study team build on the experience of the California - Baja California Border Master Plan effort.

Ms. Jolanda Prozzi (Assistant Director, Center of Transportation Research) presented the (*i*) objectives in developing the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan, (*ii*) the tasks that will be undertaken, and (*iii*) the study team's progress to date. Ms. Prozzi asked the attendees to indicate who will serve on the PAC and the Technical Working Group ("TWG") by requesting the attendants to complete the provided Annex I form. Ms. Prozzi also indicated that the first TWG meeting will be hosted in the following two months (June/July 2010 timeframe).

Stakeholder Input

Subsequently, Dr. Prozzi facilitated the discussion on the participant's comments and suggestions applicable to the work plan presented by Ms. Prozzi and the stakeholder voting on key definitions in the development of the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. Specifically, stakeholder input was sought regarding the geographical definition of the "focused study area" and "area of influence", as well as the appropriate time horizons (i.e., short, medium, and long term) to be adopted.

Ms. Alejandra Cruz–Ross (Research Associate, Center for Transportation Research) first presented the definitions[2] and timeframes of the concepts to be voted upon (including those adopted in the development of the California - Baja California Border Master Plan), by providing the attendees with three options for each. Dr. Prozzi recorded a preliminary vote and provided attendees with the opportunity to voice additional input or comments before officially recording a final vote.

In terms of the **Focused Study Area,** attendees were provided the following options:

- Option A: 10 miles (16 kilometers) north and south of the TxDOT Laredo District – Mexico border (i.e., "California Option")

[2] The Border Master Plan's **Study Area** includes both the "Area of Influence" and "Focused Study Area".
The **Focused Study Area** was defined as the geographical bandwidth limiting the transportation projects to be analyzed and prioritized by the Border Master Plan.
The **Area of Influence** was defined as the geographical area that might influence the transportation projects analyzed in the "Focused Study Area".

- Option B: 15 miles (24 kilometers) north and south of the TxDOT Laredo District – Mexico border
- Option C: 25 miles (40 kilometers) north and south of the TxDOT Laredo District – Mexico border

Although attendees noted that bottlenecks in San Antonio could potentially impact the border (especially in the case of rail projects), it was agreed that the focus of the study should remain on the border and the immediate area around the border. This was regarded as very important to keep the study area and the number of projects to be prioritized manageable. Another suggestion was to use the checkpoints as the boundary for the focused study area – these are typically approximately 26 kilometers from the border.

Attendees mentioned that the study team should also take into consideration safety and security and the impacts associated initiatives have on priority POE projects. Some attendees felt that the study team should consider all elements of border crossing movements and diagnose or propose solutions to address the identified concerns or issues.

An important consideration was the opening of the border to commercial vehicles traversing into the United States and Mexico and the implications of an "open border" on prioritizing POE and transportation infrastructure projects serving POE. One attendee suggested that the scope of the study be expanded to include airports in the study area. The study team will also need to work with the railroads and address issues concerning data confidentiality.

Ultimately, the majority of attendees voted for Option C (25 miles north and south of the TxDOT Laredo District – Mexico border) as the preferred focused study area.

In terms of the **Area of Influence,** attendees were provided the following options:

- Option A: TxDOT Laredo District and corresponding Mexican Municipalities
- Option B: "California Option", i.e., 60 miles (100 kilometers) north and south of the TxDOT Laredo District – Mexico border
- Option C: 200 miles (320 kilometers) north and south of the TxDOT Laredo District – Mexico border

Attendees agreed that the area of influence for the Laredo-Coahuila/Nuevo León/Tamaulipas Border Master Plan should not necessarily be the same as what was adopted for the California - Baja California Border Master Plan, but it was considered as a good starting point. However, a number of important trade corridors originate in Monterrey and San Angelo and traverse through the TxDOT Laredo District – Mexico border. The corridor traffic that would be originating in Monterrey or San Angelo impacting the border would be accounted for even if the area of influence is 60 miles north and south of border. Concern was thus expressed about the data burden that will be imposed when the area of influence becomes too large and unmanageable.

Ultimately, the majority of the attendees voted for Option B (60 miles north and south of the TxDOT Laredo District – Mexico border) as the preferred area of influence.

In terms of the time horizons, attendees were asked to define the short, medium, and long term. The **Short Term** was presented as:

- Option A: Within 1 year
- Option B: Within 3 years
- Option C: Within 5 years

The majority of attendees voted for Option B so that the short term was defined as within 3 years.

The **Medium Term** was presented as:

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

The majority of attendees voted for Option B so that the medium term was defined as within 10 years.

The **Long Term** was presented as:

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

The majority of attendees voted for Option C so that the long term was defined as within 25 years.

Administrative Matters and Follow Up Business

In the last section of the meeting, the study team reminded attendees to provide the names and contact details of the individuals that would be representing the stakeholders in the PAC and TWG. In addition, it was agreed upon that the first TWG meeting would be possibly scheduled the last week in June or first week in July.

Mr. Agustin De La Rosa and Ms. Melisa Montemayor thanked all attendees for their participation and input. The meeting was adjourned at 2:20 PM.

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

ANNEX A

Stakeholder Acronym	Participating Stakeholders
Aduanas (Colombia)	Administración General de Aduanas – Colombia Office
Aduanas (Fed)	Administración General de Aduanas – México D.F. Central Office
Aduanas (Nuevo Laredo)	Administración General de Aduanas – Nuevo Laredo Bridge Office
Aduanas (P. Negras)	Administración General de Aduanas – Piedras Negras Bridge Office
Best/White LLC	Best/White LLC
BNSF	Burlington Northern Santa Fe Railway
Border Trade Alliance	Border Trade Alliance
CBP	Customs and Border Protection, U.S. Department of Homeland Security
CILA	Comisión Internacional de Límites y Aguas entre México y Estados Unidos
City of Del Rio	City of Del Rio
City of Eagle Pass	City of Eagle Pass
City of Laredo	City of Laredo
City of San Angelo	City of San Angelo
CODEFRONT	Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León, Gobierno del Estado de Nuevo León
Congressman Cuellar	Congressman Cuellar's Office
Ferromex	Ferrocarriles de México

Stakeholder Acronym	Participating Stakeholders
FHWA	Federal Highway Administration, U.S. Department of Transportation
FMCSA	Federal Motor Carrier Safety Administration, U.S. Department of Transportation
Gob. de Tamps. (Dir. Gral. de Transp. y Vial.)	Dirección General de Transporte y Vialidad, Gobierno del Estado de Tamaulipas
GSA	U.S. General Services Administration
IBC Bank	IBC Bank
IMPADU	Instituto Municipal de Investigación, Planeación y Desarrollo Urbano
INAMI	Instituto Nacional de Migración
INDAABIN / Función Pública	Instituto de Administración de Avalúos de Bienes Nacionales
IWBC	International Boundary and Water Commission
KCSM	Kansas City Southern de México
Maverick County	Maverick County
Municipio de Acuña	Municipio de Acuña
Municipio de Nuevo Laredo (represented)	Municipio de Nuevo Laredo
Municipio de P. Negras	Municipio de Piedras Negras
N.L. Sistema de Caminos	Sistema de Caminos de Nuevo León
Ports-to-Plains	Ports-to-Plains Corridor Coalition
SCT (Dir. Gral. de Aut. Transp. Fed.)	Secretaría de Comunicaciones y Transportes – Dirección General de Autotransporte Federal
SCT (Dir. Gral. de Des. Carr.)	Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero
SCT (Coahuila)	Secretaría de Comunicaciones y Transportes – Centro SCT Coahuila
SCT (N.L.)	Secretaría de Comunicaciones y Transportes – Centro SCT Nuevo León
SCT (Tamaulipas)	Secretaría de Comunicaciones y Transportes – Centro SCT Tamaulipas
SCT/IMT	Secretaría de Comunicaciones y Transportes – Instituto Mexicano del Transporte
SEDEEM Tamps.	Secretaría de Desarrollo Económico y del Empleo, Gobierno del Estado de Tamaulipas

Stakeholder Acronym	Participating Stakeholders
SEDESOL	Secretaría de Desarrollo Social
SRE	Secretaría de Relaciones Exteriores
SRE - Consulate General (Laredo)	Secretaría de Relaciones Exteriores – Consulado General en Laredo, TX
State Sen. Duncan	State Senator Duncan's Office
Texas A&M	Texas A&M International University – Texas Center for Border Economic and Enterprise Development
TxDOT	Texas Department of Transportation
TxDPS	Texas Department of Public Safety
U.S. DOS	U.S. Department of State
U.S. DOS - Consulate General (Nuevo Laredo)	U.S. Department of State – Consulate General in Nuevo Laredo, Tamaulipas
UP	Union Pacific Railroad

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

ANNEX B

Last Name	First Name	Stakeholder Represented
Acha Daza	Jorge	SCT/IMT
Alamán Bueno	Aurelio	INAMI
Angell	Fabio	City of Del Rio
Asplund	Nate	BNSF
Balido	Nelson	Border Trade Alliance
Black	Travis	FHWA
Bolaños	Ofelia	IWBC
Camacho Gutiérrez	Pablo	Texas A&M
Carranza	Jorge	Municipio de P. Negras
Castañeda Lugo	José Fidel	INDAABIN / Función Pública
Centurión	Claudia	CTR
Clardy	Mike	GSA
Cobos	Roland	TxDPS
Cruz-Ross	Alejandra	CTR
Cuan Chin Yu	Manuel	SCT (Dir. Gral. de Des. Carr.)
De Anda	Carlos	IMPADU Tamps.
De Anda	Carlos	Municipio de Nuevo Laredo (represented)
De la Rosa	Agustin	TxDOT
Díaz Mundo	Alejandro	Aduanas (Colombia)
Erazo García Cano	Juan José	SCT (Dir. Gral. de Des. Carr.)
Esquivel Peña	Graciela	Aduanas (Nuevo Laredo)
Foster	Chad	City of Eagle Pass
Garcia	Baldomero	Texas A&M
Garcia	Luis	FMCSA
García	Sergio Octavio	INAMI
García Domínguez	Juan Ángel	SCT (Tamaulipas)
Garza	Rene	TxDPS

Last Name	First Name	Stakeholder Represented
Gastelum Treviño	Juan Carlos	CODEFRONT
González Hernández	Ernesto	Aduanas (P. Negras)
González López	Gladis	IMPLADU
Grijalva	Sylvia	FHWA
Grindstaff	Elizabeth	City of San Angelo
Heflin	Don	U.S. DOS - Consulate General (Nuevo Laredo)
Hernandez	Celestino	City of Eagle Pass
Isidro Rodríguez	Miguel Ángel	SRE - Consulate General (Laredo)
Jaime	Ivan	UP
King	Jim	GSA
Lewis	Shawn	City of San Angelo
López López	Karina	Aduanas (Colombia)
Lozano	Leo	Texas A&M
Martínez de la Rosa	Juan José	SRE - Consulate General (Laredo)
Medina Vázquez	Carlos	SCT N.L.
Molano	Carlo	Best/White LLC
Molina	Herbert	Texas A&M
Mondragón Rueda	Juan Manuel	SEDESOL
Monroy Andrade	Salvador	SCT (Dir. Gral. de Aut. Transp. Fed.)
Montemayor	Melisa	TxDOT
Morales Tayavas	Carlos	Aduanas (Fed)
Moran	Leticia	CBP
Moreno	Raul	GSA
Morquecho Aguilar	Christian	Municipio de P. Negras
Negrete Arroyos	David	CILA
New	Alvin	City of San Angelo
Nochebuena	Leiza	Texas A&M
Núñez Montelongo	Armando	Gob. de Tamps. (Dir. Gral. de Transp. y Vial.)
Núñez Campos	Víctor	Gob. de Tamps. (Dir. Gral. de Transp. y Vial.)
Pavlov	Mikhail	CBP
Pecina	Santos	FMCSA
Pérez Armenta	Rodrigo	SCT Coahuila
Prozzi	Jolanda	CTR
Prozzi	Jorge	CTR
Ramón Montemayor	Jorge	Municipio de Acuña
Ramos	Joe	CBP
Reeves	Michael	Ports-to-Plains
Rivas	Juan Carlos	SRE
Robles Garza	Vladimir	KCSM
Ruíz Mata	Jorge Antonio	Ferromex
Saint Martin Ochoa	Vicente	SEDEEM Tamps.

Last Name	First Name	Stakeholder Represented
Salinas	Mario	TxDPS
Sarmiento Mayorga	Sandra	INAMI
Schwebel	Gerry	IBC Bank
Sosa Saavedra	Óscar	N.L. Sistema de Caminos
Stokes	John Austin	State Sen. Duncan
Sullivan	John	Maverick County
Tomutsa	Monica	Congressman Cuellar
Tuttle	Stewart	U.S. DOS
Villarreal	Carlos	City of Laredo

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

These meeting minutes document the outcome of the First Technical Working Group (TWG) meeting of the Laredo – Coahuila/Nuevo León/Tamaulipas Border Master Plan. The meeting took place in Laredo, Texas on July 28, 2010 at the La Posada Hotel.

Welcome and Introductions[3]

The binational meeting officially started at 10:40 AM as Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT), welcomed attendees to the first TWG meeting in the development of the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. Mr. De La Rosa discussed the objectives of the Border Master Plan. Ms. Melisa Montemayor (Advanced Planning Director, Laredo District, TxDOT) also welcomed the attendees to the City of Laredo and her district and reviewed the agenda reiterating the objectives of the meeting. Subsequently, all attendees were asked to introduce themselves and state the agency/organization that they represented (see Annex A for the attendance list).

Presentations

Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) started by reviewing the objectives of the Border Master Plan and presenting the study´s work plan tasks and approach. Ms. Jolanda Prozzi explained to the participants the functions of the Policy Advisory Committee (PAC) and the TWG, as well as the requirements for membership. She then presented the outcomes of the first PAC Meeting in terms of the defined study areas (i.e., Focused Study Area and Area of Influence) and time horizons (i.e., short, medium, and long term).

Messrs. Jorge Villarreal (Manager of Project Development, CODEFRONT) and Sam Vale (Chair, The Border Trade Alliance) expressed concern about the geographic boundaries of the Border Master Plan´s study areas. Specifically they voiced that both the Focused Study Area and Area of Influence´s reach should be expanded to reach Monterrey in the south, as well as East and West to cover more of Texas. The concerns were addressed in that the impact of Monterey on the Border will be captured by the traffic considered on the arterials that lead to the border.

A second issue was raised regarding how to capture traffic originating from other regions. Mr. Agustin De La Rosa and Ms. Jolanda Prozzi responded by stating that this Border Master Plan is focused on the Laredo area and that other Border Master Plans will address other areas, such as TxDOT's Pharr District. A follow-up question regarding the rationale of doing three

[3] Please refer to Annex A for acronyms that are not specifically defined within the minutes or the attendance list.

Texas Border Master Plans separately versus simultaneously was raised. Mr. Agustin De La Rosa then stated in response that funding is limited, but there is hope to build upon this effort, as there has been much interest from those on the federal level at both the U.S. and Mexican Governments. The participant inquired whether it is misleading to think that the study will be "sold" to the legislature to get more funding. Ms. Melissa Montemayor responded that the goal is to bring all projects together, prioritize projects, and serve the public in the best way possible.

Ms. Jolanda Prozzi then continued her presentation and gave the participants several examples of documents that would be required to gather the necessary data for the Border Master Plan´s following sections (*i*) binational planning processes and documents, (*ii*) socio-economic and demographic profiles, (*iii*) inventories of existing transportation infrastructure, and (*iv*) inventories of future transportation infrastructure.

Participants were subsequently divided into two groups: U.S. stakeholders reviewed the identified U.S. projects and outstanding data needs and Mexican stakeholders reviewed the identified Mexican projects and outstanding data. The study team secured commitment from the attending stakeholders to provide the study team with the missing data.

Administrative Matters and Follow Up Business

Ms. Jolanda Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 2:20 PM.

ANNEX A
ATTENDANCE LIST

Last Name	First Name	Stakeholder Represented
Acha Daza	Jorge	SCT/IMT
Alamán Bueno	Aurelio	INAMI
Black	Travis	FHWA
Canales	Manuel	ALFA
Cázares Ahearne	Sean	SRE
Centurión	Claudia	CTR
Clardy	Michael	GSA
Cruz-Ross	Alejandra	CTR
De Anda	Carlos	IMPADU Tamps.
De la Rosa	Agustin	TxDOT
Delgadillo	Sergio	INDAABIN (regional)
Esquivel Peña	Graciela	Aduanas (Nuevo Laredo)
Fernández	Emilio	Sistema de Caminos de Nuevo León
Fuentes	Juan	Northern Engineering
Galindo	Víctor	SCT Tamaulipas
García Riojas	Noé	Gob. de Coah. (Sect. Obras Públicas)
Garza	Rene	Tx DPS
Gonzalez	Omar	ALFA
González López	Gladis	IMPLADU
Guerra	Vanessa	City of Laredo/ MPO
Hernandez	Frank	BNSF
Limón	Santos	Northern Engineering
Lopez	Marga	City of Eagle Pass
López López	Karina	Aduanas (Colombia)
López P.	Andrés	Aduanas (Colombia)
Márquez	Francisco	Gemco
Martínez de la Rosa	Juan José	SRE Consulado General de México
Medina Vázquez	Carlos Alfredo	SCT Nuevo León
Mercado	Jesús	SCT (Dir. Gral. de Aut. Transp. Fed.)
Miranda Roque	Juan	SCT Nuevo León
Mondragón Rueda	Juan Manuel	SEDESOL
Montemayor	Melisa	TxDOT
Negrete Arroyos	David	CILA
Pavlov	Mikhail	CBP
Pecina	Santos	FMCSA
Pérez Arzate	Dora	Aduanas (Nuevo Laredo)
Posada	Luis Antonio	SCT Nuevo León
Prozzi	Jolanda	CTR

Last Name	First Name	Stakeholder Represented
Ramos	Joe	CBP
Robles Garza	Vladimir	KCSM
Rodríguez	José	Northern Engineering
Salinas	Marco	Municipio de Nuevo Laredo
Seedah	Dan	CTR
Selman	Keith	City of Laredo / MPO
Shea	William	U.S. Consulate in Nuevo Laredo
Smetana	Elisa	San Angelo MPO
Vale	Samuel	The Border Trade Alliance
Vela	Humberto	ICCE de Nuevo Laredo
Villarreal Wood	Jorge	CODEFRONT
Von Rossum	Leticia	TxDOT

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

This communication documents the second Technical Working Group (TWG) meeting of the Laredo – Coahuila/Nuevo León/Tamaulipas Border Master Plan (Border Master Plan) and is comprised of the meeting minutes and the list of participants (see Annex A). The meeting took place in Eagle Pass, Texas, on December 1, 2010 at the International Center for Trade (Convention Center).

Welcome and Introductions

The binational meeting officially started at 10:00 AM as Ms. Melisa Montemayor (Advanced Planning Director, Laredo District, TxDOT), welcomed attendees of the second TWG meeting in the development of the Laredo-Coahuila/Nuevo León/Tamaulipas Border Master Plan. Ms. Montemayor discussed the objectives of the meeting and thanked everyone for their participation. Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT) also welcomed the attendees on behalf of TxDOT and shared information about TxDOT's upcoming Transportation Forum with attendees.

Presentations

At the second TWG meeting, the study team reviewed the U.S. and Mexico planning processes for border transportation infrastructure – both POE and supporting transportation facilities serving the POEs – with attendees.

Mayor Ramsey English Cantu welcomed participants to Eagle Pass and expressed support for the development of the Border Master Plan. During lunch, the study team reviewed the ranking processes and the criteria that were used in the Binational Transportation Border Infrastructure Needs Assessment Study (BINS) and the California-Baja California Border Master Plan, as well as other criteria from studies that were identified during the literature review. The study team also reviewed in detail the prioritization framework that were proposed for the Laredo-Cohuila/Nuevo León/Tamaulipas Border Master Plan and invited attendees to provide the study team with suggestions for prioritization criteria prior to the next TWG workshop. At the conclusion of the working lunch, Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) reminded the participants about the importance of the next TWG meeting/workshop on March 9 and 10 in Laredo, Texas. Ms. Jolanda Prozzi thanked all attendees for their participation and input.

Breakout Groups

Attendees were divided into two breakout sessions. U.S. stakeholders reviewed the identified U.S. projects, the collected data, and missing data. The Mexican stakeholders reviewed the identified Mexican projects, the collected data, and the missing information. The study team reviewed the data needs with the attendees project-by-project and made an official request to the TWG members to submit the outstanding technical information for the proposed/ planned projects. Participants adjourned the meeting upon completing the individual project reviews.

ATTENDANCE LIST

Last Name	First Name	Stakeholder Represented
Aguiar	José Pablo	CTR
Anisman	Geoffrey	DOS
Aranda	(Judge) Jose	Maverick County
Bastidas	Omar	(unknown/desconocido)
Black	Travis	FHWA
Blanco	Adela	Gobierno del Estado de Coahuila (SOPyT)
Cantu	(Mayor) Ramsey English	City of Eagle Pass
Carranza	Jorge	Municipio de Piedras Negras – Fomento Económico
Clardy	Michael	GSA
Cruz	Alejandra	CTR
De Anda	Carlos	IMPADU
De la Rosa	Agustin	TxDOT - IRO
De Leon	David	CBP
Del Villar	Sergio	Municipio de Acuña - Planeación
Earl	David	GEMCO / SWDCD
Franco	Omar	Aduanas (Piedras Negras)
Fuentes	Juan	Northern Engineering
García	Guillermo	Ferromex
Gastelum	Juan Carlos	CODEFRONT
González	Ernesto	Aduanas (Piedras Negras)
Heflin	(Consul) Donald	DOS - Laredo
Hereford	Jesse	BTA
Hitzfelder	Esther	TxDOT - IRO
Landeros	Luis	Aduanas (Nuevo Laredo)
Lisea	Adán	Aduanas (Acuña)
Lopez	Marga	City of Eagle Pass
Lozano	Mónica	SCT
Márquez	Francisco	GEMCO
Mondragón	Juan Manuel	SEDESOL
Montemayor	(A.A.) Glafiro	GEMCO
Montemayor	Melisa	TxDOT - Laredo
Morquecho	Christian	Municipio de Piedras Negras – Fomento Económico
Nadalini	James	BNSF
Negrete	David	CILA
Padilla	Manuel	CAPUFE
Pavlov	Mikhail	CBP

Last Name	First Name	Stakeholder Represented
Pecina	Santos	FMCSA
Perez	Raul	Maverick County
Prozzi	Jolanda	CTR
Punkse	Gregory	FHWA
Ramón	Jorge	Municipio de Acuña – Fomento Económico
Ramos	Gabriel	Municipio de Acuña - Planeación
Rivas	Juan Carlos	SRE
Ruíz	Jorge	Ferromex
Santanta	(Consul) Ricardo	SRE – Eagle Pass
Seedah	Dan	CTR
Selman	Keith	Laredo MPO
Smetana	E'Lisa	San Angelo MPO
Sullivan	John	Maverick County
Tijerina	Daniel	City of Eagle Pass
Treviño	Raúl	CAPUFE
Tuttle	Stewart	DOS
Valdez	Jorge	Municipio de Nuevo Laredo
Villarreal	Jorge	CODEFRONT
Werner	Mark	TxDOT – Rail
Wimbish	Robert	KCS (Representing)

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

This communication documents the second Policy Advisory Committee ("PAC") meeting of the Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan ("Border Master Plan") and is comprised of (*i*) the meeting minutes, (*ii*) the list of participants (Annex A), and (*iii*) a glossary of participating stakeholder agencies/companies (Annex B). The meeting took place in Del Rio, Texas, on February 3, 2011 at the Ramada Hotel.

Welcome and Introductions

The binational meeting officially started at 10:40 AM as Ms. Melisa Montemayor (Advanced Planning Director, Laredo District, TxDOT), welcomed attendees of the second PAC meeting in the development of the Laredo-Coahuila/Nuevo Leon/Tamaulipas Border Master Plan. Ms. Montemayor discussed the objectives of this Border Master Plan meeting and thanked everyone for their participation notwithstanding the challenging weather conditions.

Subsequently, all attendees were asked to introduce themselves and state the agency/organization they represented.

Morning Presentations

Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) started by thanking the sister cities, Acuña and Del Rio, for hosting the participants of this binational meeting. The Municipality of Acuña had organized a tour to two *maquila* companies and the Amistad Dam, as well as hosted a traditional Mexican lunch. The City of Del Rio had organized and sponsored the facilities and meal for the meeting. She also thanked everyone for their participation.

Subsequently, Ms. Prozzi went over the objectives of the Border Master Plan and each of the work plan tasks of the study. As some of the past, current, and future tasks and milestones were reviewed, she explained that the meeting was intended both to update the PAC and to familiarize all new participants with the study.

Ms. Prozzi stressed the importance of the next Border Master Plan meeting, ie. the third Technical Working Group ("TWG") workshop/meeting, as participants will be tasked with voting on criteria and weights that will be used by the study team to prioritize the port of entry ("POE") and transportation projects.

Ms. Alejandra Cruz (Research Associate, Center for Transportation Research) presented the planning processes applicable to transportation infrastructure and POEs in the United States and Mexico. Ms. Cruz provided an overview of the (*i*) planning documents and horizons, (*ii*)

project selection processes, and (*iii*) relevant agencies and processes pertaining to the implementation of transportation and POE projects in each country.

As she presented, (*i*) Mr. Juan Carlos Gastelum (Project Development Director, CODEFRONT) pointed out that the Mexican Treasury Secretariat´s (*Secretaría de Hacienda y Crédito Público*) guidelines and processes for approving and granting a registration number for a project is one of the most difficult milestones to overcome; and (*ii*) Mr. Stewart Tuttle (Border Coordinator, Office of Mexican Affairs, U.S. DOS) clarified that the Findings of No Significant Impact or *FONSI* pertained to the environmental impacts of the project, in accordance with federal regulation, and preceded the Determination of National Interest. Ms. Cruz concluded her presentation by highlighting ancillary considerations that rail companies account for when planning facilities near the border region.

Thereafter, Ms. Montemayor proceeded to introduce the Mayor of the City of Del Rio, Mr. Roberto Fernandez, who welcomed all participants to tour the city. Mayor Fernandez emphasized the importance of planning and cooperation at a time of national deficits and scarce transportation funding.

After the mayor´s welcoming words, José Pablo Aguiar (Graduate Research Assistant, Center for Transportation Research) briefly reviewed the POE and transportation infrastructure inventories that the study team had compiled in the past months. He provided an overview of the (i) current transportation infrastructure serving POEs, and (ii) planned transportation and POE projects, in the study area, using Google Earth®´s platform. When Mr. Aguiar mentioned that no rail data has been obtained to date, Mr. Frank Hernandez (Director of U.S.⇔Mexico Operations, BNSF) offered the missing data for BNSF's projects.

Mr. Aguiar then proceeded to review the data that had been collected, summarized in the following Categories: technical, financial and transit. Finally, Mr. Aguiar pointed out the number of projects and data obtained by country, category, and port of entry. At this stage, several stakeholders intervened to offer suggestions or comments.

Morning Stakeholder Input

Ms. Prozzi facilitated the discussion on the data presented and the work plan. Attendees mentioned that the study team should consider the following:

- Ms. Sylvia Grijalva (US/MX Border Planning Coordinator, FHWA) proposed that only planned transportation and POE projects that impact transportation should be considered.
- Mr. Tuttle encouraged all participants to submit their project data even if these projects are not included in CBP's or another agency´s agenda. He emphasized that only, when the process is available, border projects that have been included in a Border Master Plan process, would be considered for federal funding. Other avenues for promoting projects were discouraged.
- Ms. Grijalva emphasized that through the border master plan process regions are encouraged to make their own decisions regarding their priorities. The FHWA is supporting and promoting the development of border master plans, and is focusing their efforts on making the plan process successful. She also mentioned that all POE and transportation projects should be submitted to the Border Master Plan study team but that *hardening projects* should be removed from the inventories.

- Mr. Jesse Hereford (Board Member, The BTA) commented that projects funded through separate funds (ie., CBP) should be removed from the Border Master Plan inventories, therefore, supporting the removal of *hardening projects* from the lists.
- Ms. Montemayor recommended that the study team carefully review the *hardening projects* as some may enhance cross-border traffic movements or the transportation network. She recommended that the study team seek CBP´s guidance regarding the potential impact of the latter projects.
- Mr. Tuttle mentioned that a consideration in deciding which projects were *hardening projects* might be the funding source. Is the Border Master Plan prioritizing sources of funds? CBP has security funds that can be used for *hardening projects*, but also long term sources that could potentially be used to fund projects that can impact transportation.
- Mr. *David Earl (Repre*senting the D.D. Hachar Trust, Project 45) agreed that transportation projects should be included in the Border Master Plan inventories. However, he felt that projects that benefit border populations should also be considered. The projects should not solely enhance highways or transportation *per se*, but should also have community and environmental benefits. Some excellent border projects might not be considered because they would not qualify for "transportation funds". Potential recipients of "transportation funds" should thus not be the only criteria for deciding whether a project should be considered in the Border Master Plan.
- Mr. Gastelum concurred with Mr. Earl´s comment that not only transportation projects be included in the Border Master Plan inventory, but also projects that enhance the development of the border region. An important project characteristic that should be considered is whether the project increases the region´s competitiveness.
- Mr. Juan Carlos Rivas (Assistant Director for the Development of the Border and Infrastructure, SRE) agreed with Mr. Tuttle´s comments. In addition, he pointed out that the number of POE projects seemed excessive and that it was necessary to review the project objectives or benefits. He was also surprised about the lack of Mexican projects and made the commitment to encourage the SCT and Aduanas to provide the study team with additional information and data. He finalized his remarks by supporting the removal of *hardening projects*, as he foresaw it difficult to prioritize such a wide range of projects.
- Mr. Santos Limón (Project Engineer and Manager, Northern Engineering) reminded the participants that this is a border master plan and not a border funding plan.
- Mr. Earl clarified his previous remark. He said that he agreed with Mr. Gastelum´s position that projects bringing economic development to the border area should be prioritized. Moreover, he recommended that the economic development impacts of projects should be an important process (ie., high weight) criteria in the project prioritization process. Thus, he concluded that the *driving force* of the projects should be related to transportation, but that impacts should not solely be related to transportation impacts.
- Ms. Grijalva stated that typically the FHWA, GSA and CBP fund POEs and border transportation projects, but currently the FHWA has limited funding for these projects.

Thus, the border master planning process will help all agencies to prioritize investments in border projects.

- Ms. Montemayor suggested that the study team raise these issues with the TWG to also obtain their input.

Finally, Ms. Prozzi offered to distribute a "project type" summary to all participants to finalize the discussion as to which types of projects should be included in the inventories. Mr. Joe Ramos (Assistant Director Field Operations, CBP) offered to review the inventories and eliminate all CBP *hardening projects*. He is also willing to identify which of the projects has transportation impacts.

Afternoon Presentation

Ms. Prozzi started the afternoon session by presenting an introduction to potential Border Master Plan prioritization criteria. She stated that the Criteria weights, and scoring ranges would be voted upon and agreed during a two day workshop (ie., third TWG workshop/meeting) using the iClicker® technology to facilitate the voting process.

Mr. Tuttle asked who would vote or have access to an iClicker® device. Ms. Prozzi explained that *one* device will be given to *each agency and rail company "whose mandate and objectives encompass border transportation infrastructure planning, programming, construction and/or management"*[4/]. Thus, if several officials from an agency or company attend the workshop, only one device would be made available to the agency.

Then, using a project that was included in the California-Baja California Border Master Plan, Ms. Prozzi guided the participants through the steps of project prioritization. She demonstrated the calculations, weights, and scoring that is involved in the project prioritization process. Mr. Robert Eads (City Manager, City of Del Rio) expressed concern about the weights and criteria used in the prioritizing process. He pointed out that POE projects in cities like Del Rio or Eagle Pass would be disadvantaged if parameters like population and traffic were used to prioritize projects.

Mses. Montemayor and Grijalva responded that a criterion, such as Level of Service (LOS), measures congestion or need and that congestion measures are typically used to motivate a POE investment (ie. not population or traffic). In addition, Ms. Prozzi encouraged Mr. Eads, and any other participant who had this concern, to attend the third TWG meeting/workshop to participate in decisions concerning the criteria chosen.

Mr. Earl asked about the number of considered Categories. Ms. Prozzi replied that more than five would probably be redundant. Mr. Robert Wimbish (KCS representative) stated that there was no point in "reinventing the wheel" and that the California – Baja California Border Master Plan Categories (or criteria types) were a good starting point.

Ms. Grijalva pointed out that she was trying to institutionalize the border master planning process. However, each border region should decide on the parameters or criteria to be used. In other words, the process could be modified to address stakeholder concerns. She emphasized that continuity is a priority, and that these plans will be updated periodically.

[4/] Section 4, Laredo-Coahuila/Nuevo León/Tamaulipas Border Master Plan´s Policy Advisory Committee and Technical Working Group Charter.

Ms. Prozzi continued her presentation and encouraged all participants and stakeholders to submit potential criteria to the study team. She presented general guidelines for criteria, weights, and scores. Ms. Grijalva argued for in deciding the number of Categories and Critera to be used for the prioritization of different project types.

Administrative Matters and Follow Up Business

At the conclusion of the meeting, the study team reminded the participants about the importance of the next TWG meeting/workshop for March 9 and 10 in Laredo, Texas. Ms. Melisa Montemayor thanked all attendees for their participation and input. The meeting was adjourned at 3:10 PM.

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

ANNEX A

Last Name	First Name	Stakeholder Represented
Aguiar	José Pablo	UT - Center for Transportation Research
Aguilar	Randy	TxDOT - Laredo District Office
Ahuja	Ricardo	SRE - Cónsul de México en Del Rio
Angell	Fabio	Economic Development - City of Del Rio
Campos	José	Diputado en el Congreso de Coahuila
Carranza	Jorge	Fomento Económico - Mun. de Piedras Negras
Chávez	Manuel	City of Del Rio
Cruz	Alejandra	UT - Center for Transportation Research
Eads	Robert	City Manager - City of Del Rio
Earl	David	Project 45 (DD Hachar Trust)
Fernandez	Roberto (Mayor)	City of Del Rio
Flores	Ramiro	Diputado en el Congreso de Coahuila
Franco	Omar	Aduanas - Piedras Negras
Gastelum	Juan Carlos	CODEFRONT - Gobierno del Estado de Tamaulipas
González	Ernesto	Aduanas - Piedras Negras
González	Óscar	Dirección de Obras Públicas - Mun. de Nuevo Laredo
Graham	Mike	TxDOT - Laredo District Office
Grijalva	Sylvia	FHWA - US - MX Border Planning
Heflin	Don	DOS - Consul General in Nuevo Laredo
Hereford	Jesse	The BTA
Hernandez	Frank	BNSF

Last Name	First Name	Stakeholder Represented
Ibarra	José Ángel	Aduanas - Ciudad Acuña
Limón	Santos	Northern Engineering
Lopez	Marga	Bridge Dirtector - City of Eagle Pass
Márquez	Francisco	Proyecto 45
Martínez	Luis	Dirección de Obras Públicas - Mun. de Nuevo Laredo
Mondragón	Juan Manuel	SEDESOL - Dirección General de Desarrollo Urbano y Suelo
Montemayor	Glafiro	Proyecto 45
Montemayor	Melisa	TxDOT - Laredo District Office
Montez	Margie	Bridge Director - City of Del Rio
Parker	Robert	City Engineer - City of Del Rio
Prozzi	Jolanda	UT - Center for Transportation Research
Punske	Gregory	FHWA - District Engineer
Ramón	Jorge	Fomento Económico - Mun. de Acuña
Ramos	Gabriel	Desarrollo Urbano - Mun. de Acuña
Ramos	Joe	CBP
Rivas	Juan Carlos	SRE - Dirección General para América del Norte
Robinson	Jackie	Marketing and Communications - City of Del Rio
Shea	Brian	City of Eagle Pass
Smetana	Elisa	San Angelo MPO
Tijerina	Daniel	City of Eagle Pass
Tuttle	Stewart	DOS - Office of Mexican Affairs
Velázquez	Andrés	Secretaría de Obras Públicas - Gobierno del Estado de Tamaulipas
Villar	Sergio	Desarrollo Urbano - Mun. de Acuña
Villarreal	Jorge	CODEFRONT - Gobierno del Estado de Tamaulipas
Wimbish	Robert	KCS

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

This communication documents the third Technical Working Group ("TWG") meeting of the Laredo – Coahuila/Nuevo Leon/Tamaulipas Border Master Plan ("Border Master Plan") and comprise of (*i*) the meeting minutes, (*ii*) the list of participants (Annex A), (*iii*) a glossary of participating stakeholder agencies/companies (Annex B), (*iv*) the list of agencies and rail companies with voting rights (Annex C), and (*v*) the final Scoring Metrics Document agreed upon by the TWG members (Annex D). This two day workshop took place in Laredo, Texas, on March 9 and 10, 2011 at the La Posada Hotel.

Welcome, Introductions, and Overview Presentation

The binational meeting officially started at 8:40 a.m. when Mr. Agustin de la Rosa (Director, International Relations Office, TxDOT) welcomed everyone and introduced Mr. Eduardo Hagert as a new member in the International Relations Office. Subsequently, Ms. Melisa Montemayor (Advanced Planning Director, Laredo District, TxDOT) welcomed the attendees to the third TWG meeting of the Border Master Plan.

Ms. Jolanda Prozzi (Assistant Director, CTR) thanked the City of Laredo and CODEFRONT for sponsoring the lunches and coffee breaks at this binational meeting. Subsequently, Ms. Prozzi briefly reviewed the objectives of the Border Master Plan and each of the work plan tasks of the study. Ms. Prozzi reminded the participants of the importance of this two day workshop. She provided information regarding the prioritization process and reviewed all Categories and potential Criteria. Thereafter, she explained to the participants how to use the i.>clicker® device and offered an example round of voting to get all stakeholders familiarized with this innovative process.

Voting on Categories and Category Weights

Dr. Jorge Prozzi (Assistant Professor, The University of Texas at Austin) facilitated the discussion on the proposed Categories and potential Category weights. He started by asking all attendees to introduce themselves and state the agency/organization they represented. Thereafter, he explained that participants will first vote on keeping or discarding the proposed Categories. The participants were presented with seven Categories. Dr. Prozzi recommended that ideally the TWG should reach consensus on moving forward with three to five Categories.

The Categories presented were (*i*) Capacity/Congestion, (*ii*) Demand, (*iii*) Financial, (*iv*) Project Readiness, (*v*) Multi-modal, (*vi*) Safety and Security; and (*vii*) Regional Impacts. All

stakeholders 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.

The Capacity/Congestion and Demand Categories were considered very important for the border master planning process. Although there was some discussion about merging these Categories, Ms. Montemayor and Mr. Juan José Erazo (Director of Intermodal Projects, SCT DGDC) urged stakeholders not to take this action. Finally, it was agreed that both Categories should be kept.

In the case of the Financial Category, Mr. Juan Carlos Rivas (Assistant Director for the Development of the Border and Infrastructure, SRE) pointed out that the cost of a proposed project is often irrelevant if the project is considered a priority by both countries. In addition the stakeholders agreed that the Project Readiness and Financial Categories be merged into one Category.

In the case of the Multi-modal Category, the discussion mostly focused on whether the majority of proposed projects already include multi-modal elements – i.e., all rail projects have multi-modal elements and port of entry ("POE") projects are typically analyzed from a systematic and multi-modal perspective. Mr. Mikhail Pavlov, (Project Management Analyst, CBP) suggested merging this Category with Demand. Ms. Tania Carrillo (Assistant Director of Authorizations and Permits, SCT DGTFM) suggested incorporating multi-modal Criteria or elements into the other Categories. The participants finally determined that the Multi-modal Category would be eliminated, but that Multi-modal Criteria would be incorporated into the other Categories. Several suggestions were made to incorporate appropriate Multi-modal Criteria into the other Categories that resulted in the:

(i) adding of the "Change in modes served" Criterion to the Capacity/Congestion Category;
(ii) adding of the "Multiple Mode Demand" (expressed public demand for alternative mode) Criterion to the Demand Category; and
(iii) adding of the "Modal Diversion" Criterion to the Regional Impacts Category.

In the case of the Safety and Security Category, Ms. Montemayor, Mr. Erazo, Ms. Carrillo and Mr. Alberto González (Operations Officer, Region VIII, CAPUFE) argued that safety is of the utmost importance and an inherent consideration in all projects. A major concern was that the study team had been unable to obtain the requested safety information from most stakeholders. Mr. Pavlov and Mr. Geoffrey Anisman (Border Affairs Officer, DOS) stressed that data are necessary to ensure that this Category does not become unimportant. Stakeholders also agreed that Security be removed from this Category as the data on security improvements would be largely unavailable to the study team. Also, security improvements would move forward irrespective of the BMP project prioritization process. In the case of rail projects, the rail representatives mentioned that the rail companies provide the Federal Railroad Administration and TxDOT with data on hazardous materials ("hazmat") movements.

For the Regional Impacts Category, Mr. Erazo argued that the road system in Mexico has strategic impacts for the country, similar to land and maritime POEs. When evaluating a proposed project, Mexican agencies thus analyze not only the potential impacts on a municipality or region, but also from a national perspective. However, Mr. Juan Manuel Mondragón (Assistant Director of Technical Reports, SEDESOL) considered project evaluations incomplete if proposed projects are not evaluated from a social perspective. He argued that project evaluation approaches need to include livability and regional development impact Criteria. Also, because of Mexico's current situation, security Criteria such as, "dwelling security" and "stability" need to be considered. Ms. E´lisa Smetana (Director, San Angelo MPO) pointed out that Del Rio and Eagle Pass are the City of San Angelo's closest crossings, and are thus very important for San Angelo's economic development. The benefits of proposed projects at or serving these POEs to San Angelo will thus be captured in this Category. She also urged for all participants to consider the importance of this Category as it captures the potential employment opportunities created for border residents resulting from proposed project investments.

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

CATEGORIES
Capacity/Congestion
Demand
Financial
Safety
Regional Impacts

In the table above, the Financial and Project Readiness Categories were merged. However, in the subsequent sessions of the workshop all the project readiness Criteria were discarded by the stakeholders and therefore this Category is now called Financial.

Stakeholders then proceeded to vote upon the weights for each Category. With the elimination of one Category (i.e., Multi-modal), and the merging of two – i.e., Project Readiness and Financial - the final results following several rounds of voting are as follows:

Category	Final Weight
Capacity/Congestion	25%
Demand	23%
Financial	12%

Safety	20%
Regional Impacts	20%

Voting on Potential Criteria and Criterion Weights

Dr. Prozzi facilitated the discussion and voting on the proposed Criteria during the afternoon of March 9 and the morning of March 10. During the afternoon of March 10 (i.e., after lunch) participants were divided into two groups. One group voted and reached consensus on the Criterion weights and the second group discussed and reached consensus on the metrics to score the selected Criterion. This section of the minutes summarizes the outcome of the Criteria and Criterion weighting sessions.

(i) Congestion/Capacity

Road and Interchange Projects

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

- Final Number of Lanes
- Change in Number of Lanes
- Final Level of Service
- Change in Level of Service
- Vehicle-Hours of Delay
- Number of POEs served
- Facility Serves POE
- Change in Modes Served
- Alleviate Congestion

Final Number of Lanes was not considered a good Criterion to measure added capacity. Some stakeholders pointed out that the Final Number of Lanes Criterion favored mostly urban areas. Change in Number of Lanes was considered a better Criterion to represent added capacity. Final Number of Lanes was thus eliminated as a Criterion in favor of Change in Number of Lanes.

On the other hand, Final Level of Service ("LOS") was considered by some participants, representing smaller, rural communities, a better measure in this regional plan as these areas typically experience uncongested travel conditions (i.e., LOS A or B). In the case of Change in Level of Service, some participants voiced concern as projects in more rural areas of the region typically do not reflect a significant improvement in the LOS (i.e., LOS from F to B). However, most participants felt (as reflected through their votes) that Change in Level of Service best captures the improvements in travel conditions associated with a specific project. Some

participants asked how this Criterion will apply to new facilities as no existing LOS exist. The study team explained that for new facilities the Final LOS will be used as the Change in LOS.

Number of POEs Served was well supported as a Criterion, although it was mentioned that most of the roads in rural areas serve only one POE (i.e., Del Rio). However, it was decided to retain this Criterion.

Regarding the Facility Serves POE Criterion, participants offered varied perspectives:

- Mr. Robert Wimbish (KCS' representative) pointed out that all rail lines provide direct connections to POEs. From a rail perspective, this Criterion thus did not make sense.
- Also, Ms. Montemayor remarked that she could not think of a single TxDOT project in the BMP's study area that did not serve a POE directly or indirectly.
- Mr. Erazo mentioned that SCT DGDC´s projects seek to connect POEs with trade corridors and ports. This SCT division thus models the transportation system to detect network issues. The model accounts for the generalized cost of transportation and is able to evaluate the impact of rail projects on the transportation network.

During subsequent voting, it was ultimately decided to eliminate the Facility Serves POE Criterion from the Capacity/Congestion Category.

With regards to the Vehicle Hours of Delay Criterion, Ms. Montemayor stated that no delay data were available to provide to the study team. One option would be to extend the BMP's timeline to collect this data, but she stressed that this would be a challenging and difficult process. The participants subsequently voted to eliminate this Criterion.

In the discussion on the Alleviate Congestion Criterion, participants argued that a distinction should be made between alleviating congestion "locally" and alleviating congestion "elsewhere." It was felt that the Alleviate Congestion Criterion focuses on local congestion and thereby favored projects in congested, urban areas. Some stakeholders argued that since the BMP is a regional study, the congestion definition should be broadened to consider the diversion of traffic from congested areas to less congested areas. Alleviate Congestion Locally and Alleviate Congestion Elsewhere Criteria would, according to some stakeholders, capture traffic diversion from Laredo to smaller regions such as, Del Rio or Eagle Pass. Participants were presented with both these congestion Criteria and subsequently voted to retain both Criteria.

The Change in Modes Served Criterion aims to capture the benefits of adding rail capacity to the transportation system. It therefore reflects the benefits of an efficient multi-modal goods transportation system. Participants; however, voted to eliminate this Criterion from the Capacity/Congestion Category.

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

CAPACITY/CONGESTION CRITERIA
Change in Number of Lanes
Final Level of Service
Change in Level of Service
Number of POEs Served
Alleviate Congestion Locally
Alleviate Congestion Elsewhere

Stakeholders voted upon the weights for each Capacity/Congestion Criterion in the afternoon of March 10. Ms. Alejandra Cruz (Research Associate, CTR) facilitated the voting and discussion on Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Capacity/Congestion Criteria (25%)	**Final Weight**
Change in Number of Lanes	19%
Final level of Service	6%
Change in Level of Service	17%
Number of POEs Served	17%
Alleviate Congestion Locally	23%
Alleviate Congestion Elsewhere	18%

Rail Projects

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

- Final Number of Tracks
- Change in Number of Tracks
- Final Level of Service
- Change in Level of Service

- Average Travel Speed
- Change in Modes Served
- Alleviates Rail Congestion Locally
- Alleviates Congestion Elsewhere

The discussion on the rail Criteria was led by the rail stakeholders. They shared their insight and perspective regarding data availability and the appropriateness of the proposed Criteria. They supported the retaining of the following Criteria:

- Change in Number of Tracks or Track Feet
- Average Travel Speed
- Alleviates Rail Congestion Locally – It was pointed out that this Criterion should, however, not only consider congestion on the rail network, but also the impact of rail investments on local road congestion. For example, the elimination of an at-grade crossing benefits both rail and vehicle traffic.
- Change in Modes Served – This Criterion aims to capture the benefits of adding rail capacity to the transportation system. It therefore reflects the benefits of an efficient multi-modal goods transportation system. All rail projects are an investment in an alternative mode. It was mentioned that the emphasis may be on rail investments that also benefits trucks.

The following Criteria were largely unsupported by the rail stakeholders and were subsequently eliminated through the voting process:

- Final Number of Tracks
- Final Level of Service and Change in Level of Service* – Rail stakeholders mentioned that no Level of Service data was available.
- Alleviate Congestion Elsewhere – In this case, Mr. Wimbish pointed out that an improvement in Laredo may not alleviate congestion in Eagle Pass, because it is a different rail operator. However, Mr. Guillermo García (Ports and Borders Manager, Ferromex) argued that rail operates as a system and an improvement in Laredo may alleviate congestion in Monterrey. The rail network has to be viewed as a system regardless of who operates different sections.

The final Criteria that were agreed upon are as follows:

CAPACITY/CONGESTION CRITERIA
Change in Tracks
Change in Level of Service*
Average Travel Speed
Alleviates Rail Congestion Locally

Change in Modes Served

Stakeholders voted upon the weights for each Capacity/Congestion Criterion in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Capacity/Congestion Criteria (25%)	**Final Weight**
Change in Tracks	20%
Change in Level of Service*	22%
Average Travel Speed	13%
Alleviates Rail Congestion Locally	29%
Change in Modes Served	16%

(*) Change in Level of Service was a Criterion chosen by stakeholders notwithstanding rail stakeholders´ warnings (no LOS data is to be available). In the Scoring Metrics Group session, rail stakeholders reiterated that LOS data could not be available. The study team had already pointed out that if no data could be made available for a Criterion, the weight would be redistributed amongst the other Criteria in the same Category. The distribution of Change in Level of Service weight would translate in the following weights for the remaining Criteria:

Capacity/Congestion Criteria (25%)	**Final Weight**
Change in Tracks	26%
Average Travel Speed	17%
Alleviates Rail Congestion Locally	37%
Change in Modes Served	20%

POE Projects

Participants were presented with the following congestion/capacity Criteria for POE projects:

- Final Number of Booths
- Change in Number of Booths
- Wait Times
- Peak Hour Capacity
- Queue Length

- Alleviates POE Congestion Locally
- Alleviates POE Congestion Elsewhere
- Secure Lanes
- Change in Modes Served

The discussion on the POE Criteria was led by Mr. Pavlov. He provided insight into available data and the Criteria supported by CBP. He supported the retaining of the following Criteria:

- Change in Number of Booths
- Wait Times – Mr. Pavlov expressed concern about wait time data availability. Wait Times was, however, considered a better measure than Queue Lengths. Mr. González could provide data on Wait Times.
- Alleviate POE Congestion Locally – It was mentioned that in some cases congestion on one bridge can be the result of limited operating hours on another bridge. For example, once the bridge closes, the traffic is diverted to the alternative bridge, resulting in congestion on the latter bridge.
- Alleviate POE Congestion Elsewhere
- Secure Lanes – In this case, emphasis should be on the Secure Lanes component of POE projects.
- Change in Modes Served – Mr. Pavlov argued that the more modes a project served, the more CBP will feel that the project "had stretched their dollars."

The stakeholders reported that no information was available for the Peak Hour Capacity and Queue Lengths Criteria.

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

CAPACITY/CONGESTION CRITERIA
Change in Number of Booths
Secure Lanes
Wait Times
Alleviate POE Congestion Locally
Alleviate POE Congestion Elsewhere
Change in Modes Served

Stakeholders voted upon the weights for each Capacity/Congestion Criterion in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Capacity/Congestion Criteria (25%)	**Final Weight**
Change in Number of Booths	20%
Secure Lanes	16%
Wait Times	18%
Alleviate POE Congestion Locally	17%
Alleviate POE Congestion Elsewhere	15%
Change in Modes Served	14%

(ii) Demand

Road and Interchange Projects

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

- Final Annual Average Daily Traffic (AADT)
- Change in Annual Average Daily Traffic
- Percentage Trucks
- Peak Hour Traffic Volume
- Multiple Mode Demand

Change in Annual Average Daily Traffic was considered a better measure than Final Annual Average Daily Traffic as some participants argued that the latter favored projects in congested urban areas at the expense of those in more rural areas. Percentage Trucks was considered a good measure of a proposed project's importance to facilitating goods/freight movements. Multiple Mode Demand 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).

The Final Annual Average Daily Traffic and Peak Hour Traffic Volume Criteria were subsequently eliminated through the voting process. The final road and interchange Criteria that were thus agreed upon are as follows:

DEMAND CRITERIA
Change in AADT
Percentage Trucks
Multiple Mode Demand

Stakeholders voted upon the weights for each Demand Criterion in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Demand Criteria (23%)	**Final Weight**
Change in AADT	33%
Percentage Trucks	34%
Multiple Mode Demand	33%

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
- Cross-border value by Rail
- Multiple Mode Demand

The discussion on the rail Criteria was led by the rail stakeholders. They shared their insight and perspective regarding data availability and the appropriateness of the proposed Criteria. They supported the retaining of the following Criteria:

- Change in Annual Average Daily Rail Cars – The rail representatives reported their willingness to provide the study team with 2010 data. They mentioned that it is problematic for the rail companies to provide the study team with projections as they would be bound to their stakeholders to meet the projections.
- Cross-border Tonnage by Rail – One rail representative mentioned that empty rail cars will not be captured by this Criterion. However, Mr. James Nadalini (Director of Public-Private Partnerships, BNSF Railways) argued that tonnage has an important impact on rail infrastructure; i.e., more weight results in higher track impacts, which translates into the need to reinvest in the infrastructure. Also, this Criterion captures the type of goods or commodities moved by a particular rail line.
- Multiple Mode Demand – This Criterion aims to capture the expressed public demand for the alternative mode facilitated by the proposed project. For example, participants suggested it may also apply to a proposed investment that facilitates transloading between rail and trucks.

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

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

Stakeholders voted upon the weights for each Demand Criterion in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Demand Criteria (23%)	**Final Weight**
Change in Average Annual Daily Rail Cars	37%
Cross-border Tonnage by Rail	24%
Multiple Mode Demand	39%

POE Projects

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

- Average Annual Daily Crossings
- Change in Average Annual Daily Crossings
- Cross-Border Tonnage
- Cross-Border Value
- Peak Hour Throughput
- Multiple Mode Demand

The voting and ensued discussions resulted in the elimination of the following Demand Criteria:

- Annual Average Daily Crossings – The stakeholders argued that this Criterion did not capture the additional demand served as well as the Change in Annual Average Daily Crossings.
- Peak Hour Throughput – The POE stakeholders noted that no data was available for this Criterion.
- Cross-border Tonnage – Some stakeholders raised concern that this Criterion would favor POE projects facilitating goods/commodity movements to the detriment of

proposed pedestrian and personal vehicle projects. Also, stakeholders noted that no data was available for this Criterion.

- Cross-border Value - The POE stakeholders noted that no data was available for this Criterion.

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

DEMAND CRITERIA
Change in Average Annual Daily Crossings
Multiple Mode Demand

Stakeholders voted upon the weights for each Demand Criterion in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Demand Criteria (23%)	Final Weight
Change in Average Annual Daily Crossings	50%
Multiple Mode Demand	50%

(iii) Financial

All Projects

In the "Categories and Category Weights" session, participants voted to merge the Financial and Project Readiness Categories. Participants were thus presented with the following Financial/Project Readiness Criteria for all projects:

- Project Cost
- Cost Effectiveness (i.e., Cost/Capacity and Cost/Demand)
- Current Phase of Project
- Time-to-Implement
- Fully Funded/Available Funding

The voting and ensued discussions resulted in the elimination of the following Financial/Project Readiness Criteria:

- Project Cost – Some stakeholders expressed concern that this Criterion would be biased towards the most expensive projects. The majority of the stakeholders therefore regarded Project Cost as an unfair measure to rank projects.
- Current Phase of Project – Stakeholders expressed concern that this Criterion would favor proposed projects in the final phases and penalize projects in the earlier phases.
- Time to Implement – Similar to the Current Phase of Project Criterion, some stakeholders expressed concern that this Criterion would favor projects in the later phases of planning. Also, the credibility of provided information was questioned as an unrealistic implementation date can be provided to advance certain projects. Also, participants were concerned that large projects that may take a long time to implement (i.e., large rail or highway projects) would be penalized versus projects that have a shorter implementation or completion date (i.e., certain POE projects).
- Fully Funded/Available Funding – Some stakeholders argued that one of the objectives of the development of a Border Master Plan is to develop a prioritized list of projects to ultimately secure project funding. Thus, some participants questioned the point of prioritizing projects that have full funding.

Ultimately, the stakeholders agreed to retain only the two Financial Criteria as follows:

FINANCIAL CRITERIA
Cost/Capacity
Cost/Demand

The Cost/Capacity Criterion was largely supported by smaller, rural communities as it is less expensive to add capacity in these areas. The Cost/Demand Criterion was largely supported by larger, urban areas as it was viewed as a better measure to illustrate how they could "stretch their dollars" to serve additional demand.

Stakeholders voted upon the weights for the two Financial Criteria in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on Criteria weights. The participants voted twice on the appropriate weights for these two Criteria, but finally agreed that each Criteria should receive a weight of 50%.

Financial Criteria (12%)	**Final Weight**
Cost/Capacity	50%
Cost/Demand	50%

(iv) Safety

The majority of the stakeholders agreed that the Safety Category was very important. The study team, however, expressed concern about the availability of the data. Dr. Prozzi reminded all participants that voting to retain the safety Criteria implies a direct commitment by the stakeholders to provide the study team with the necessary data.

Road, Interchange and Rail Projects

Participants were presented with the following safety Criteria for road, interchange, and rail projects:

- Accident Rates
- Diversion of Hazardous Materials

Regarding the Accident Rates Criterion, Ms. Montemayor mentioned that she could potentially provide the study team with this data, but that it will be a lengthy process as she needs to dedicate resources to extract the data from a TxDOT system called CRIS. Mr. Erazo stated that for SCT DGDC safety and accident rate information are a priority. He committed his agency to provide available accident data to the study team. Mr. Travis Black (Community Planner, FHWA) expressed concern about how new projects will be prioritized since no accident information is available for new projects. The study team proposed that the same approach followed in the development of the California-Baja California Border Master Plan be adopted where the accident rates on a comparable, parallel facility was used.

In the discussion on the Diversion of Hazmat Criterion, some participants argued that Accident Rates is a more important Criterion than the Diversion of Hazmat Criterion. Some stakeholders argued that highway accidents are more prevalent than hazmat spills.

Ultimately, the stakeholders agreed to retain the following safety Criteria:

SAFETY CRITERIA
Accident Rate
Diversion of Hazmat

Stakeholders voted upon the weights for the two Safety Criteria in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on the Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Safety Criteria (20%)	Final Weights
Accident Rate	66%
Diversion of Hazmat	34%

POE Projects

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

- Border Security/Safety
- Diversion of Hazardous Materials

Mr. Pavlov recommended that the Border Security component of the Border Safety and Security Criterion be eliminated, because Border Security projects will be funded irrespective of the priorities established in the Border Master Plan.

In the case of the Diversion of Hazmat Criterion, some participants pointed out that during the Presidential Permitting process it is determined whether the reviewed POE can adequately transport hazmat. Other stakeholders, however, argued that a Presidential Permit may not be available yet for a new or proposed POE. Mr. Carlos de Anda (Director, IMPLADU) voiced concern that this Criterion would favor POEs that currently move hazmat. He was also concerned that this Criterion would not apply to crossings that do not handle hazmat. Other participants, however, felt that this Criterion should reward proposed projects that divert hazmat away from water intakes or large communities with a higher score.

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

SAFETY CRITERIA
Border Safety
Diversion of Hazmat

Stakeholders voted upon the weights for the two Safety Criteria in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on the Criteria weights. The final results after several rounds of voting on each Criterion are as follows:

Safety Criteria (20%)	Final Weights
Border Safety	67%
Diversion of Hazmat	33%

(v) Regional Impacts

All Projects

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

- Environmental Impacts
- Community Impacts
- Economic Impacts
- Modal Diversion
- Land Availability

Some participants recommended that for POE projects, the Environmental Impacts Criterion should only consider the "natural resource" impacts as the Presidential Permit process includes an environmental review under the National Environmental Policy Act (NEPA). An environmental review is thus conducted for all new POEs. Other stakeholders, however, pointed out that it is important to consider sustainability and livability concepts that go beyond the NEPA process. Mr. David Negrete (Representative in Nuevo Laredo, CILA) also expressed concern about restricting the Environmental Impacts Criterion to consider only air quality and natural resource impacts. He argued that that another type of environmental impact associated with a project could be the establishment or settlement of communities around the flooding areas and valleys of the Rio Grande. Other participants pointed out that the protection of water resources are of ultimate importance to "both Laredos" as water pollution would impact the whole region. For example, if a spill occurred in the Rio Grande, Laredo would only have sufficient water for two days and Nuevo Laredo for only four hours. Thus, it is important to consider the location of potential new hazmat crossings also from an Environmental Impacts perspective.

Some stakeholders proposed and it was subsequently agreed that the Economic Impacts and Community Impacts Criteria be merged into a Socio-economic Impacts Criterion. Participants argued that this Criterion was very important to measure potential employment, increase in industry, and the potential impact on trade corridors associated with proposed projects.

Modal Diversion was a Criterion added by stakeholders to capture whether a proposed project will increase the number of available transportation modes.

Land Availability was a Criterion added by stakeholders to demonstrate that land is available for the proposed projects. For example, Mr. Pavlov mentioned that Land Availability is very important in the case of POE expansions as land may be available on one side of the border and not on the other. This could represent a major challenge when additional POE capacity is needed. Mr. Rivas agreed that Land Availability is crucial. SRE will not support any proposed capacity project in congested urban areas. SRE will only support projects that are outside of such areas. Most of Mexico's POEs do not have land available and are in highly populated areas where land is expensive.

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

REGIONAL IMPACTS CRITERIA
Environmental Impacts
Socio-economic Impacts
Modal Diversion
Land Availability

Stakeholders voted upon the weights for the Regional Impacts Criteria in the afternoon of March 10. Ms. Cruz facilitated the voting and discussion on the Criteria weights. Unfortunately, several participants left the room during the last voting rounds. Several rounds of voting on each Criterion resulted in the following weights. However, it was agreed with the remaining participants present that these votes would be presented to the Policy Advisory Committee ("PAC") for review as not enough stakeholders were present to secure agreement on the Criteria weights.

Regional Impacts Criteria (20%)	**Weight**
Environmental Impacts	34%
Socio-economic Impacts	30%
Modal Diversion	11%
Land Availability	25%

Scoring Metrics Group

As mentioned before, participants were divided into two groups during the afternoon of March 10 (after lunch). One group voted and reached consensus on the Criterion weights and the second group was tasked with discussing and reaching consensus on the metrics to score the selected Criterion. The following stakeholders formed part of the Scoring Metrics Group:

- Jorge Acha (IMT/SCT - DGDC)
- Travis Black (FHWA)
- Adela Blanco (*Estado de Coahuila*)
- Nathan Bratton (City of Laredo)
- Carlos Bujanda (*Municipio de Piedras Negras*)
- Tania Carrillo (SCT – DGTFM)
- Carlos de Anda (IMPLADU)
- Víctor Galindo (*Centro SCT Tamaulipas*)

- Alberto González (CAPUFE)
- Óscar González (*Municipio de Nuevo Laredo*)
- Marga Lopez (City of Eagle Pass)
- Carlos Medina (*Centro SCT Nuevo León*)
- Melisa Montemayor (TxDOT)
- Margie Montez (City of Del Rio)
- Mikhail Pavlov (CBP)
- Andrés Velázquez (*Estado de Tamaulipas*)
- Robert Wimbish (KCSR)

This group managed to reach consensus on most of the scoring metrics before the close of the meeting. However, time did not allow to finalize the discussion on the scoring metrics for some of the Regional Impacts Category. The study team subsequently prepared a draft Scoring Metrics Document that captured the group's scoring metrics for which consensus was reached. The document also provided suggestions for the outstanding metrics. This document was e-mailed to the participating stakeholders to verify the accuracy and to gather input on the suggested metrics. The Scoring Metrics Document was finalized during a scheduled conference call on April 26, 2011, from 10:00 a.m. to 1:00 p.m. The Scoring Metrics Document that was agreed upon is attached as Annex D.

Administrative Matters and Follow Up Business

At the conclusion of the meeting, the study team reminded the participants that the agreed upon Categories, Criteria, and weights that emerged during the two-day workshop will be put forward for endorsement to the PAC at the next PAC meeting. Ms. Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 5:10 p.m. on March 10, 2011.

ANNEX A
ATTENDANCE LIST

MARCH 9, 2011

Last Name	First Name	Stakeholder Represented
Acha	Jorge	SCT-IMT
Aguiar	José Pablo	CTR
Anisman	Geoffrey	DOS
Black	Travis	FHWA
Blanco	Adela	Gobierno del Estado de Coahuila (SOPyT)
Bratton	Nathan	City of Laredo
Bujanda	Carlos	Municipio de Piedras Negras – Desarrollo Urbano
Carrillo	Tania	SCT – DGTFM
Cruz	Alejandra	CTR
De Anda	Carlos	IMPADU
De la Rosa	Agustin	TxDOT - IRO
Del Villar	Sergio	Municipio de Acuña - Planeación
Eads	Robert	City of Del Rio
Earl	David	DD Hachar Trust
Erazo	Juan José	SCT - DGDC
Escajeda	Lizette	Aduanas - Colombia
Esquivel	Graciela	Aduanas – Nuevo Laredo
Galindo	Víctor	SCT – Nuevo Laredo
García	Guillermo	Ferromex
Garza	Rene	TxDPS
González	Alberto	CAPUFE
González	Gladis	IMPADU
González	Óscar	Municipio de Nuevo Laredo – Obras Públicas
Grindstaff	Elizabeth	City of San Angelo
Guerra	Vanessa	Laredo MPO
Hagert	Eduardo	TxDOT - IRO
Heflin	(Consul) Donald	DOS - Laredo
Hereford	Jesse	The BTA
Hernández	Ernesto	CAPUFE
Hernández	Frank	BNSF Railway
Hinojosa	Albert	FHWA
Hitzfelder	Esther	TxDOT - IRO
Huerta	Ana Laura	Municipio de Nuevo Laredo
Ibarra	José Ángel	Aduanas – Cd. Acuña

Last Name	First Name	Stakeholder Represented
Lopez	Marga	City of Eagle Pass
Márquez	Francisco	GEMCO
Martínez	(Cónsul) Juan José	SRE – Laredo
Medina	Carlos	SCT – Nuevo León
Mondragón	Juan Manuel	SEDESOL
Montemayor	(A.A.) Glafiro	Project 45 - GEMCO
Montemayor	Melisa	TxDOT - Laredo
Montez	Margie	City of Del Rio
Negrete	David	CILA
Pavlov	Mikhail	CBP
Prozzi	Jolanda	CTR
Prozzi	Jorge	UT/CTR
Ramírez	Rafael	NADBANK
Ramón	Jorge	Municipio de Acuña – Fomento Económico
Ramos	Gabriel	Municipio de Acuña - Planeación
Rivas	Juan Carlos	SRE
Robles	Vladimir	KCSM
Sadruddin	Tunisia	GSA
Seedah	Dan	CTR
Smetana	E'Lisa	San Angelo MPO
Valdez	(Judge) Danny	Webb County
Velázquez	Andrés	Gobierno de Tamaulipas (Obras Públicas)
Villarreal	Jorge	CODEFRONT
Villarreal	Paulina	Gardner Law Firm
Werner	Mark	TxDOT – Rail Division
Wimbish	Robert	KCS (Representing)
Wood	Greg	FHWA
Zapata	María Imelda	Aduanas – Nuevo Laredo

MARCH 10, 2011

Last Name	First Name	Stakeholder Represented
Acha	Jorge	SCT-IMT
Aguiar	José Pablo	CTR
Anisman	Geoffrey	DOS
Black	Travis	FHWA
Blanco	Adela	Gobierno del Estado de Coahuila (SOPyT)
Bratton	Nathan	City of Laredo
Bujanda	Carlos	Municipio de Piedras Negras – Desarrollo Urbano
Carrillo	Tania	SCT – DGTFM
Cruz	Alejandra	CTR
De Anda	Carlos	IMPADU
De la Rosa	Agustin	TxDOT - IRO
Del Villar	Sergio	Municipio de Acuña - Planeación
Eads	Robert	City of Del Rio
Escajeda	Lizette	Aduanas - Colombia
Esquivel	Graciela	Aduanas – Nuevo Laredo
García	Guillermo	Ferromex
Garza	Rene	TxDPS
González	Gladis	IMPADU
González	Óscar	Municipio de Nuevo Laredo – Obras Públicas
Guerra	Vanessa	Laredo MPO
Hagert	Eduardo	TxDOT - IRO
Heflin	(Consul) Donald	DOS - Laredo
Hernández	Ernesto	CAPUFE
Hinojosa	Albert	FHWA
Hitzfelder	Esther	TxDOT - IRO
Ibarra	José Ángel	Aduanas – Cd. Acuña
Isidro	(Cónsul) Miguel Ángel	SRE - Laredo
Lopez	Marga	City of Eagle Pass
Márquez	Francisco	Project 45 - GEMCO
Martínez	(Cónsul) Juan José	SRE – Laredo
Medina	Carlos	SCT – Nuevo León
Mondragón	Juan Manuel	SEDESOL
Montemayor	(A.A.) Glafiro	Project 45 - GEMCO
Montemayor	Melisa	TxDOT - Laredo
Montez	Margie	City of Del Rio
Nadalini	Jim	BNSF Railways
Negrete	David	CILA

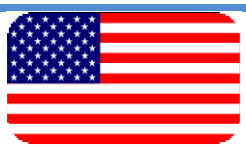
Last Name	First Name	Stakeholder Represented
Pavlov	Mikhail	CBP
Prozzi	Jolanda	CTR
Prozzi	Jorge	UT/CTR
Ramírez	Rafael	NADBANK
Ramón	Jorge	Municipio de Acuña – Fomento Económico
Ramos	Gabriel	Municipio de Acuña - Planeación
Ramos	Joe	CBP - Laredo
Rivas	Juan Carlos	SRE
Robles	Vladimir	KCSM
Sadruddin	Tunisia	GSA
Seedah	Dan	CTR
Smetana	E'Lisa	San Angelo MPO
Velázquez	Andrés	Gobierno de Tamaulipas (Obras Públicas)
Villarreal	Jorge	CODEFRONT
Villarreal	Paulina	Gardner Law Firm
Werner	Mark	TxDOT – Rail Division
Wimbish	Robert	KCS (Representing)
Wood	Greg	FHWA
Zapata	María Imelda	Aduanas – Nuevo Laredo

ANNEX B
ACRONYMS LIST

Acronym	Participating Stakeholders
Aduanas	Administración General de Aduanas – México D.F. Central Office
Aduanas – Acuña	Administración General de Aduanas – Colombia / Acuña Bridge Office
Aduanas - Colombia	Administración General de Aduanas – Colombia / Solidaridad Bridge Office
Aduanas - Nuevo Laredo	Administración General de Aduanas – Nuevo Laredo Bridge Office
Aduanas - Piedras Negras	Administración General de Aduanas – Piedras Negras Bridge Office
BNSF Railway	Burlington Northern Santa Fe Railway
The BTA	Border Trade Alliance
CAPUFE	Secretaría de Comunicaciones y Transportes – Caminos y Puentes Federales
CBP	U.S. Department of Homeland Security - Customs and Border Protection
CBP - Laredo	U.S. Department of Homeland Security - Customs and Border Protection – Laredo Field Operations Office
CILA	Secretaría de Relaciones Exteriores - Comisión Internacional de Límites y Aguas entre México y Estados Unidos
City of Del Rio	City of Del Rio
City of Eagle Pass	City of Eagle Pass
City of Laredo	City of Laredo
City of San Angelo	City of San Angelo
CODEFRONT	Gobierno del Estado de Nuevo León - Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León
CTR	The University of Texas at Austin – Center for Transportation Research
DOS	U.S. Department of State
DOS - Nuevo Laredo	U.S. Department of State – Consulate General in Nuevo Laredo, Tamaulipas
Ferromex	Ferrocarril Mexicano, S.A. de C.V.
FHWA	U.S. Department of Transportation - Federal Highway Administration
GEMCO	GEMCO (AA. Glafiro E. Montemayor y Cía., S.C.)
Gobierno del Estado de Coahuila (SOPyT)	Gobierno del Estado de Coahuila - Secretaría de Obras Públicas y Transporte
Gobierno del Estado de Tamaulipas (Obras Públicas)	Gobierno del Estado de Tamaulipas – Secretaría de Obras Públicas

Acronym	Participating Stakeholders
GSA	U.S. General Services Administration
IMPADU	Municipio de Nuevo Laredo – Instituto Municipal de Investigación, Planeación y Desarrollo Urbano
KCS	Kansas City Southern Railway Company
KCSM	Kansas City Southern de México, S.A. de C.V.
Laredo MPO	City of Laredo – Metropolitan Planning Organization
Municipio de Acuña – Fomento Económico	Municipio de Acuña – Dirección de Fomento Económico Municipal
Municipio de Acuña – Planeación	Municipio de Acuña – Dirección de Planeación y Desarrollo Urbano
Municipio de Nuevo Laredo	Municipio de Nuevo Laredo
NADBANK	North American Development Bank
San Angelo MPO	City of San Angelo – Metropolitan Planning Organization
Sistema de Caminos de N.L.	Gobierno del Estado de Nuevo León - Sistema de Caminos de Nuevo León
SCT DGDC	Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero
SCT DGTFM	Secretaría de Comunicaciones y Transportes – Dirección General de Transporte Ferroviario y Multimodal
SCT - N.L.	Secretaría de Comunicaciones y Transportes – Centro SCT Nuevo León
SCT - Tamaulipas	Secretaría de Comunicaciones y Transportes – Centro SCT Tamaulipas
SCT - IMT	Secretaría de Comunicaciones y Transportes – Instituto Mexicano del Transporte
SEDESOL	Secretaría de Desarrollo Social
SRE	Secretaría de Relaciones Exteriores
SRE - Laredo	Secretaría de Relaciones Exteriores – Consulado General en Laredo, TX
TxDOT - IRO	Texas Department of Transportation – International Relations Office
TxDOT - Laredo	Texas Department of Transportation – Laredo District Office
TxDOT – Rail Division	Texas Department of Transportation – Rail Division
TxDPS	Texas Department of Public Safety

ANNEX C
LIST OF STAKEHOLDERS WITH VOTING RIGHTS

 **United States Stakeholder**	Votos -- Votes	 **Dependencia/participante de México**
U.S. Department of State Office of Mexican Affairs (Incl. Consul General in Nuevo Laredo) *Identified TWG member: Geoffrey Anisman*	1	**Secretaría de Relaciones Exteriores** Dirección General para América del Norte (Incl. Cónsules en Laredo, Eagle Pass y Del Rio) *Miembro GTT identificado: Sean Cázares*
International Boundary and Water Commission *Identified TWG member: Sheryl Franklin*	1	**Comisión Internacional de Límites y Aguas** *Miembro GTT identificado: David Negrete*
Federal Highway Administration Team Leader, Safety, Multi-State and Border Planning *Identified TWG member: Roger Petzold*	1	**Secretaría de Comunicaciones y Transportes** Dirección General de Desarrollo Carretero *Miembro GTT identificado: Juan José Erazo*
N/A	1	**Secretaría de Comunicaciones y Transportes** Dirección General de Transporte Ferroviario y Multimodal *Miembro GTT identificado: Juan Francisco Villalobos*
N/A	1	**Secretaría de Comunicaciones y Transportes** Dirección General de Autotransporte Federal *Miembro GTT identificado: Salvador Monroy*
N/A	1	**Secretaría de Comunicaciones y Transportes** Instituto Mexicano de Transporte *Miembro GTT identificado: Jorge Acha*
Federal Highway Administration Community Planner *Identified TWG member: Travis Black*	1	**Secretaría de Comunicaciones y Transportes** Centro SCT Coahuila *Miembro GTT identificado: Rodrigo Pérez*
N/A	1	**Secretaría de Comunicaciones y Transportes** Centro SCT Nuevo León *Miembro GTT identificado: Vinicio Serment*
N/A	1	**Secretaría de Comunicaciones y Transportes** Centro SCT Tamaulipas *Miembro GTT identificado: Víctor Galindo*
Federal Motor Carrier Administration Texas Division *Identified TWG member: Santos Pecina*	1	N/A
Customs and Border Protection Federal Level Project Management Analyst *Identified TWG member: Mikhail Pavlov*	1	**Administración General de Aduanas** Administrador de Política, Infraestructura y Control Aduanero *Miembro GTT identificado: Carlos Morales*
Customs and Border Protection State Level Field Operations *Identified TWG member: Joe G. Ramos*	1	N/A
N/A	1	**Administración General de Aduanas** Acuña *Miembro GTT identificado: Ernesto Manuel Montiel*

N/A	1	**Administración General de Aduanas** Piedras Negras *Miembro GTT identificado: Ernesto Alonso González*
N/A	1	**Administración General de Aduanas** Colombia/Solidaridad *Miembro GTT identificado: Karina López*
N/A	1	**Administración General de Aduanas** Nuevo Laredo *Miembro GTT identificado: Miguel Ángel Aguilar*
General Services Administration Southern Border *Identified TWG member: Michael Clardy*	1	**Instituto de Administración y Avalúos de Bienes Nacionales** Jefe de Departamento de Diseño *Miembro GTT identificado: Fidel Castañeda*
N/A	1	**Instituto Nacional de Migración** *Miembro GTT identificado: no se tiene identificado, favor de contactarnos antes de la reunión*
N/A	1	**Secretaría de Desarrollo Social** Dirección General de Desarrollo Urbano y Suelo *Miembro GTT identificado: Juan Manuel Mondragón*
N/A	1	**Secretaría de Medio Ambiente y Recursos Naturales** Subdirector del Sector Vías Generales Zona Norte *Miembro GTT identificado: Jesús Armando Moreno*
Texas Department of Transportation Laredo District Planning Coordinator *Identified TWG member: Melisa Montemayor*	1	**Gobierno del Estado de Coahuila** Secretaría de Obras Públicas *Miembro GTT identificado: Noé García*
Texas Department of Transportation Rail Division *Identified TWG member: Mark Werner*	1	**Gobierno del Estado de Nuevo León** CODEFRONT *Miembro GTT identificado: Juan Carlos Gastelum*
Texas Department of Transportation International Relations Office *Identified TWG member: Gus de la Rosa*	1	**Gobierno del Estado de Tamaulipas** Secretaría de Obras Públicas *Miembro GTT identificado: Vicente Saint Martin*
Department of Public Safety Commercial Vehicle Enforcement *Identified TWG member: Christopher Nordloh*	1	N/A
City of Laredo Assistant City Manager *Identified TWG member: Horacio De Leon*	1	**Municipio de Nuevo Laredo** Dirección de Obras Públicas *Miembro GTT identificado: Luis Martínez*
City of Laredo Bridge Director *Identified TWG member: Mario Maldonado*	1	**Caminos y Puentes Federales** Subdelegado de Operación *Miembro GTT identificado: Alberto González*
Laredo MPO Transportation Planner *Identified TWG member: Vanessa Guerra*	1	**Municipio de Nuevo Laredo** IMPLADU *Miembro GTT identificado: Carlos De Anda*
Webb County Executive Assistant *Identified TWG member: Leroy Medford*	1	N/A
City of Eagle Pass Director of Planning and Community Development *Identified TWG member: (TBD)*	1	**Municipio de Piedras Negras** Dirección de Obras Públicas *Miembro GTT identificado: Fernando Purón*
City of Eagle Pass	1	N/A

Bridge Director *Identified TWG member: Marga Lopez*		
Maverick County Administrative Assistant *Identified TWG member: Roberto Ruiz*	1	N/A
City of Del Rio City Manager *Identified TWG member: Robert Eads*	1	**Municipio de Acuña** Director de Planeación Municipal y Desarrollo Urbano *Miembro GTT identificado: Gabriel Ramos*
City of Del Rio Bridge Director *Identified TWG member: Margie Montez*	1	N/A
Val Verde County County Judge *Identified TWG member: TBD*	1	N/A
Kansas City Southern *Identified TWG member: Robert Wimbish*	1	**Kansas City Southern de México** *Miembro GTT identificado: Vladimir Robles*
Union Pacific *Identified TWG member: Ivan Jaime*	1	N/A
Burlington Northern Santa Fe *Identified TWG member: Frank Hernandez*	1	**Ferrocarriles Mexicanos** *Miembro GTT identificado: Guillermo García*

ANNEX D
SCORING METRICS DOCUMENT

CAPACITY / CONGESTION CATEGORY

Road and Interchange Projects

1. Change in Number of Lanes

A change in the number of lanes is a measure of added road capacity. In the case of a new road or interchange project, the final number of lanes equals the change in the number of lanes. The higher the number of added lanes, the higher the added road capacity. The road and interchange projects will thus be scored as follows:

Change in Number of Lanes	Score
No change	0.00
Wide/shoulder	0.25
Add 1 lane	0.50
2 lanes / overpass	0.75
More than 2 lanes	1.00

2. 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	0.00
E	0.25
D	0.50
C	0.75
A or B	1.00

3. Change in Level of Service (LOS)

A change in the LOS measures a change in congestion experienced. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the change 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	A or B
Change in LOS from	F	0.0	1.0	1.7	2.2	2.5
	E	-	0.0	0.7	1.2	1.5
	D	-	-	0.0	0.5	0.8
	C	-	-	-	0.0	0.3
	A or B	-	-	-	-	0.0

Then, the score will be assigned by dividing the number of points obtained from the previous table by the maximum allowable points (2.5).

4. Number of Ports of Entry ("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. The higher the number of POEs served (directly or indirectly), the higher the score assigned. The road and interchange projects will thus be scored as follows:

Number of POEs Served	Score
1	0.2
2	0.4
3	0.6
4	0.8
More than 4	1.0

5. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally Criterion is a qualitative Criterion that indicates how a given road or interchange projects will affect congestion within the same county (US) or municipality (Mx). The higher the impact on local congestion, the higher the score assigned. The road and interchange project will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion within the county or municipality.

6. Alleviates Congestion Elsewhere (outside the county (US) or municipality (Mx))

The alleviate congestion elsewhere Criterion is a qualitative Criterion that indicates how a given road or interchange project will affect congestion outside the county (US) or municipality (Mx) in which it is located. The higher the impact on congestion elsewhere, the higher the score assigned. The road and interchange projects will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion outside the county or municipality.

Rail Projects

1. Change in Number of Tracks

A change in the number of rail tracks is a measure of added rail capacity. In the case of new rail tracks, the final number of tracks equals the change in the number of tracks. The higher the number of added tracks, the higher the added rail capacity. A distinction will be made to reflect whether capacity is added to rail track or rail yards. The rail projects will receive a score according to the change in number of tracks depending on whether it is a rail track or rail yard project based on one of the following:

Rail Track Projects will be scored as follows:

Change in Number of Tracks	Score
No change	0.00
Relocation, expansion, etc.	0.33
Add 1 track	0.67
Add 1 track + Relocation, expansion, etc.	1.00

Rail Yard Projects will be scored as follows:

Change in Number of Tracks	Score
Less than 5	0.0
Between 5 and 10	0.5
More than 10	1.0

2. Change in Level of Service

The rail industry does not calculate a LOS metric. It was thus agreed upon to distribute the weight of this Criteria among the other Rail Capacity / Congestion Criteria given the relative weights of the other rail Criteria in this Category.

3. Average Travel Speed

Average travel speed can be an indicator of congestion and represents the speed at which a train operates on the rail track. The higher the average travel speed on the rail track, the higher the score assigned. Rail projects will thus be scored as follows:

Class of track	Max. speed for freight trains (mph)	Max. speed for passenger train (mph)	Score
Excepted track	10	N/A	0.2
Class 1 track	10	15	0.2
Class 2 track	25	30	0.4
Class 3 track	40	60	0.6
Class 4 track	60	80	0.8
Class 5 track	80	90	1.0

4. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally Criterion is a qualitative Criterion that indicates how a given rail project will affect congestion within the same county (US) or municipality (Mx). Alleviate local congestion is

determined by the proposed rail project's impact on removing rail traffic from developed areas and by eliminating rail crossings. The more rail traffic that is removed from developed areas and the higher the number of rail crossing eliminated, the higher the assigned score. Rail projects will thus be scored as follows:

		Eliminates Rail Crossings		
		No	**Some**	**All**
Removes Rail Traffic from Developed Areas	**No**	0.00	0.25	0.50
	Some	0.25	0.50	0.75
	All	0.50	0.75	1.00

The project sponsor will need to describe in detail to the study team the impact of the project on removing rail traffic from developed areas and in eliminating rail crossings in the county or municipality.

5. Change in Modes Served

The change in modes served Criterion captures the ability of the rail project to facilitate multimodal transportation, encourage non-highway use, or provide infrastructure for other modes. The rail projects will thus be scored as follows:

Change in Modes Served	Score
No Change	0.00
Facilitates multi-modal use (minimum 2 modes)	0.33
Encourages non-highway transportation (e.g. use of right-of-way for pipelines, pedestrians, etc.)	0.67
Provides infrastructure for other modes of transportation	1.00

Port of Entry Projects

1. Change in Number of Booths

A change in the number of booths is a measure of added POE capacity. In the case of new POE projects, the final number of booths equals the change in the number of booths. The higher the number of added booths, the higher the added POE capacity. POE projects will thus be scored as follows:

Change in Number of Booths	Score
No change	0.00
Add at least 1 booth	0.25
Add at least 2 booths	0.50
Add at least 5 booths	0.75
Add at least 10 booths	1.00

2. Secure Lanes

Secure lanes (i.e., Fast or SENTRI lanes) facilitates 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
None	0.0
1 lane	0.2
2 lanes	0.4
3 lanes	0.6
4 lanes	0.8
More than 4 lanes	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:

		Score			
Mode Weight	**Mode**	**0.25**	**0.50**	**0.75**	**1.00**
0.25	Pedestrians	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.30	Automobiles	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.45	Trucks	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile

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

4. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally Criterion is a qualitative Criterion that indicates how a given POE project will affect congestion within the same county (US) or municipality (Mx). The higher the impact on local congestion, the higher the score assigned. The POE projects will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion within the county or municipality.

5. Alleviates Congestion Elsewhere (outside the county (US) or municipality (Mx))

The alleviate congestion elsewhere Criterion is a qualitative Criterion that indicates how a given POE project will affect congestion outside the county (US) or municipality (Mx) in which the POE project is located. The higher the impact on congestion elsewhere, the higher the score assigned. The POE projects will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion outside the county or municipality.

6. Change in Modes Served

The change in modes served Criterion captures the ability of the POE project in facilitating the handling of additional modes at the POE. The more additional modes served at the POE, the higher the score assigned. The POE projects will thus be scored as follows:

Change in Modes Served	Score
No change	0.00
1 additional mode	0.25
2 additional modes	0.50
3 additional modes	0.75
4 additional modes	1.00

DEMAND CATEGORY

Road and Interchange Projects

1. Change in Average Annual Daily Traffic

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. A change in the AADT ("Δ 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 Δ AADT. The change in AADT will be calculated as the difference between the expected AADT in 2030 and the current AADT. The higher the change in AADT, the higher the demand satisfied or additional usage of the facility. The road and interchange projects will thus be scored as follows:

Change in AADT	Score
No change	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

2. Percentage of Trucks

The percentage of trucks is 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
No change	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

3. Multiple Mode Demand (expressed public demand alternative mode)

The road and interchange projects will receive a score considering the expressed public demand for an alternative mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The road and interchange projects will be scored as follows:

Expressed Public Demand	Score
No demand	0.0
Some demand	0.5
High demand	1.0

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

Rail Projects

1. Change in Average Annual Daily Rail Cars

Average Annual Daily Rail Cars ("AADRC") 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. A change in the Average Annual Daily Rail Cars ("ΔAADRC") is a measure of the demand satisfied or additional usage of the rail facility. In the case of new rail projects, the final Average Annual Daily Rail Cars equals the change in Average Annual Daily Rail Cars. The change in AADRC will be calculated as the difference between the expected AADRC in 2030 and the current AADRC. 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:

Change in AADRC	Score
No change	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th 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. 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 Tonnage by Rail	Score
No data	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

3. Multiple Mode Demand (expressed public demand alternative mode)

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

Expressed Support / Demand for New Mode	Score
None	0.0
Some	0.5
Substantial	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. Change in Average Annual Daily Crossings

Annual Average Daily Crossings ("AADC") (i.e., vehicles, pedestrians, and commercial vehicles) is a measure of travel demand or usage of the POE and is calculated by dividing the total annual crossings by 365 days. A change in the annual average daily crossings is a measure of the demand satisfied or additional usage of the POE. In the case of new POE projects, the Annual Average Daily Crossings equals the change in Annual Average Daily Crossings. The change in AADC (by mode) will be calculated as the difference between the expected AADC in 2030 and the current AADC. The higher the change in AADC, the higher the demand satisfied or additional usage of the facility. The POE projects will be scored given the change in AADC (by mode) and the weight assigned to each mode as follows:

		Score			
Mode Weight	**Mode**	**0.25**	**0.50**	**0.75**	**1.00**
0.25	Pedestrians	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.30	Automobiles	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.45	Trucks	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile

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

2. Multiple Mode Demand

The POE projects will receive a score considering the expressed public demand or support for a new mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The POE projects will be scored as follows:

Expressed Level of Public Demand / Support	Score
No demand	0.0
Some demand	0.5
High demand	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.

FINANCIAL / PROJECT READINESS CATEGORY

Roads, Interchange, Rail, and Port of Entry Projects

1. 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 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:

Cost Effectiveness	Score
No change	0.00
4th Quartile	0.25
3rd Quartile	0.50
2nd Quartile	0.75
1st Quartile	1.00

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

2. 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 number of 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:

Cost Effectiveness	Score
No change	0.00
4th Quartile	0.25
3rd Quartile	0.50
2nd Quartile	0.75
1st Quartile	1.00

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

SAFETY CATEGORY

Road. Interchange and Rail Projects

1. Accident Rate per Mile

The accident rate per mile Criteria is a measure of the "level of safety" experienced on a given facility. The higher the 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 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:

Accident Rate per mile	Score
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

2. Diversion of Hazardous Materials

This Criterion is a qualitative measure of whether a proposed / planned road, interchange, or rail project aids in diverting hazardous materials from populated areas or resources vital to these areas. The project sponsor will need to describe in detail to the study team how the proposed / planned project diverts hazardous materials from populated areas or resources vital to these areas. The road, interchange, and rail projects will be scored as follows:

Diversion of Hazmat	Score
No	0.00
Yes	1.00

Port of Entry Projects

1. Border Security / Safety

This Criterion is a qualitative measure of the improvement in the safety / security level achieved by a proposed / planned POE project. The project sponsor will need to describe in detail to the study team how a proposed / planned project will improve safety / security at the POE. POE projects will thus be scored as follows:

Safety / Security	Score
No improvements	0.00
Some improvements	0.50
Substantial improvements	1.00

2. Diversion of Hazardous Materials

This Criterion is a qualitative measure of whether a proposed / planned POE project is prepared to handle an emergency / contingency involving hazardous materials, such as a spill. The score will be assigned by the study team and the TWG based on the information provided by the stakeholder. The project sponsor will need to describe in detail to the study team how the proposed / planned POE project will handle possible eventualities involving hazardous materials. The POE projects will be scored as follows:

Diversion of Hazmat	Score
Prepared	0.00
Not prepared	1.00

REGIONAL IMPACTS CATEGORY

Road, Interchange, Rail, and Port of Entry Projects

1. Environmental Impacts

The environmental impacts Criterion is a qualitative assessment of the environmental impacts of proposed projects in terms of air quality, water quality, and other environmental indicators. The project sponsor will need to describe in detail how the proposed / planned project impacts the environment. The project will thus be scored as follows:

Environmental Impact	Score
High Burden	0.00
Medium Burden	0.25
Neutral	0.50
Medium Benefit	0.75
High Benefit	1.00

2. Socio-Economic Impacts

The socio-economic impacts Criterion is a qualitative assessment of the socio-economic impacts on proposed / planned projects in terms of community safety and access, the creation of jobs, increase in industry, and impact on trade corridors. 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:

Socio-Economic Impact	Score
High Burden	0.00
Medium Burden	0.25
Neutral	0.50
Medium Benefit	0.75
High Benefit	1.00

3. Modal Diversion

The modal diversion Criterion is a qualitative assessment of whether a proposed project will increase the number of transportation modes. The project sponsor will need to describe in detail to the study team how the number of transportation modes are increased. The projects will thus be scored as follows:

Project will add a new mode	Score
No	0.00
1 Mode	0.33
2 Modes	0.67
More than 2 Modes	1.00

4. Land Availability

The land availability Criterion is a measure of the available land. The project sponsor will need to describe in detail to the study team and justify that the required land for the project is available. The projects will be scored as follows:

Land Availability	Score
No Land Availability	0.00
Low Land Availability	0.33
Medium Land Availability	0.67
High Land Availability / No Land Needed	1.00

Appendix 1 – Quartiles

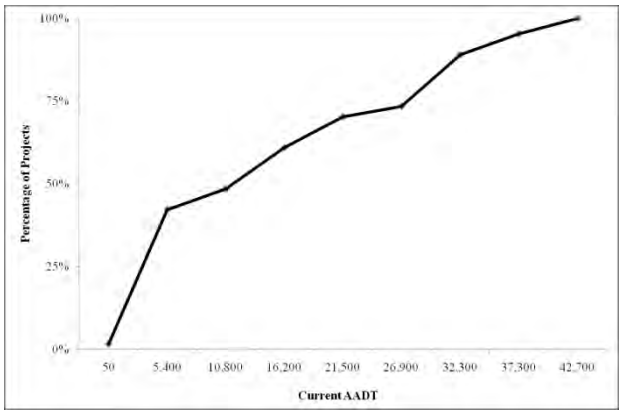
A quartile is a statistical term corresponding to one of three points, that divide a ranked data set into equal groups, each representing a fourth of the data points.

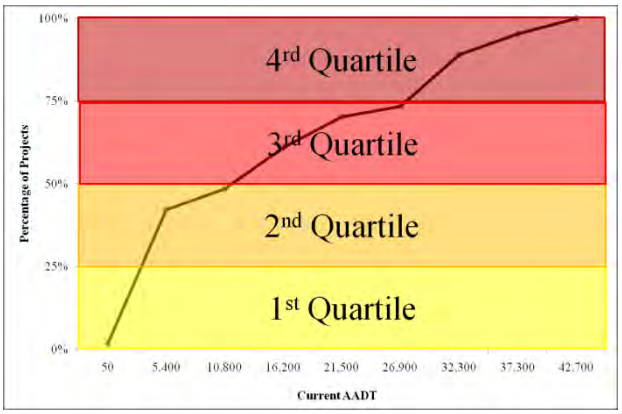
The three points are:

- The 1st 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 25th Percentile.
- The 2nd 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 50th Percentile.
- The 3rd 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 75th Percentile.

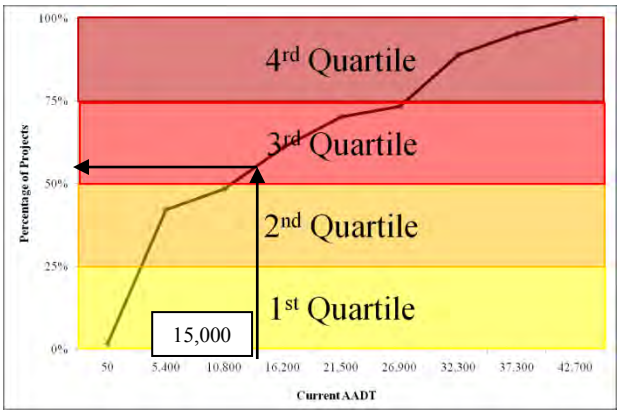
Example – Average Annual Daily Traffic (AADT)

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 0th and 25th Percentiles, 25th and 50th Percentiles, 50th and 75th Percentiles, and 75th and 100th 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 3rd data set and consequently a score corresponding to Q3 will be assigned to the proposed project for this Criterion.

LAREDO – COAHUILA/NUEVO LEON/TAMAULIPAS
BORDER MASTER PLAN

These meeting minutes document the outcome of the third Policy Advisory Committee ("PAC") meeting of the Laredo – Coahuila/Nuevo León/Tamaulipas Border Master Plan. The meeting took place in Eagle Pass, Texas on May 24, 2011 at the International Center for Trade (Convention Center).

Welcome and Introductions

The binational meeting officially started at 8:40 AM as Ms. Melissa Montemayor (Advanced Planning Director, Laredo District, TxDOT) welcomed attendees to the third Policy Advisory Committee Meeting in the development of the Laredo-Coahuila/Nuevo León/Tamaulipas Border Master Plan. She also made pertinent introductions and thanked the sponsors for their generosity displayed. Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT) also expressed his welcome to all attendees (see Annex A for the attendance list and Annex B for a list of acronyms).

Presentations

Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) started by providing a summary of the outcome of the third Technical Working Group Workshop. When participants were asked to endorse/reject the Categories, Category Weights, Criteria, and Criterion Weights proposed by the TWG, some comments where voiced regarding the Project Readiness, Safety, and the need for Financial Criteria.

Regarding the Safety Category, Mr. Stewart Tuttle (Border Coordinator, Office of Mexican Affairs, U.S. DOS) informed the participants that no one had yet come to his office requesting a new POE because of accidents. He therefore argued that the Safety Category - if Safety Criteria were retained - should receive a low weight for POEs. In a later discussion, the question was asked whether the POE Safety Category was trying to capture "border security" or "border safety" aspects of planned projects. Specifically, Mr. Stewart Tuttle felt that the meaning of the Safety Category was not clear for POEs. It appeared to him that the Safety Criteria was tinted with security matters for which projects will be done at any rate.

A question then ensued as to why the Categories have the same weights across the different project types? Participants - Mr. Stewart Tuttle, Ms. Sylvia Grijalva (US/MX Border Planning Coordinator, FHWA), and Mr. Sean Cázares Ahearne (Director General for the Development of the Border and Infrastructure, *Secretaria de Relaciones Exteriores*) opposed the application of the same Category weights to POE projects. They felt that the Safety Category was irrelevant for and needed to carry less weight in prioritizing POE projects. A lengthy discussion followed. The study team explained if the Category weights are changed and differ by

project type, then projects will have to be categorized by project type. Dr. Prozzi explained that a common basis – i.e., the Categories and Category weights – are required if the study team is expected to produce a binational list of priorities for the region. Mr. Stewart Tuttle stated that the listing of the POEs will be extracted from the Border Master Plan and presented to the Federal Government as such. Mr. Bratton (Planning Director, Laredo Metropolitan Planning Organization) argued that it will not be a level playing field - nor fair competition – if the Categories are altered as each stakeholder agency would create the Categories that benefit the agency.

Mr. Chad Gilchrist (Program Implementation Manager, U.S. Customs and Border Protection) suggested finding a way to compare projects is key, but perhaps altering the weights of the Categories. Mr. Cázares Ahearne asked about the relevance of the hazmat Criterion, if there is no POE on the agenda with hazmat authorization. In five or six years it has not been an issue. Ms. Prozzi explained that this could be an important criterion for evaluating the benefits associatated with a new POE that diverts hazmat traffic away from populated areas.

Mr. Chad Gilchrist stated that the manipulation of the Criteria can meet individual objectives. He, however, offered that the Categories of impact (capacity and demand) and regional impact should be kept as Categories. Rather the stakeholders should re-engineer the criteria to better meet their needs. Ms. Sylvia Grijalva commented that maybe there is a realm in which we can work and that we should agree to compromise to work through the Criteria and not the Categories. Ms. Prozzi argued for the need to find common ground and that this is key to continuing this process. Consensus was found in that participants agreed to move forward with the process and rather than alter the Categories and Category Weights, work on the Criteria and Criteria weights.

Extensive discussion also ensued about the Cost Effectives/Project Readiness Category and Criteria. Specifically, concern was expressed about the elimination of the Project Cost, Available Funding, Current Phase of the Project, and Time to Implement Criteria by the TWG. Mr. Stewart Tuttle stated that in the last 18 months, three POEs have been opened compared to prior years when in a period of 10 years no POEs had open. Project Readiness is considered important to prevent projects existing on the books for years and years without execution. Mr. Cázares Ahearne also expressed concern over the elimination of the Project Readiness Category. He stated that there are some projects that should be considered 15 years from now, which might appear as a clear priority, when there might be other projects that are ready and more urgent. Mr. Chad Gilchrist suggested that projects might need to be categorized by the "lifeline of a project", to include development, design, and construction. In this way, like projects (i.e., in the same "line of readiness") can compete against each other. Ms. Jolanda Prozzi replied that priorities will be categorized as short, medium, and long-term. Further to this response, Ms. Melisa Montemayor clarified that the TWG members sought Criteria that can be used to prioritize the truly important projects, not just the ones that are "readier" than others. She stated that would create a much eschewed Border Master Plan. Then, Ms. Sylvia Grijalva suggested that maybe a criterion applicable to project readiness might be, for example, Binational Coordination.

Other comments that were raised during the discussions include:

- Mr. Stewart Tuttle asked to be briefed regarding the status of the border wait times study to which Mr. Agustin De La Rosa briefed the group on the status of TxDOT's wait times study.

- A stakeholder requested clarification regarding alleviation of congestion "locally" and asked what would "locally" imply. Ms. Jolanda Prozzi replied that as long as the project impacts the same municipality and/or county or city, then it would be considered to have had an effect locally.
- Mr. Stewart Tuttle pointed out that the multimodal aspects is a very important consideration in prioritizing planned projects once the percentages of all Criteria are summed within the Categories.
- Mr. Cázares Ahearne inquired whether there were specific subdivisions for rail infrastructure and rail POE Criteria to which Ms. Jolanda Prozzi replied that POE projects include rail POEs. Dr. Vladimir Robles Garza (*Gerente de Relaciones Institutcionales*, Kansas City Southern de Mexico) stated that a rail POE requires a rail bridge – i.e., rail infrastructure. He stated that he and his colleagues in rail shared a belief that the Categories are correct.

The participants proceeded to:

1. rename the "Financial/Project Readiness" Category to "Cost Effectiveness" (accepted unanimously by the participants).
2. vote for Land Availability to become part of the renamed Cost Effectiveness Category.
3. add two other safety Criteria for prioritizing POE projects: (1) binational coordination and (2) diversion of commercial traffic outside of urban areas (for new POEs) and separation by traffic type for existing POEs.

Binational coordination (i.e., coordination within the binational framework) was approved. Ms. Jolanda Prozzi mentioned that diverting traffic outside of urban areas is addressed by the other Criteria (i.e., Divert Congestion). It was then agreed that this criterion will pertain to only the safety aspects associated with the diversion of commercial traffic outside of urban areas. It was then proposed and decided that for new projects diverted traffic outside of urban areas will be considered and for existing POEs separation by traffic type will be considered as the criterion. Mr. Jim King (Southern Border Director, General Services Administration), Ms. Sylvia Grijalva, Mr. Stewart Tuttle, and Mr. Chad Gilchrist proposed the following weights for the POE Safety Category:

- binational coordination 60%,
- diversion of commercial traffic away from the urban areas for a new facility/ separation by traffic type at an existing facility 30%, and
- diversion of Hazmat 10%.

The PAC members subsequently endorsed the Categories, Category weights, modified Criteria, and Criteria weights to be used by the study team for prioritizing the planned road and interchange, rail, and POE projects.

The table below provides the prioritization Criteria and weights for POE projects endorsed by the PAC. In total 18 Criteria were endorsed for prioritizing the POE projects.

POE Project Prioritization Criteria

Category	Criteria	Weight
Capacity / Congestion (25%)	Change in Number of Booths	20%
	Secure Lanes	16%
	Wait Times	18%
	Alleviate Congestion Locally	17%
	Alleviate Congestion Elsewhere	15%
	Change in Modes Served	14%
Demand (23%)	Change in Average Annual Daily Crossings	50%
	Multiple Mode Demand	50%
Cost Effectiveness / Project Readiness (17%)	Cost Effectiveness ($/Capacity Criterion)	35%
	Cost Effectiveness ($/Demand Criterion)	35%
	Land Availability	30%
Safety (20%)	Diversion of Hazmat	14%
	Bi-national Coordination	60%
	Diversion of commercial traffic / Separation by traffic type	26%
Regional Impacts (15%)	Environmental Impacts	45%
	Socio-Economic Impacts	40%
	Modal Diversion	15%

The table below provides the prioritization Criteria and weights for the road and interchange projects endorsed by the PAC. In total 17 Criteria were endorsed for prioritizing the road and interchange projects.

Road and Interchange Project Prioritization Criteria

Category	Criteria	Weight
Capacity / Congestion (25%)	Change in Number of Lanes	19%
	Final Level of Service	6%
	Change in Level of Service	17%
	Number of Ports-of-Entry served	17%
	Alleviate Congestion Locally	23%
	Alleviate Congestion Elsewhere	18%
Demand (23%)	Change in Average Annual Daily Traffic	33%
	Percentage of Trucks	34%
	Multiple Mode Demand	33%
Cost Effectiveness / Project Readiness (17%)	Cost Effectiveness ($/Capacity Criterion)	35%
	Cost Effectiveness ($/Demand Criterion)	35%
	Land Availability	30%
Safety (20%)	Accident Rate per Mile	66%
	Diversion of Hazmat	34%
Regional Impacts (15%)	Environmental Impacts	45%
	Socio-Economic Impacts	40%
	Modal Diversion	15%

The table below provides the prioritization Criteria and weights for the rail projects endorsed by the PAC. In total 15 Criteria were endorsed for prioritizing the rail projects.

Rail Project Prioritization Criteria

Category	Criteria	Weight
Capacity / Congestion (25%)	Change in Number of Tracks	26%
	Average Travel Speed	17%
	Alleviates Congestion Locally	37%
	Change in Modes Served	20%
Demand (23%)	Change in Average Annual Daily Rail Cars	37%
	Cross-Border Tonnage by Rail	24%
	Multiple Mode Demand	39%
Cost Effectiveness / Project Readiness (17%)	Cost Effectiveness ($/Capacity Criterion)	35%
	Cost Effectiveness ($/Demand Criterion)	35%
	Land Availability	30%
Safety (20%)	Accident Rate per Mile	66%
	Diversion of Hazmat	34%
Regional Impacts (15%)	Environmental Impacts	45%
	Socio-Economic Impacts	40%
	Modal Diversion	15%

Administrative Matters and Follow Up Business

Ms. Jolanda Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 4:25 PM.

ANNEX A
ATTENDANCE LIST

MAY 24

Last Name	First Name	Stakeholder Represented
Aguiar	José Pablo	CTR
Aguilar	Randy	TxDOT - Laredo
Bernal	Héctor	CAPUFE
Blanco	Adela	Coahuila - SOPT
Bratton	Nathan	City of Laredo
Cázares	Sean	SRE
Cepeda	Carlos Román	Fomento Económico - Torreón
Cervantes	Enrique	Fomento Econónmico San Pedro
Cruz	Alejandra	CTR
De Anda	Carlos	IMPADU
De la Rosa	Agustin	TxDOT - IRO
De Leon	Horacio	City of Laredo
Earl	David	DD Hachar Trust
Gilchrist	Chad	CBP
González	Gladis	IMPADU
González	Óscar	Municipio de Nuevo Laredo – Obras Públicas
Grijalva	Sylvia	FHWA
Grindstaff	Elizabeth	City of San Angelo
Gutierrez	Daniel	NADBANK
Hagert	Eduardo	TxDOT - IRO
King	Jim	GSA
Kuykendall	Jim	DOS – Nuevo Laredo
Lopez	Marga	City of Eagle Pass
Maldonado	Mario	City of Laredo
Márquez	Francisco	GEMCO
Montemayor	(A.A.) Glafiro	Project 45 - GEMCO
Montemayor	Melisa	TxDOT - Laredo
Murra	Carlos	Pymexporta Torreón
Nadalini	James	BNSF Railways
Negrete	David	CILA
Pavlov	Mikhail	CBP
Perez	Raul	MCDC
Punske	Greg	FHWA
Prozzi	Jolanda	CTR
Prozzi	Jorge	UT/CTR
Reeves	Michael	Ports to Plains
Robles	Vladimir	KCSM

Last Name	First Name	Stakeholder Represented
Saldívar	Gerardo	CAPUFE
Santana	(Cónsul) Ricardo	
Seedah	Dan	CTR
Shannon	Sonia	Central 57
Simpson	Richard	CBP
Tuttle	Stewart	DOS
Velázquez	Andrés	Gobierno de Tamaulipas (Obras Públicas)
Villarreal	Norma	Central 57
Werner	Mark	TxDOT – Rail Division

Total - 46 participants

ANNEX B
ACRONYMS LIST

Acronym	Participating Stakeholders
Aduanas	Administración General de Aduanas – México D.F. Central Office
Aduanas – Acuña	Administración General de Aduanas – Colombia / Acuña Bridge Office
Aduanas - Colombia	Administración General de Aduanas – Colombia / Solidaridad Bridge Office
Aduanas - Nuevo Laredo	Administración General de Aduanas – Nuevo Laredo Bridge Office
Aduanas - Piedras Negras	Administración General de Aduanas – Piedras Negras Bridge Office
BNSF Railway	Burlington Northern Santa Fe Railway
The BTA	Border Trade Alliance
CAPUFE	Secretaría de Comunicaciones y Transportes – Caminos y Puentes Federales
CBP	U.S. Department of Homeland Security - Customs and Border Protection
CBP - Laredo	U.S. Department of Homeland Security - Customs and Border Protection – Laredo Field Operations Office
CILA	Secretaría de Relaciones Exteriores - Comisión Internacional de Límites y Aguas entre México y Estados Unidos
City of Del Rio	City of Del Rio
City of Eagle Pass	City of Eagle Pass
City of Laredo	City of Laredo
City of San Angelo	City of San Angelo
CODEFRONT	Gobierno del Estado de Nuevo León - Corporación para el Desarrollo de la Zona Fronteriza de Nuevo León
CTR	The University of Texas at Austin – Center for Transportation Research

Acronym	Participating Stakeholders
DOS	U.S. Department of State
DOS - Nuevo Laredo	U.S. Department of State – Consulate General in Nuevo Laredo, Tamaulipas
Ferromex	Ferrocarril Mexicano, S.A. de C.V.
FHWA	U.S. Department of Transportation - Federal Highway Administration
GEMCO	GEMCO (AA. Glafiro E. Montemayor y Cía., S.C.)
Gobierno del Estado de Coahuila (SOPyT)	Gobierno del Estado de Coahuila - Secretaría de Obras Públicas y Transporte
Gobierno del Estado de Tamaulipas (Obras Públicas)	Gobierno del Estado de Tamaulipas – Secretaría de Obras Públicas
GSA	U.S. General Services Administration
IMPADU	Municipio de Nuevo Laredo – Instituto Municipal de Investigación, Planeación y Desarrollo Urbano
KCS	Kansas City Southern Railway Company
KCSM	Kansas City Southern de México, S.A. de C.V.
Laredo MPO	City of Laredo – Metropolitan Planning Organization
Municipio de Acuña – Fomento Económico	Municipio de Acuña – Dirección de Fomento Económico Municipal
Municipio de Acuña – Planeación	Municipio de Acuña – Dirección de Planeación y Desarrollo Urbano
Municipio de Nuevo Laredo	Municipio de Nuevo Laredo
NADBANK	North American Development Bank
San Angelo MPO	City of San Angelo – Metropolitan Planning Organization
Sistema de Caminos de N.L.	Gobierno del Estado de Nuevo León - Sistema de Caminos de Nuevo León
SCT (DGDC)	Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero
SCT (DGTFM)	Secretaría de Comunicaciones y Transportes – Dirección General de Transporte Ferroviario y Multimodal

Acronym	Participating Stakeholders
SCT - N.L.	Secretaría de Comunicaciones y Transportes – Centro SCT Nuevo León
SCT - Tamaulipas	Secretaría de Comunicaciones y Transportes – Centro SCT Tamaulipas
SCT – IMT	Secretaría de Comunicaciones y Transportes – Instituto Mexicano del Transporte
SEDESOL	Secretaría de Desarrollo Social
SRE	Secretaría de Relaciones Exteriores
SRE - Laredo	Secretaría de Relaciones Exteriores – Consulado General en Laredo, TX
TxDOT - IRO	Texas Department of Transportation – International Relations Office
TxDOT - Laredo	Texas Department of Transportation – Laredo District Office
TxDOT – Rail Division	Texas Department of Transportation – Rail Division
TxDPS	Texas Department of Public Safety

APPENDIX E

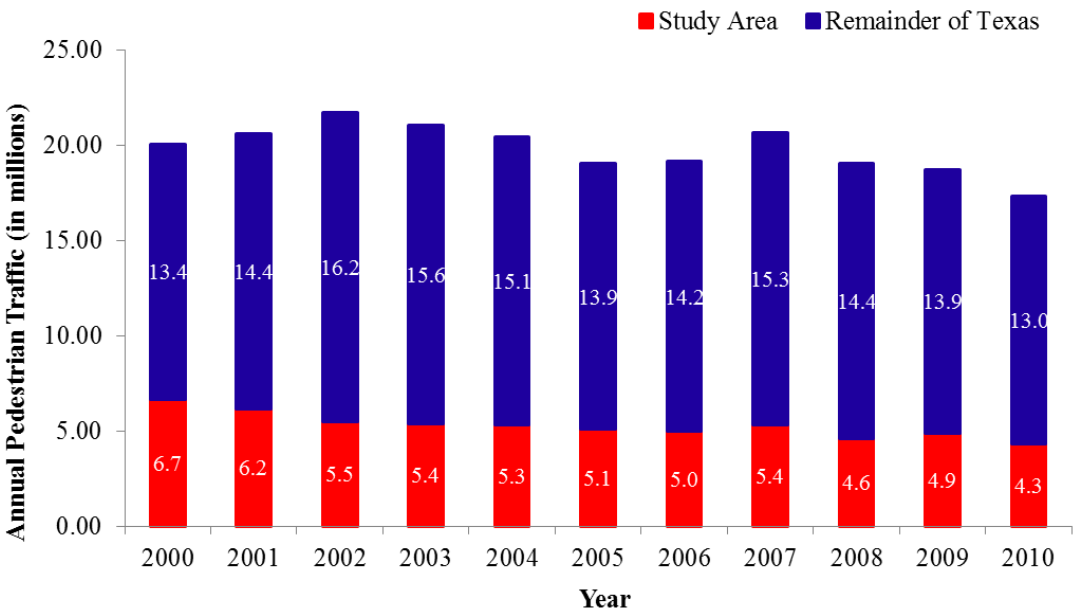
STUDY AREA TRAFFIC STUDY RELATIVE TO THE REST OF TEXAS

Appendix E – Study Area Traffic Relative to the Rest of Texas

1.1 State Comparison of POE Traffic

1.1.1 State Comparison of Northbound Traffic

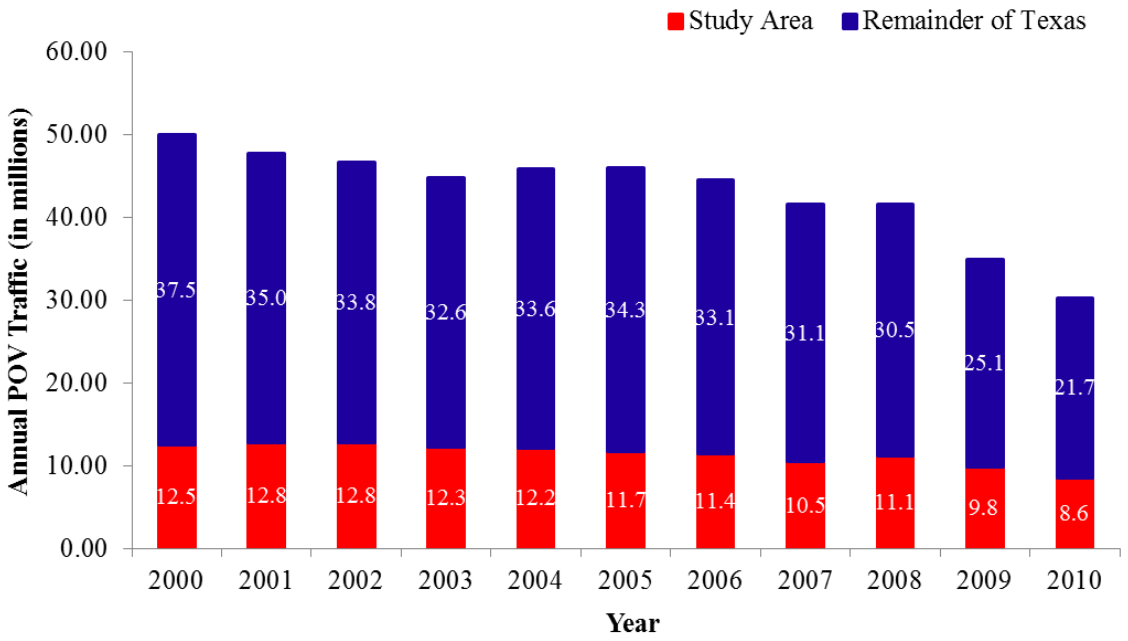
From 2000 to 2010, the three POEs in the focused study area accounted on average for 27% of pedestrian, 27% of passenger only vehicle (POVs), 40% of bus, 53% of truck, and 76% of rail traffic that crossed into the U.S from Mexico on the Texas-Mexico border (see Figures 1.1 to 1.4).



Source: Texas Department of Transportation Freight

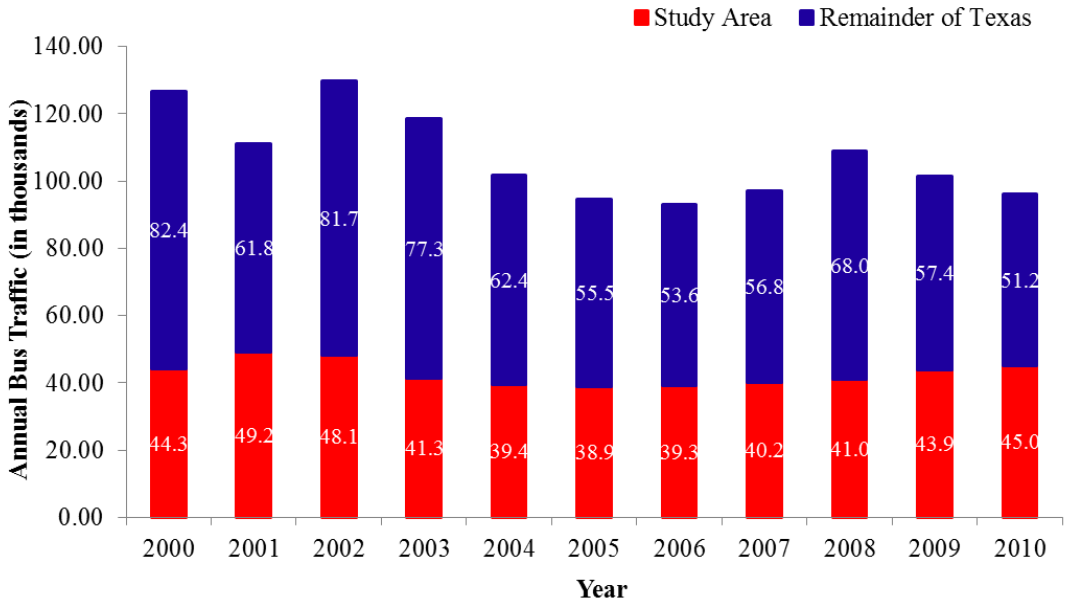
Figure 1.1: Study Area and the Remainder of Texas[1] - Northbound Pedestrian Traffic

[1] Data for Paso del Norte Bridge in El Paso not available for 2010.



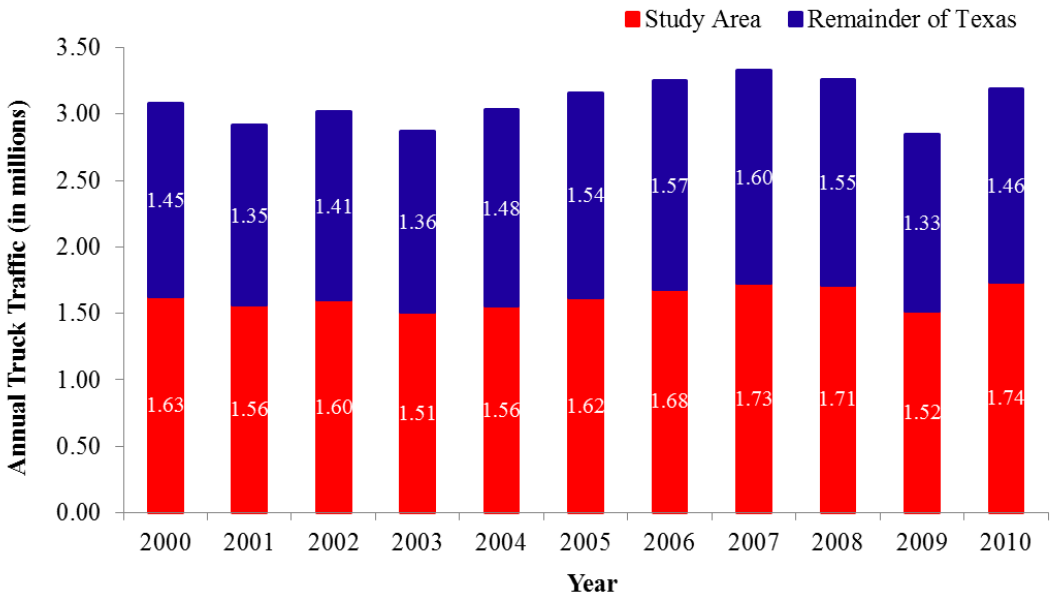
Source: Texas Department of Transportation Freight

Figure 1.2: Study Area and the Remainder of Texas - Northbound POV Traffic



Source: Texas Department of Transportation Freight

Figure 1.3: Study Area and the Remainder of Texas - Northbound Bus Traffic

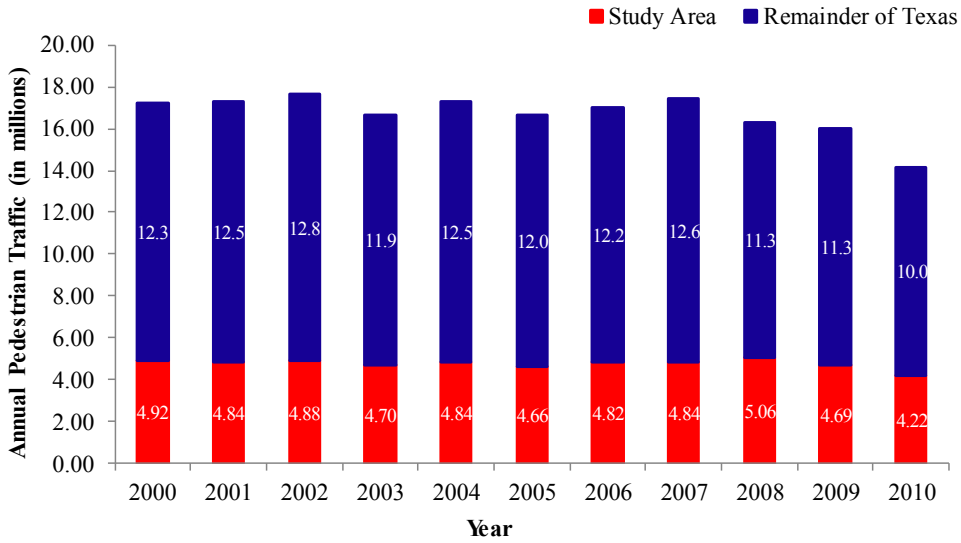


Source: Texas Department of Transportation Freight

Figure 1.4: Study Area and the Remainder of Texas - Northbound Truck Traffic

1.1.2 State Comparison of Southbound Traffic[2]

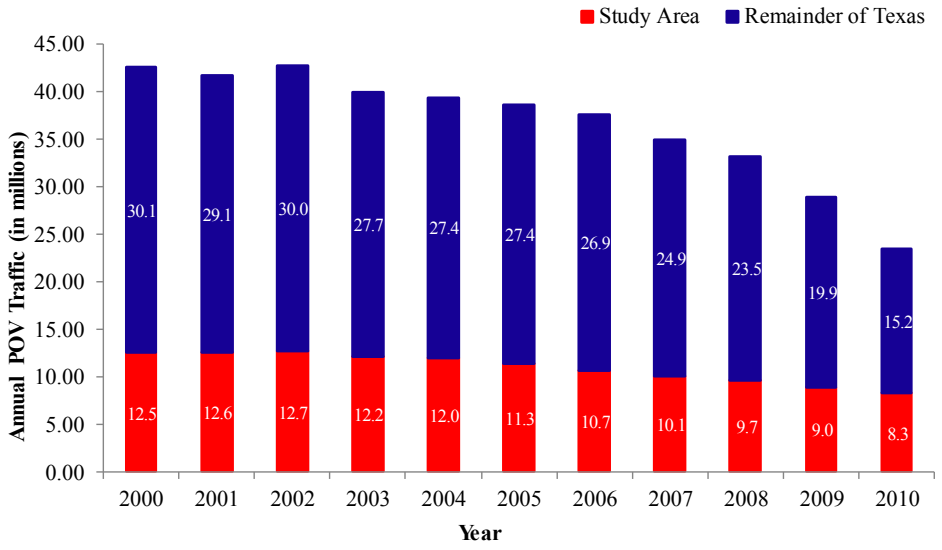
In the case of southbound traffic (i.e., traffic that crossed into Mexico from the U.S. on the Texas-Mexico border), the three POEs accounted on average for 28% of pedestrian, 30% of POV, 63% of truck, and 87 % of the rail traffic between 2000 to 2010. This information is illustrated in Figures 1.5 to 1.7.



Source: Texas A&M International University, Texas Center for Border Economic and Enterprise Development

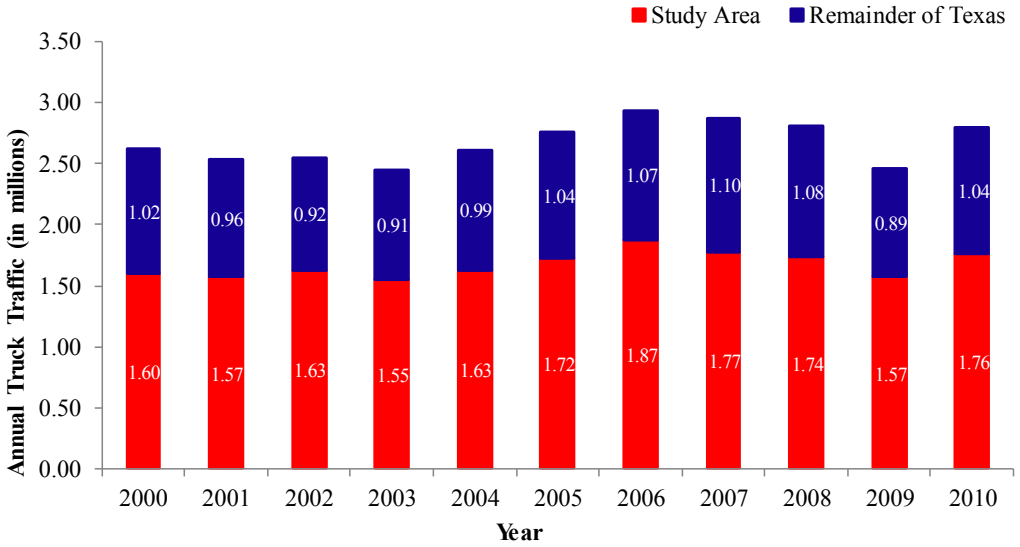
Figure 1.5: Study Area and the Remainder of Texas - Southbound Pedestrian Traffic

[2] Data is by POE only as specific bridge data was not available for southbound traffic.



Source: Texas A&M International University, Texas Center for Border Economic and Enterprise Development

Figure 1.6: Study Area and the Remainder of Texas - Southbound POV Traffic

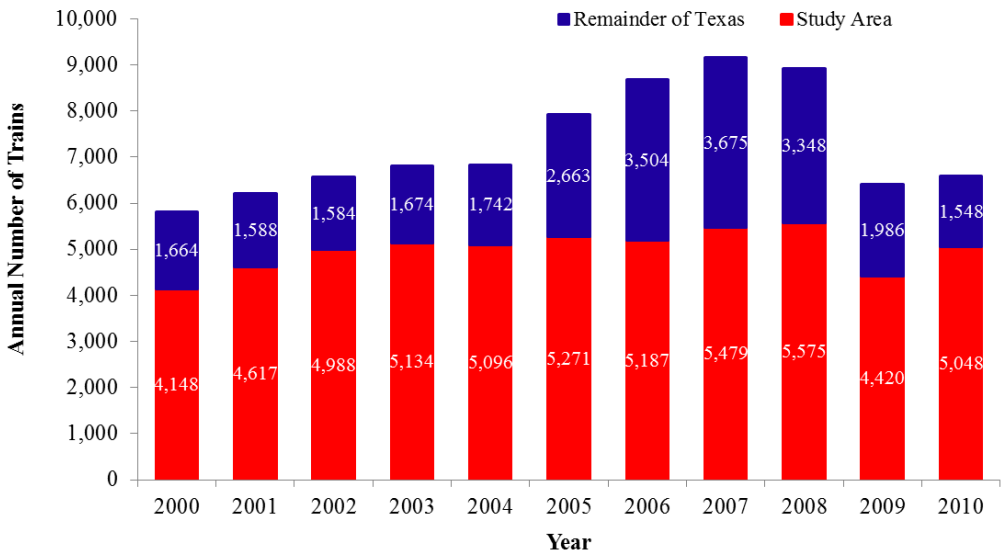


Source: Texas A&M International University, Texas Center for Border Economic and Enterprise Development

Figure 1.7: Study Area and the Remainder of Texas - Southbound Truck Traffic

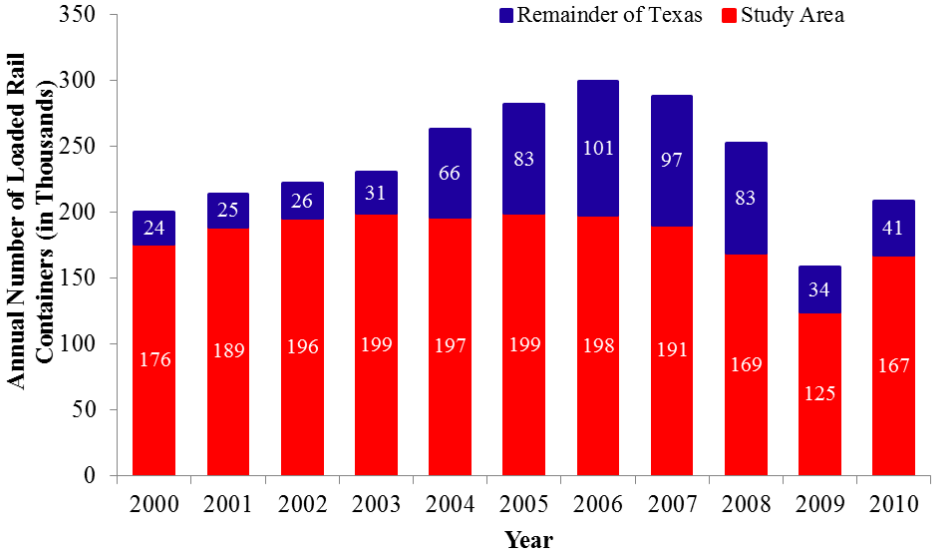
1.1.3 State Comparison of Rail Traffic

Rail traffic through the study area's Laredo and Eagle Pass POEs accounted for the majority of rail crossings between Texas and Mexico during the last decade. The other major rail crossings are not in the study area, (i.e., El Paso and Brownsville). From 2000 to 2010, train traffic in the study area increased its state share from 71% to 77% (see Figure 1.8), loaded container traffic decreased it share from 88% to 80% (see Figure 1.9), and empty container traffic increased it share from 45% to 75% (see Figure 1.10).



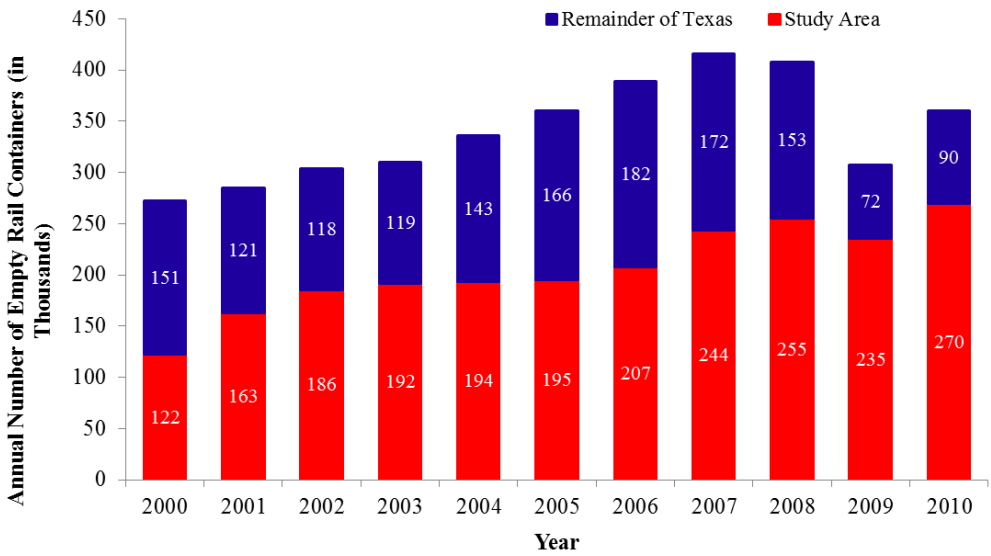
Source: Bureau of Transportation Statistics, North American Transborder Freight Data

Figure 1.8: Study Area and Remainder of Texas – Annual Train Traffic



Source: Bureau of Transportation Statistics, North American Transborder Freight Data

Figure 1.9: Study Area and Remainder of Texas – Annual Number of Loaded Containers

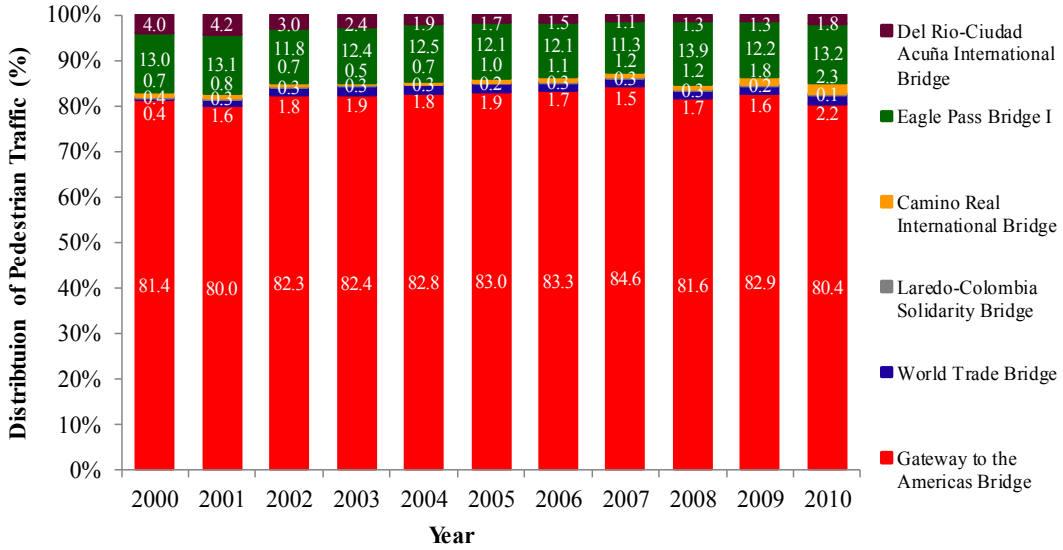


Source: Bureau of Transportation Statistics, North American Transborder Freight Data

Figure 1.10: Study Area and Remainder of Texas – Annual Number of Empty Containers

1.2 Northbound Traffic by Bridge

Focusing on the northbound traffic by bridge through the focused study area between 2000 and 2010, it is evident from Figure 1.11 that most of the pedestrian traffic crossed at the Gateway to the Americas Bridge. On average, 80% of all pedestrian traffic crossing into the U.S. through the focused study area used this bridge.



Source: Texas Department of Transportation Freight

Figure 1.11: Percent of Northbound Pedestrian Traffic by Bridge in the Study Area

For POV traffic crossing into the U.S. through the focused study area, Del Rio-Ciudad Acuña International Bridge and Lake Amistad Dam Crossing accounted for 14.6% of POV traffic in 2010, Eagle Pass Bridge 1 and Camino Real International Bridge accounted for

approximately 28.6% of POV traffic, and the Laredo/Nuevo Laredo-Colombia bridges accounted for the remaining 56.8%. In terms of the latter, the Juárez-Lincoln Bridge accounted for 42.4% of all POV traffic crossing into the U.S. through the focused study area in 2010 (see Figure 1.11).

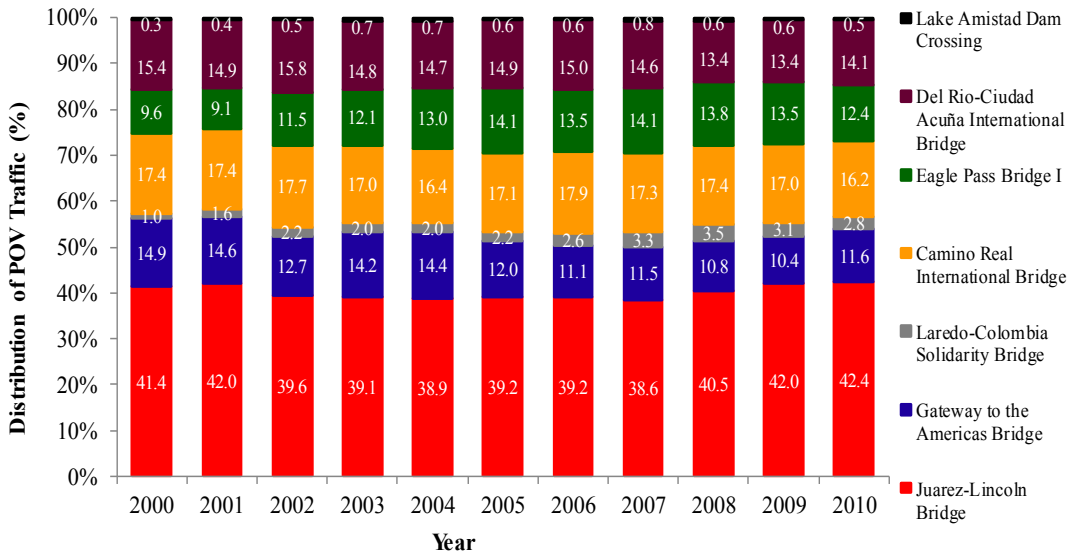


Figure 1.12: Percent of Northbound POV Traffic by Bridge in the Study Area

Furthermore, more than 97% of the northbound bus traffic through the focused study area crossed at the Juárez-Lincoln Bridge in 2010 (see Figure 1.12). According to the available data, the Camino Real International Bridge accounted for most of the remaining bus traffic in 2008, 2009, and 2010.

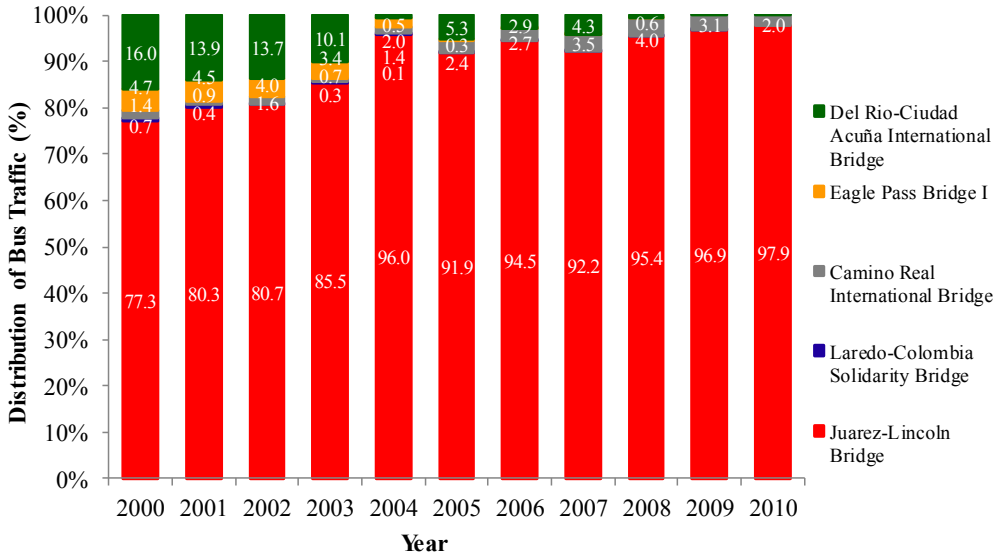


Figure 1.13: Percent of Northbound Bus Traffic by Bridge in the Study Area

Of the four bridges that serve truck traffic, the World Trade Bridge accounted for 71.4% of all northbound truck traffic through the focused study area in 2010, followed by the Laredo-Colombia Solidarity Bridge at 19.9%.

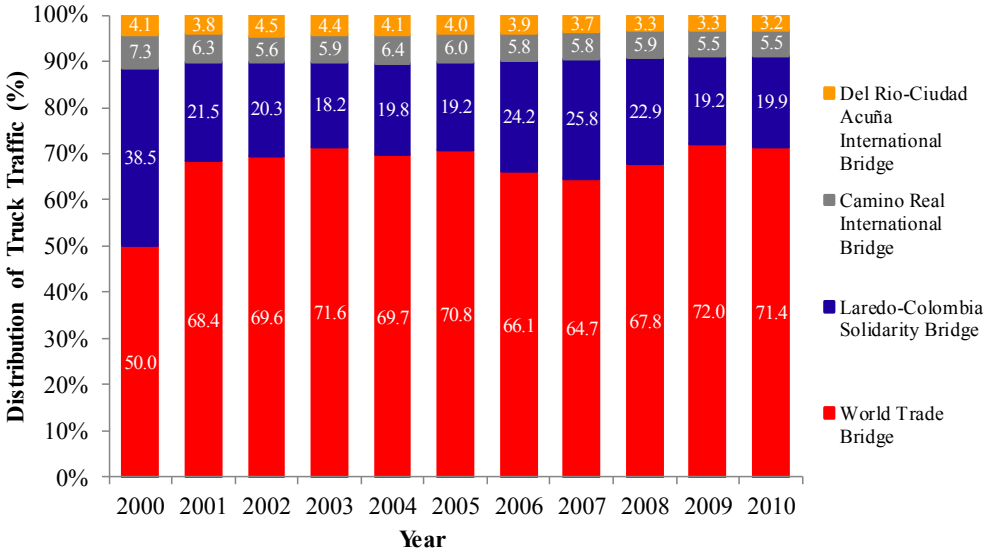
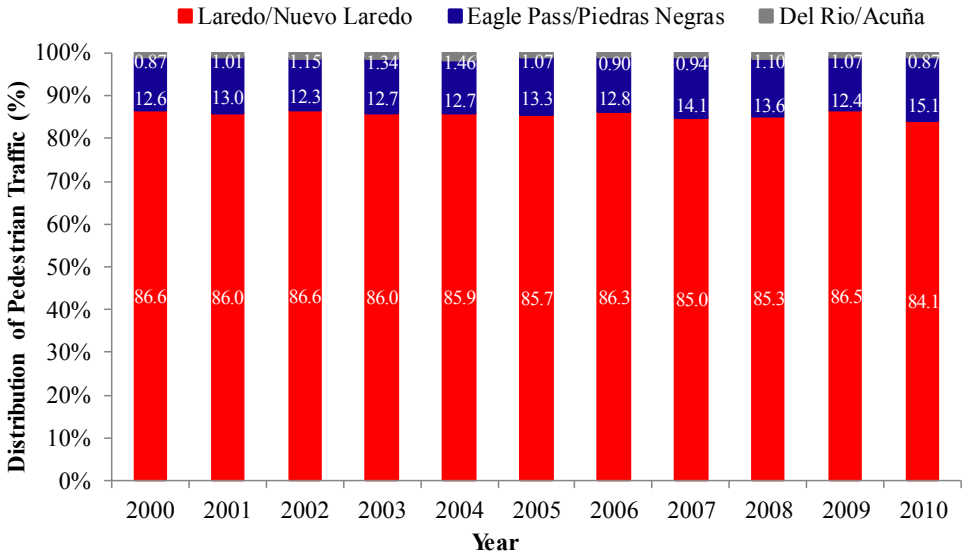


Figure 1.14: Percent of Northbound Truck Traffic by Bridge in the Study Area

1.3 Southbound Traffic by POE[3]

The traffic that crosses southbound from Texas into Mexico through the study area followed a similar trend as the northbound traffic between 2000 and 2010. As is evident from Figure 1.15, the Laredo/Nuevo Laredo-Colombia bridges accounted for 84.1% of the pedestrian traffic that crosses into Mexico through the focused study area in 2010, followed by the Eagle Pass/Piedras Negras (15.1%) and Del Rio/Acuña (less than 1%) bridges.

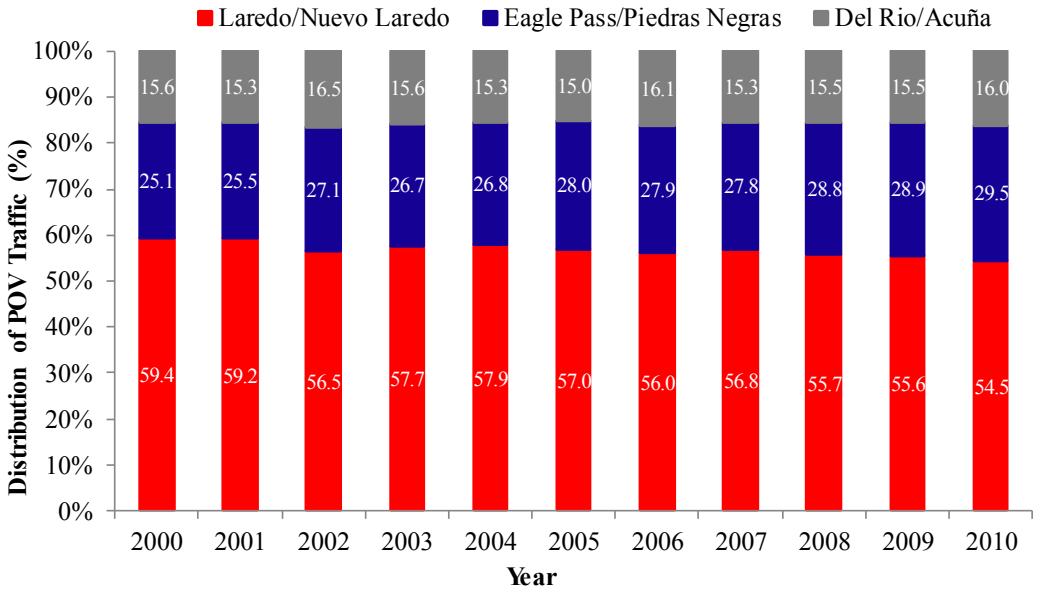


[3] Data shown is by POE only as specific bridge data was not available for southbound traffic.

Source: Texas A&M International University, Texas Center for Border Economic and Enterprise Development

Figure 1.15: Percent of Southbound Pedestrian Traffic by POE in the Study Area

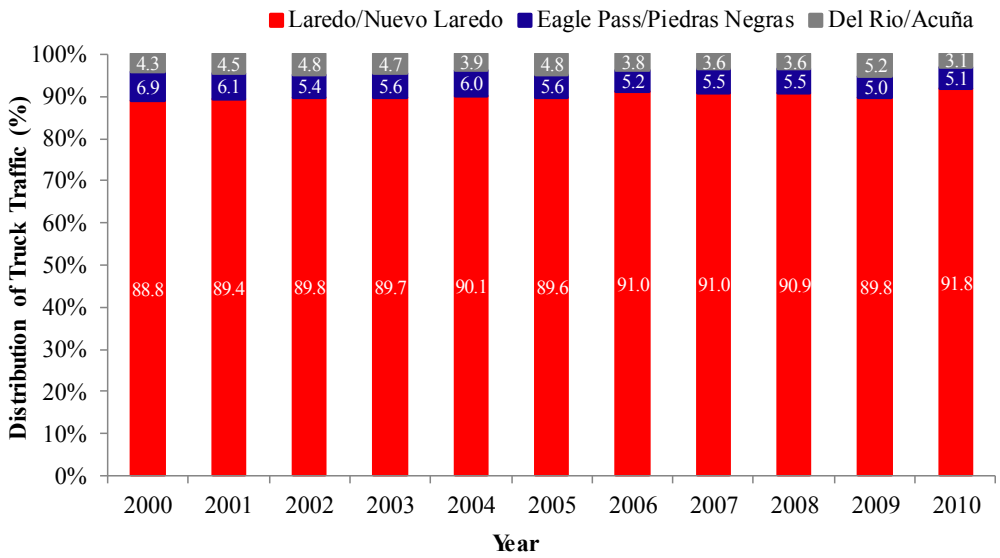
For POV traffic crossing into Mexico through the focused study area, the Eagle Pass/Piedras Negras and Del Rio/Acuña bridges, together, accounted for 45.5% of the POV traffic crossing into Mexico and the Laredo/Nuevo Laredo-Colombia bridges accounted for the remainder 54.5%.



Source: Texas A&M International University, Texas Center for Border Economic and Enterprise Development

Figure 1.16: Percent of Southbound POV Traffic by POE in the Study Area

Similar to the northbound truck traffic, the Laredo/Nuevo Laredo-Colombia bridges accounted for nearly 91.8% of the trucks crossing into Mexico through the focused study area between 2000 and 2010, followed by the Eagle Pass/Piedras Negras (5.1%) and the Del Rio/ Acuña bridges (3.1%).

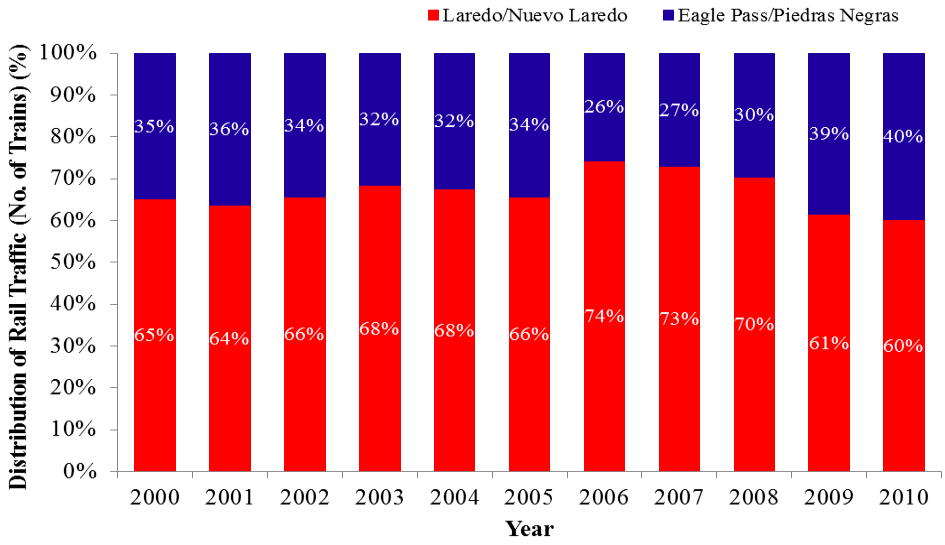


Source: Texas A&M International University, Texas Center for Border Economic and Enterprise Development

Figure 1.17: Percent of Southbound Truck Traffic by POE in the Study Area

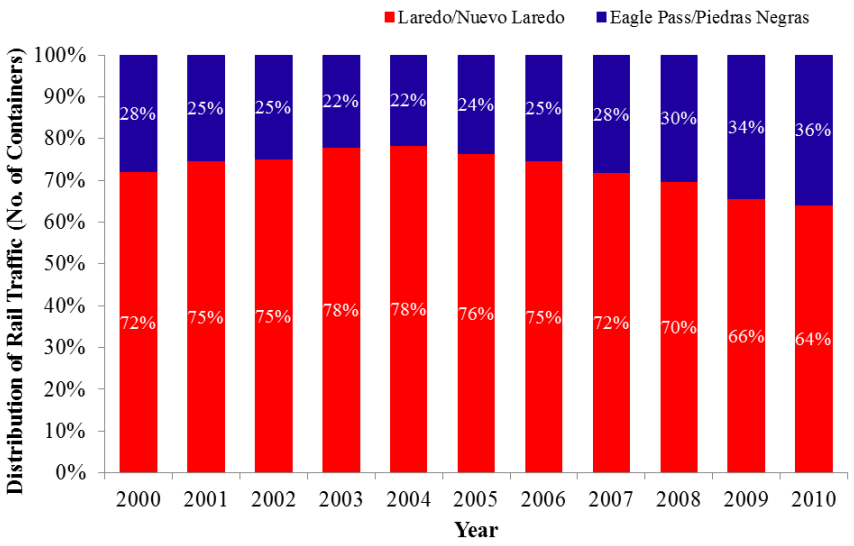
1.4 Rail Traffic by POE

For rail crossings from 2000 to 2010, Eagle Pass gradually gained a larger share of the rail crossing market for both imports and exports. In terms of number of trains, Eagle Pass's rail share increased from 35% in 2000 to 40% in 2010 and in terms of number of containers (both loaded and empty), Eagle Pass's rail share increased from 28% in 2000 to 36% in 2010 (see Figures 1.18 and 1.19).



Source: Bureau of Transportation Statistics, North American Transborder Freight Data

Figure 1.18: Percent of Rail Share (Number of Trains) by POE in the Study Area



Source: Bureau of Transportation Statistics, North American Transborder Freight Data

Figure 1.19: Percent of Rail Share (Number of Rail Cars) by POE in the Study Area

APPENDIX F

HISTORY OF SELECTED INTERNATIONAL BRIDGES

Appendix F – History of Selected International Bridges[1], [2]

1.1 Gateway to the Americas Bridge

Under authority of an Act of Congress approved May 29, 1884 entitled *"An act to authorize the construction of a bridge over the Rio Grande River between the cities of Laredo, Texas, and Nuevo Laredo, Mexico",* the Laredo Ferry Company was granted permission to negotiate with the Mexican government for the construction of a pedestrian and vehicular bridge connecting the two cities. Laredo's first international toll bridge - a wooden structure - was subsequently completed in 1889. This bridge was badly damaged by fire in 1905 and was totally destroyed by fire in 1920, after which a pontoon bridge was used until the construction of a concrete bridge was completed in 1922.

The City of Laredo purchased the American half of the bridge in February 1946, financing the transaction with a $695,000 issue of International Toll Bridge Bonds. Under the Trust Indenture authorizing and securing these bonds, the management and control of the Laredo Bridge System was placed in the hands of a self-perpetuating Board of Trustees. In June 1954, a deadly Gulf of Mexico hurricane brought torrential rains to areas in Texas and Mexico upstream from Laredo, causing a flood of record proportions. The international bridges at Eagle Pass and Laredo, as well as the Laredo railroad bridge, were washed out. Four days after the flood, a temporary, single-lane, rubber pontoon bridge was installed at Laredo by the U.S. Army Corps of Engineers.

The Laredo Bridge System immediately started construction of a stronger, two-lane wooden pontoon bridge and, 18 days later, the bridge was installed, permitting traffic to return to near normal and toll collections to be resumed. This facility remained in service until the new "Gateway to the Americas Bridge" was opened to traffic in December 1956. This bridge is built of pre-stressed, precast concrete. Enlarged to a 40-foot width, it carries four vehicular traffic lanes with 8-foot pedestrian walks on each side and aluminum outside railings. It was designed by engineers of the Mexican Government, in cooperation with consulting engineers employed by Laredo, and when completed, it was rated as the most modern highway bridge on the Pan American Highway.

The City paid 60% of the construction costs; the balance was paid by the Mexican government. Flood damage insurance carried by the City on the old bridge paid part of the reconstruction cost, but $300,000 of additional revenue bonds were issued by the City to cover the costs of enlarging and modernizing the structure and the construction of additional terminal facilities at the bridgehead. During 1969, the City paid off the last of its outstanding International Toll Bridge Revenue Bonds and, on January 1, 1970, the Board of Trustees created under the Bond Indenture was discharged. The operation and management of the Laredo Bridge System became a department of the City of Laredo.

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[1] Information extracted from an article published by Garcia, Rafael, International Bridges are 'Jewels', Laredo Morning Times, August 1, 2001.

[2] Information extracted from a publication by Yoder, Michael entitled *La infraestructura del transporte y la planeación urbana en la zona fronteriza de México y Texas: el caso del desarrollo de tres puentes internacionales*, in El Noreste de México y Texas: Asimetrías y Convergencias Territoriales en las Relaciones Transfronterizas (García Ortega & Trujeque Díaz, eds.), COLEF-Porrúa, 2009.

1.2 Juárez-Lincoln Bridge

Soon after the opening of the Gateway to the Americas Bridge, the City of Laredo realized that this bridge was to accommodate much more traffic than it could handle efficiently. The city therefore began steps toward enlarging the bridge system by initiating the process to obtain a presidential permit to build another international bridge.

Feasibility studies were conducted by Brown & Root, and following a series of conferences with Mexican government officials, an agreement to build a second bridge, as a joint undertaking of the City and the Mexican government, was signed October 31, 1972. Subsequently, on August 12, 1974, the U.S. Coast Guard, on behalf of the Department of Transportation, officially approved the bridge plans and issued the City a permit for the construction of the Juárez-Lincoln Bridge to proceed. On March 4, 1975, the City entered a formal contract with the authorized contracting agency of the Federal Government of the Republic of Mexico.

In addition to building and paying the cost of slightly more than one-half of the bridge structure and all access ramps at the bridgehead on the American side of the river, the City constructed in conjunction with the General Services Administration the necessary areas for employees' vehicles and an appropriate system of approach roads from U.S. Interstate Highway 35. The toll plaza facilities were planned to provide for maximum safety, convenience, operating speed and efficiency, and incorporated the latest type of automatic toll collection devices. On November 27, 1976, the Juárez-Lincoln Bridge was opened.

1.3 Laredo-Colombia Solidarity Bridge

The Laredo-Colombia Solidarity Bridge is the only POE connecting Texas and Nuevo León. The facility is 1,112 acres, which include customs and inspections facilities and available land for warehouses and factories. It has also been designated as a Free Trade Zone.

On June 29, 1988, during a visit to Nuevo Laredo, then president of Mexico, Mr. Miguel de la Madrid, announced that because of the substantial growth in both commercial and non-commercial traffic, he would instruct Mexican agencies involved in bridge projects to move forward with a third international bridge at Laredo. This immediately set into motion the initiation of numerous meetings with federal agencies both in Mexico City and Washington to obtain a presidential permit. A request for a presidential permit was submitted in 1989, which was expeditiously approved on March 28, 1990. On August 22, 1990, H.B. Zachry started work on the third international bridge linking Laredo with the state of Nuevo León. On July 31, 1991 work was completed and the bridge was opened for business. The City financed the U.S. part estimated at $12 million through the sale of revenue bonds.

On the Mexican side, Colombia's facilities were established by a state corporation under the direction of the *Fideicomiso del Desarrollo del Norte de Nuevo León* or FIDENOR (Trust for the Development of Northern Nuevo León – currently called CODEFRONT). In January 1989, the Mexican Federal Government granted the State of Nuevo León authorization to expropriate 820 acres of Ejido Colombia (communal property) and 292 acres of private land. The governor established FIDENOR on November 1989 to finance construction and collect toll revenues, as well as land rentals and sales. The terms for the Mexican concession of the Laredo-Colombia Solidarity Bridge is as follows:

- 80% of toll revenue for POV and trucks directly cover the bridge´s construction costs (Nuevo León),

- 8% of import and export taxes go directly to the Municipality of Anahuac; and
- 92% of import and export taxes go to the Federal Government.

As a free trade zone, FIDENOR can also sell lands near the bridge to private investors to establish maquila factories and warehouses.

1.4 World Trade Bridge

The World Trade Bridge initiated operations in 2000 – this bridge involved 13 years of planning. Citizens from the two Laredos requested the bridge due to high traffic and congestion levels, especially after NAFTA came into effect. A commercial traffic only bridge had been seen as necessary by city officers of both Laredos to relieve congestion on the Juárez-Lincoln Bridge. As part of the presidential permit agreement, it was stated that all truck traffic utilizing the Gateway to the Americas Bridge and the Juárez-Lincoln Bridge would be rerouted to the World Trade Bridge and the Laredo-Colombia Solidarity Bridge; thereby diverting the commercial traffic from the city's downtown.

The State of Tamaulipas financed the bridge's construction, as well as the inspection and customs facilities, by establishing a *fideicomiso* trust together with private investors (i.e., customs brokers and logistics operators). The total cost of the Mexican portion of the bridge was MXP $440 million – MXP $50 was financed by the State of Tamaulipas and the remainder came from private investors. The Municipality of Nuevo Laredo was the intermediary between the Government of Tamaulipas and World Trade Bridge's *fideicomiso* trust. The Municipality also donated the land and the State of Tamaulipas conducted all studies required by law.

In accordance with the 30 year concession, the private investors receive 100% of all toll revenue collected the first fifteen years. After the initial fifteen years, the Government of Tamaulipas will retain 87.5% and distribute to the Municipality of Nuevo Laredo 12.5% of all toll revenues. In 2030, the Federal Government will become the owner of the bridge and receive 100% of all toll revenues. The City of Laredo financed the U.S. portion of the bridge by issuing bonds.

1.5 Camino Real International Bridge

Eagle Pass's second bridge began operations in September 1999. The planning process for the bridge took 15 years of negotiations, which included choosing a site, the Presidential Permit application, and resolving disagreements between the City of Eagle Pass and Maverick County officials. Of the final three sites proposed, two seemed more plausible: Site II next to the rail bridge, and Site III two miles north of the City of Eagle Pass´ downtown area, where a new loop would be built. The State of Coahuila favored Site II near the railroad bridge to allow the use of the same customs facilities for both bridges. The City of Eagle Pass also chose this location since it owned most of the necessary land for the facilities. Bridge II was finally built at this location. Despite these preferences, GSA voiced concern regarding the preferred location. On the U.S. side, building the bridge would result in losing a part of Fort Duncan's park, several sport fields, and a portion of the Golf Country Club. In addition, it seemed that the land was polluted with fluoride residue of the former Reynolds aluminum factory. The citizens of Eagle Pass voted on the final site´s location. Site II won by a small margin. Notwithstanding this vote, the Department of State brought the project to a standstill, because of the actions of the then Maverick County Judge.

During several binational meetings held in 1995, Eagle Pass and Piedras Negras officials reiterated their 1993 decision to build the proposed bridge at Site II. Piedras Negras had already demolished housing facilities and relocated several families in preparation for the construction of the bridge. All parties eventually agreed and construction of the bridge began in February 1998.

Eagle Pass's portion of the bridge was financed through twenty year bonds. The City also financed all inspection and customs facilities at a total of $5.1 million. The City received a $1.4 million grant from the Department of Commerce to build a new road to connect to the bridge.

In the case of Mexico, Piedras Negras II is the first international bridge that has a State as a promoter (and not the federal government). In accordance with the concession granted by the Federal Government to the State of Coahuila, ex-Governor Montemayor Seguy established a *fideicomiso* trust to receive and redistribute all bridge revenues. The State Government is in charge of managing the *fideicomiso* which has three different revenue sources – toll revenues, import, and export taxes. In the case of Piedras Negras II, the State thus has a 20 year right to retain 100% of all toll revenues.

APPENDIX G

INVENTORY OF CURRENT INFRASTRUCTURE

MAVERICK COUNTY

POE	Infrastructure	County	Facility Type	Segment		Accident Rate (accidents per mile)	Begin Reference Marker	End Reference Marker	Number of lanes		Annual Averge Daily Traffic (AADT) or ADT*		Annual Average Growth	% Truck AADT			% Trucks in DHV	Level of Service (LOS)*		Reporting Agency	How the road serves an international POE	Within 25 miles?
				From	To		Mile		2010	2035	2008	2035	2010-2035	2008	2035	TRM		2008	2035			
Camino Real International Bridge (Eagle Pass - Piedras Negras Intenational Bridge II) Eagle Pass Bridge I (Eagle Pass - Piedras Negras Intenational Bridge I) Union Pacific International Railroad Bridge	**HIGHWAYS - INTERSTATES - INTERCHANGES**																					
	FM 1021/ El Indio Hwy	Maverick	Arterial Highway	US 277	FM 2644	2.22	550	568	4	4	8100	13,826	2.0%	33.6%	33.6%	1229-1	25.2%	LOS A-B	LOS C-D	TXDOT/CTR	Connects to POE Road	Yes
	US 277	Maverick	Arterial Highway	SH 131	E. Main St.	2.19	296	608	4	4	12322	22,768	2.3%	13.5%	13.5%	299-4	8.1%	LOS A-B	LOS E	TXDOT/CTR	Connects to POE Road	Yes
	US 277 BU	Maverick	Arterial Highway	US 277	E. Main St.	14.87	0	3.16	2	2	7875	13,442	2.0%	24.3%	24.3%	299-13	14.6%	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	US 57/277	Maverick	Arterial Highway	Bridge	US 57	21.67	368	373	2	2	15220	25,979	2.0%	8.3%	8.3%	300-1	5.0%	LOS A-B	LOS C-D	TXDOT/CTR	Direct Road Connection	Yes
	US 277	Maverick	Arterial Highway	US 57	11 mi. SE of US 57	0.20	609	620	4	4	8100	18,300	2.9%	27.6%	27.6%	300-1	16.6%	LOS A-B	LOS C-D	TXDOT/CTR	Direct Road Connection	Yes
	US 57	Maverick	Arterial Highway	US 277	State Loop 480	0.11	371.5	389	4	4	4400	7,510	2.0%	11%	11%	276-1	6.8%	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	US 57	Maverick	Arterial Highway	Loop 430	US 83	0.14	389	418	4	4	2500	4,267	2.0%	12%	12%	276-2 & 3	7.5%	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	FM1588	Maverick	Arterial Highway	US 278	CR 305	n/a	548	544	2	2	2070	5,816	3.9%	14%	14%	1508-1	10.8%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	SH 131	Maverick	Arterial Highway	US 277	FM 1908	1.00	540.7	520.6	2	2	395	674	2.0%	29%	29%	375-3	21.2%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	FM 1908	Maverick	Arterial Highway	US 277	SH131	n/a	518.2	542.4	2	2	100	247	3.4%	36%	36%	299-5, 1814-1 &2	26.8%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	RM 693	Maverick	Arterial Highway	US 277	US 90	n/a	524.6	506	2	2	101	219	2.9%	22%	22%	876-1	16.3%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	ARTERIALS AND METROPOLITAN STREETS																					
	Main St.	Maverick	Arterial Highway	US 57	US 277	15.60	0.5	1.08	4	4	4733	8,079	2.0%	22.3	22.3	276-6	14.7%	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	FM 1589	Maverick	Collector	US 277	US 277	0.00	n/a	n/a	2	2	220	376	2.0%	18.3	18.3	299-7	13.7%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Juanita Dr	Maverick	Local	US 277	Paseo Dr.	6.25	n/a	n/a	2	2	2620	4,472	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Kypuros Rd	Maverick	Local Street	US-Mexico Border	D Chavarria	0.00	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	4th St	Maverick	Local	US 277 Biz	WRR St	0.00	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	3rd St	Maverick	Local	US 277 Biz	WRR St	6.25	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	2nd St	Maverick	Collector	US 277 Biz	WRR St	3.95	n/a	n/a	2	2	*1950*	3,328	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	N Ceylon St/US 277 Biz	Maverick	Collector	FM 1021	2nd St.	17.65	n/a	n/a	2	2	5600	9,559	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	N Veterans Blvd	Maverick	Arterial	US 57	US 277/Del Rio Blvd	n/a	n/a	n/a	4	4	20000	34,138	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	N Bibb Ave	Maverick	Collector	US 57	N Veterans Blvd	22.10	n/a	n/a	2	2	*8440*	14,406	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Royal Ridge Dr.	Maverick	Local	N Bibb Ave	N Veterans Blvd	4.35	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Main St/277	Maverick	Arterial	N Ceylon St.	FM 375	17.74	n/a	n/a	2	2	5900	10,071	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	E Main St./277/57	Maverick	Arterial	N Ceylon St.	N Veterans Blvd	17.74	n/a	n/a	4	4	21000	35,845	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	E Garrison St./ US 57	Maverick	Arterial	Eagle Pass Bridge II	US 277	n/a	n/a	n/a	4	4	13900	23,726	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	S. Monroe St/ FM 375	Maverick	Collector	1st Street	US 57	4.76	n/a	n/a	2	2	4000	6,828	2.0%	n/a	n/a	276-6	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	E Rio Grande St	Maverick	Local	Ryan St.	N San Marcos St.	9.01	n/a	n/a	2	2	*2930*	5,001	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Ford St.	Maverick	Local	Ryan St.	Webster St.	4.76	n/a	n/a	2	2	*1800*	3,072	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Leona St.	Maverick	Local	Commercial St	N Ceylon St.	1.96	n/a	n/a	2	2	*470*	802	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Ferry St.	Maverick	Local	Commercial St	N Ceylon St.	4.10	n/a	n/a	2	2	*5850*	9,985	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Commercial St.	Maverick	Local	Jefferson St.	US 57	12.70	n/a	n/a	2	2	2800	4,779	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Infrastructure	**County**	**Facility Type**	**Segment**		**Accident Rate (accidents per mile)**	**Begin Reference Marker**	**End Reference Marker**	**Number of lanes**		**Annual Averge Daily Traffic (AADT) or ADT***		**Annual Average Growth**	**% Truck AADT**			**% Trucks in DHV**	**Level of Service (LOS)***		**Reporting Agency**	**How the road serves an international POE**	**Within 25 miles?**
				From	**To**		**Mile**		**2010**	**2035**	**2008**	**2035**	**2010-2035**	**2008**	**2035**	**TRM**		**2008**	**2035**			
	Ryan St.	Maverick	Local	Ford St.	US 57	0.00	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	S. Adams St	Maverick	Local	Ferry St.	US 57	4.55	n/a	n/a	2	2	*3810*	6,503	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Ward St	Maverick	Local	S. Adams St.	Industrial Park Blvd	0.00	n/a	n/a	2	2	*1710*	2,919	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Bliss St	Maverick	Local	S Montoe St.	S. Adams St.	4.65	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Industrial Blvd	Maverick	Local	S. Adams St.	S. Monroe St.	0.00	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Industrial Park Blvd	Maverick	Local	Industral Blvd	Albores St.	0.00	n/a	n/a	2	2	*2530*	4,318	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Kifuri St	Maverick	Local	FM 1021	Brown St.	0.00	n/a	n/a	2	2	*3320*	5,667	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	Eidson Rd	Maverick	Collector	FM 1021	Memo Robinson Dr.	2.63	n/a	n/a	2	2	*9610*	16,403	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	S Veterans Blvd	Maverick	Collector	US 277	El Indio Hwy/FM 1021	31.71	n/a	n/a	4	4	18300	31,236	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Las Quintas Blvd	Maverick	Collector	El Indio Hwy/FM 1021	Los Quintas Blvd	2.22	n/a	n/a	2	2	*2980*	5,087	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Memo Robison Dr	Maverick	Collector	El Indio Hwy/FM 1021	Eidson Rd	2.94	n/a	n/a	2	2	*11230*	19,168	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Los Jardins Verde	Maverick	Local	Memo Robison Dr	Canal Rd	0.00	n/a	n/a	2	2	n/a	n/a	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes

APPENDIX G

INVENTORY OF CURRENT INFRASTRUCTURE

VAL VERDE COUNTY

POE	Infrastructure	County	Facility Type	Segment		Accident Rate (accidents per mile)	Begin Post	End Post	Number of lanes		Annual Averge Daily Traffic (AADT)		Annual Average Growth	% Truck AADT		TRM	% Trucks in DHV	Level of Service (LOS)		Reporting Agency	How the road serves an international POE	Project withing 25 miles or 40 km of the border?
				From	To		Mile/ km		2010	2035	2008	2035		2008	2035			2010	2035			
Del Rio - Ciudad Acuña International Bridge (Del Rio International Bridge)	**HIGHWAYS - INTERSTATES - INTERCHANGES**																					
	US 277/SL 239/Las Vacas St.	Val Verde	Arterial Highway	Spur 239/Gibbs St.	US 90 and US 377/US 277 Intersection	15.70	0	1.72	2	2	7350	12,546	2.0%	8.1%	8.1%	161-1	8.10%	LOS A-B	LOS C-D	TXDOT/CTR	Direct Road Connection	Yes
	US 277	Val Verde	Arterial Highway	US 277/US 90/ E Gibbs St.	Laughlin AFB South Entrance	4.40	550	555	4	4	18300	31,236	2.0%	15.2%	15.2%	299-1	9.10%	LOS C-D	LOS F	TXDOT/CTR	Influences Connecting Roads	Yes
	US 277	Val Verde	Arterial Highway	Laughlin AFB South Entrance	Val Verde/Kinney County Line	0.22	555	564	2	2	7200	12,290	2.0%	8.0%	8.0%	299-1	4.80%	LOS A-B	LOS C-D	TXDOT/CTR	Influences Connecting Roads	Yes
	SPUR 239/US 277	Val Verde	Arterial	US 90 N	Del Rio International Bridge	4.33	503	506	4	4	14000	23,896	2.0%	9.3%	9.3%	161-3	6.10%	LOS C-D	LOS E	TXDOT/CTR	Direct Road Connection	Yes
	US 90N/277N	Val Verde	Arterial Highway	US 277	Spur 239/US 277	52.67	415.5	420	4	4	33000	56,327	2.0%	10.1%	10.1%	22-10	6.10%	LOS F	LOS F	TXDOT/CTR	Influences Connecting Roads	Yes
	US 90 E	Val Verde	Arterial Highway	US 90 N/ 277 S Intersection	Liberty Drive	4.17	420	426	4	4	20000	39,162	2.5%	7.2%	7.2%	23-1	4.30%	LOS C-D	LOS F	TXDOT/CTR	Influences Connecting Roads	Yes
	US 90 E	Val Verde	Arterial Highway	Liberty Drive	Val Verde/Kinney County Line	0.33	426	432	2	2	3900	6,657	2.0%	17.1%	17.1%	23-1	10.30%	LOS A-B	LOS C-D	TXDOT/CTR	Influences Connecting Roads	Yes
	FM 2523	Val Verde	Arterial Highway	US 90 E	Val Verde/Kinney County Line	0.42	516.3	502	2	2	4000	8,655	2.9%	9.6%	9.6%	1592-1	7.20%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Spur 317	Val Verde	Arterial	US 277	Laughlin AFB	0.00	350	352	2	2	290	495	2.0%	11.3%	11.3%	299-12	7.50%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	US 277 N	Val Verde	Arterial Highway	US 90 N Inserection	Gurley MucBee Road	0.63	544	536	2	2	200	372	2.3%	19.2%	19.2%	160-7	11.50%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	RM 693	Kinney	Rural Major Collector	US 277	US 90	0.11	524.6	506	2	2	101	240	2.9%	17.1%	17.1%	876-1	12.80%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	ARTERIALS AND METROPOLITAN STREETS																					
	Veterans Blvd/277/377/90	Val Verde	Arterial Highway	Kings Way	US 90/377	60.28	n/a	n/a	4	4	33000	56,327	2.0%	n/a	n/a	n/a	n/a	LOS F	LOS F	TXDOT/CTR	Influences Connecting Roads	Yes
	Kings Way	Val Verde	Collector	US 277/377/90	Cantu Rd	3.39	n/a	n/a	2	2	*5420*	9,251	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Fox Dr	Val Verde	Local	Kings Way	Margaret Ln	1.42	n/a	n/a	2	2	*1050*	1,792	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Mary Lou Dr	Val Verde	Local	Kings Way	US 277/377/90	7.25	n/a	n/a	2	2	*2870*	4,899	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	W Cantu Rd	Val Verde	Collector	Wildcat Dr	US 277/377/90	5.46	n/a	n/a	2	2	*10290*	17,564	2.0%	n/a	n/a	n/a	n/a	LOS C-D	LOS C-D	TXDOT/CTR	Influences Connecting Roads	Yes
	Wildcat Dr	Val Verde	Local	Cantu Rd.	Gulick Rd.	4.00	n/a	n/a	2	2	*6280*	10,719	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Gulick Rd	Val Verde	Local	Wildcat Dr	Avenue U	0.00	n/a	n/a	2	2	*6280*	10,719	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	W 15th St.	Val Verde	Collector	Gulick Rd.	US 277/377/90	3.85	n/a	n/a	2	2	*4700*	8,022	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	N Main St.	Val Verde	Collector	Cantu Rd.	SL 239	13.15	n/a	n/a	4	4	*6300*	10,753	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE Road	Yes
	W 10th St.	Val Verde	Collector	Johnson Blvd	US 277/377/90	14.60	n/a	n/a	2	2	*5180*	8,842	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Connects to POE (Airport)	Yes
	Gibbs St	Val Verde	Arterial	Avenue T	Bedell Ave.	12.33	n/a	n/a	4	4	14000	23,896	2.0%	n/a	n/a	n/a	n/a	LOS C-D	LOS E	TXDOT/CTR	Connects to POE Road	Yes
	Pecan St.	Val Verde	Collector	SL 239	Nicholson St	25.81	n/a	n/a	2	2	*4,000*	6,828	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Hudson Dr.	Val Verde	Local	Pecan St.	Qualia Dr.	4.00	n/a	n/a	2	2	*3,710*	6,333	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Qualia Dr	Val Verde	Collector	Pecan St.	Rio Grande Rd	0.68	n/a	n/a	2	2		-	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Pulliam St.	Val Verde	Local	E. Garfield St.	E. Losoya St.	5.41	n/a	n/a	2	2		-	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Gillis St	Val Verde	Collector	E. Losoya St.	W. Garza St.	5.49	n/a	n/a	2	2	*4,590*	7,835	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Alderete Ln	Val Verde	Local	Rio Grande Rd	W. Nicholson St.	0.00	n/a	n/a	2	2	*1,820*	3,107	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Rio Grande Rd	Val Verde	Local	Qualia Dr.	W. Garfiled St.	0.00	n/a	n/a	2	2		-	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Farley St	Val Verde	Local	Cienagas Rd.	US 277/Las Vacas St.	1.27	n/a	n/a	2	2	*1,900*	3,243	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Cienegas Rd	Val Verde	Collector	Garza Ln.	Avenue T	0.00	n/a	n/a	2	2	*6,030*	10,293	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	W Garza St	Val Verde	Collector	Lionel Martinez Blvd	Frontera Rd.	1.80	n/a	n/a	2	2	*8,950*	15,277	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
	Hamilton Ln/FM 2523	Val Verde	Collector	FM 2523	US 90 E	0.43	n/a	n/a	2	2	4,000	6,828	2.0%	n/a	n/a	n/a	n/a	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes
																n/a	n/a					
Lake Amistad Dam Crossing (Amistad Dam)	**HIGHWAYS - INTERSTATES - INTERCHANGES**																					
	Spur 349	Val Verde	Arterial	Amistad Dam	US 90	0.36	340	339	2	2	600	1,024	2.0%	9.5%	9.5%	2709-1	6.30%	LOS A-B	LOS A-B	TXDOT/CTR	Direct Road Connection	Yes
	US 90 N	Val Verde	Arterial Highway	Spur 349	US 277/377/90	0.25	408	416	4	4	6,600	11,265	2.0%	19.1%	19.1%	22-9	11.50%	LOS A-B	LOS C-D	TXDOT/CTR	Connects to POE Road	Yes
	US 90 N	Val Verde	Arterial Highway	Spur 349	Spur 406	0.47	408	397.3	2	2	6,600	11,265	2.0%	19.1%	19.1%	22-9	11.50%	LOS A-B	LOS C-D	TXDOT/CTR	Connects to POE Road	Yes
	Spur 454	Val Verde	Arterial Highway	US 90 N	Into Lake Amistad	-	0	0.54	2	2	200	341	2.0%	1.3%	0.9%	22-16	0.90%	LOS A-B	LOS A-B	TXDOT/CTR	Influences Connecting Roads	Yes

APPENDIX G

INVENTORY OF CURRENT INFRASTRUCTURE

WEBB COUNTY

POE	Infrastructure	County	Facility Type	Control Section	Segment		Accident Rate (per mile)	Begin Post	End Post	Number of lanes		Annual Averge Daily Traffic (AADT) or ADT*		Annual Average Growth 2010-2035	% Truck AADT		% Trucks in DHV	Level of Service		Reporting Agency	How the road serves an international POE	Within 25 miles?
					From	To		Mile		2010	2035	2008	2035		2008	2035		2008	2035			
Webb County On-System Roadways	IH 35	Webb	Arterial Highway	18-6	Matamoros St.	Union Pacific/Missourri Pacific Railyards	23.48	-	11.5	6	6	68,000	141,084	2.74%	2.30%	2.3%	1.0%	:LOS F	LOS F	TXDOT/CTR/Laredo MPO	Direct Road Connection	Yes
	IH-35A BU	Webb	Arterial Highway	18-8	Matamoros	IH 35	35.71	-	2.8 mi	4	4	12,300	20,995	2.00%	5.10%	5.1%	2.3%	LOS A-B	LOS C-D	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	SH 359/ US 83	Webb	Arterial Highway	86-1	IH 35	Milagro Rd.	21.48	433.6	442.8	4	4	33,000	56,327	2.00%	11.60%	11.6%	7.0%	LOS F	LOS F	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	US 83/ SH 359	Webb	Arterial Highway	38-1	N. Arkansas Ave. and SH 359	Zapata County Line	10.36	719.2	736.0	4	4	43,000	86,900	2.64%	17.60%	17.6%	10.6%	LOS F	LOS F	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SH 359	Webb	Arterial Highway	86-2	Milagro Rd.	Railroad Tracks	0.63	442.8	455.4	2	2	8,200	13,996	2.00%	19.10%	19.1%	12.6%	LOS C-D	LOS C-D	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SH 359/ FM 2895/ FM 649	Webb	Arterial Highway	86-3	Railroad Tracks	Welhousen Rd.	0.49	455.4	463.6	2	2	3,400	10,514	4.27%	25.30%	25.3%	16.7%	LOS A-B	LOS C-D	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SH 359/ FM 2050	Webb	Arterial Highway	86-4	Welhousen Rd.	Duval County Line	0.56	463.6	476.0	2	2	3,300	19,251	6.75%	25.00%	25.0%	16.5%	LOS A-B	LOS E	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SS 400/ Clark Blvd./ SL 20	Webb	Arterial Highway	3543-1	N. Arkansas Ave.	SL 20/ Bob Bullock Loop	24.35	-	1.15 mi	4	4	18,300	168,088	8.56%	13.60%	13.6%	9.0%	LOS C-D	LOS F	TXDOT/CTR/Laredo MPO	Indirect Connection	Yes
	US 59/ IH-35A/ SL 20	Webb	Arterial Highway	542-1	IH 35	C. Hernandez Rd.	6.72	826.5	806.4	4	4	30,000	63,232	2.80%	22.20%	22.2%	13.3%	LOS F	LOS F	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	US 59/ FM 2895/ FM 2050	Webb	Arterial Highway	542-2	C. Hernandez Rd.	Duval County Line	0.89	806.4	785.0	2	2	3,400	7,166	2.80%	36.10%	36.1%	21.7%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	FM 649/ SH 359	Webb	Arterial Highway	329-3	SH 359	Jim Hogg/ Zapata County Line	0.29	636.0	650.0	2	2	1,450	4,181	4.00%	22.60%	22.6%	17.0%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Indirect Connection	Yes
	FM 2895/ US 59/ SH 359	Webb	Arterial Highway	2988-2	US 59	SH 359	0.06	620.0	638.0	2	2	940	2,710	4.00%	23.20%	23.2%	17.4%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	FM 2050/ US 59/ SH 359	Webb	Arterial Highway	1943-1	US 59	SH 359	0.08	614.0	638.8	2	2	980	2,655	3.76%	15.60%	15.6%	11.7%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SL 20/ FM 1472/ IH-35A/ US 59/ SS 400/ SH 359/ US 83	Webb	Arterial Highway	86-14	World Trade Bridge	US 83	15.10	419.3	434.0	4	6	35,000	215,845	6.97%	4.40%	4.4%	2.9%	LOS F	LOS F	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	IH-35/ US 83	Webb	Limited Access Freeway	18-5	Missourri Pacific Railyards	Webb Rd.	2.88	11.5	18.8	4	6	16,600	43,134	3.60%	26.00%	26.0%	11.7%	LOS C-D	LOS F	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	IH-35/ SH 255	Webb	Arterial Highway	18-4	Webb Rd.	Becerras Rd.	0.52	18.8	28.5	4	4	15,070	48,699	4.44%	26.70%	26.7%	12.0%	LOS C-D	LOS F	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	IH-35	Webb	Limited Access Freeway	18-3	Becerras Rd.	La Salle County Line	2.24	28.5	38.3	4	4	15,070	48,699	4.44%	26.70%	26.7%	12.0%	LOS C-D	LOS F	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SH 255/ FM 1472/ FM 3338/ US 83/ IH-35	Webb	Arterial Highway	3586-2	FM 1472	IH-35	0.14	-	21.2 mi	2	2	630	1,328	2.80%	14.80%	14.8%	9.8%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	US 83/ SH 255/ IH-35	Webb	Arterial Highway	37-10	Cerrito Prieto Rd.	IH-35	0.46	683.7	698.9	2	2	3,000	5,121	2.00%	33.20%	33.2%	19.9%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	US 83/ SH 44	Webb	Arterial Highway	37-9	Dimmit County Line	Cerrito Prieto Rd.	0.34	666.0	683.7	2	2	2,900	6,788	3.20%	33.70%	33.7%	20.2%	LOS A-B	LOS C-D	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	SH 44/ US 83	Webb	Arterial Highway	2022-1	US 83	La Salle County Line	0.40	428.0	438.0	2	2	880	1,855	2.80%	13.20%	13.2%	8.7%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Indirect Connection	Yes
	FM 1472/ FM 3338/ SL 20/ IH-35	Webb	Arterial Highway	2150-4	RR 1583	IH-35	5.83	424.0	441.5	2	2	34,000	98,035	4.00%	10.10%	10.1%	7.6%	LOS F	LOS F	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	FM 3338/ SH 255/ FM 1472	Webb	Arterial Highway	3532-2	SH 255	FM 1472	0.37	615.6	623.7	2	2	1,850	12,940	7.47%	14.30%	14.3%	10.7%	LOS A-B	LOS C-D	TXDOT/CTR/Laredo MPO	Influences Conncting Roadways	Yes
	FM 1472/ SH 255	Webb	Arterial Highway	2150-3	Galvan Ranch Main Rd.	RR 1583	0.14	410.0	424.0	2	2	4,300	12,398	4.00%	14.20%	14.2%	10.7%	LOS A-B	LOS C-D	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	FM 1472	Webb	Arterial Highway	2150-2	Mines Rd.	Galvan Ranch Main Rd.	-	408.0	410.0	2	2	430	1,240	4.00%	12.20%	12.2%	9.2%	LOS A-B	LOS A-B	TXDOT/CTR/Laredo MPO	Connects to POE Road	Yes
	SH 255/ FM 1472	Webb	Arterial Highway	3586-1	Colombia-Solidarity Bridge	FM 1472	-	-	1.3 mi	2	2	6,500	13,700	2.80%	16.10%	16.1%	10.6%	LOS A-B	LOS C-D	TXDOT/CTR/Laredo MPO	Direct Road Connection	Yes

APPENDIX H

SCORING METRICS

Capacity / Congestion Category

Road and Interchange Projects

1. Change in Number of Lanes

A change in the number of lanes is a measure of added road capacity. In the case of a new road or interchange project, the final number of lanes equals the change in the number of lanes. The higher the number of added lanes, the higher the added road capacity. The road and interchange projects will thus be scored as follows:

Change in Number of Lanes	**Score**
No change	0.00
Wide/shoulder	0.25
Add 1 lane	0.50
2 lanes / overpass	0.75
More than 2 lanes	1.00

2. 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	0.00
E	0.25
D	0.50
C	0.75
A or B	1.00

3. Change in Level of Service (LOS)

A change in the LOS measures a change in congestion experienced. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the change 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	A or B
Change in LOS from	F	0.0	1.0	1.7	2.2	2.5
	E	-	0.0	0.7	1.2	1.5
	D	-	-	0.0	0.5	0.8
	C	-	-	-	0.0	0.3
	A or B	-	-	-	-	0.0

Then, the score will be assigned by dividing the number of points obtained from the previous table by the maximum allowable points (2.5).

4. Number of Ports-of-Entry (POE) 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. The higher the number of POEs served (directly or indirectly), the higher the score assigned. The road and interchange projects will thus be scored as follows:

Number of POEs Served	Score
1	0.2
2	0.4
3	0.6
4	0.8
More than 4	1.0

5. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally criterion is a qualitative criterion that indicates how a given road or interchange projects will affect congestion within the same county (US) or municipality (Mx). The higher the impact on local congestion, the higher the score assigned. The road and interchange project will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion within the county or municipality.

6. Alleviates Congestion Elsewhere (outside the county (US) or municipality (Mx))

The alleviate congestion elsewhere criterion is a qualitative criterion that indicates how a given road or interchange project will affect congestion outside the county (US) or municipality (Mx) in which it is located. The higher the impact on congestion elsewhere, the higher the score assigned. The road and interchange projects will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion outside the county or municipality.

Rail Projects

1. Change in Number of Tracks

A change in the number of rail tracks is a measure of added rail capacity. In the case of new rail tracks, the final number of tracks equals the change in the number of tracks. The higher the number of added tracks, the higher the added rail capacity. A distinction will be made to reflect whether capacity is added to rail track or rail yards. The rail projects will receive a score according to the change in number of tracks depending on whether it is a rail track or rail yard project based on one of the following:

Rail Track Projects will be scored as follows:

Change in Number of Tracks	Score
No change	0.00
Relocation, expansion, etc.	0.33
Add 1 track	0.67
Add 1 track + Relocation, expansion, etc.	1.00

Rail Yard Projects will be scored as follows:

Change in Number of Tracks	Score
Less than 5	0.0
Between 5 and 10	0.5
More than 10	1.0

2. Change in Level of Service (LOS)

The rail industry does not calculate a LOS metric. It was thus agreed upon to distribute the weight of this criteria among the other Rail Capacity / Congestion criteria given the relative weights of the other rail criteria in this category.

3. Average Travel Speed

Average travel speed can be an indicator of congestion and represents the speed at which a train operates on the rail track. The higher the average travel speed on the rail track, the higher the score assigned. Rail projects will thus be scored as follows:

Class of track	Max. speed for freight trains (mph)	Max. speed for passenger train (mph)	Score
Excepted track	10	N/A	0.2
Class 1 track	10	15	0.2
Class 2 track	25	30	0.4
Class 3 track	40	60	0.6
Class 4 track	60	80	0.8
Class 5 track	80	90	1.0

4. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally criterion is a qualitative criterion that indicates how a given rail project will affect congestion within the same county (US) or municipality (Mx). Alleviate local congestion is determined by the proposed rail project's impact on removing rail traffic from developed areas and by eliminating rail crossings. The more rail traffic that is removed from developed areas and the higher the number of rail crossing eliminated, the higher the assigned score. Rail projects will thus be scored as follows:

		Eliminates Rail Crossings		
		No	**Some**	**All**
Removes Rail Traffic from Developed Areas	**No**	0.00	0.25	0.50
	Some	0.25	0.50	0.75
	All	0.50	0.75	1.00

The project sponsor will need to describe in detail to the study team the impact of the project on removing rail traffic from developed areas and in eliminating rail crossings in the county or municipality.

5. Change in Modes Served

The change in modes served criterion captures the ability of the rail project to facilitate multimodal transportation, encourage non-highway use, or provide infrastructure for other modes. The rail projects will thus be scored as follows:

Change in Modes Served	**Score**
No Change	0.00
Facilitates multi-modal use (minimum 2 modes)	0.33
Encourages non-highway transportation (e.g. use of right-of-way for pipelines, pedestrians, etc.)	0.67
Provides infrastructure for other modes of transportation	1.00

<u>Port-of-Entry (POE) Projects</u>

1. Change in Number of Booths

A change in the number of booths is a measure of added POE capacity. In the case of new POE projects, the final number of booths equals the change in the number of booths. The higher the number of added booths, the higher the added POE capacity. POE projects will thus be scored as follows:

Change in Number of Booths	**Score**
No change	0.00
Add at least 1 booth	0.25
Add at least 2 booths	0.50
Add at least 5 booths	0.75
Add at least 10 booths	1.00

2. Secure Lanes

Secure lanes (i.e., Fast or SENTRI lanes) facilitates 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
None	0.0
1 lane	0.2
2 lanes	0.4
3 lanes	0.6
4 lanes	0.8
More than 4 lanes	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:

		Score			
Mode Weight	**Mode**	**0.25**	**0.50**	**0.75**	**1.00**
0.25	Pedestrians	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.30	Automobiles	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.45	Trucks	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile

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

4. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally criterion is a qualitative criterion that indicates how a given POE project will affect congestion within the same county (US) or municipality (Mx). The higher the impact on local congestion, the higher the score assigned. The POE projects will thus be scored as follows:

Change in Congestion	Score
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion within the county or municipality.

5. Alleviates Congestion Elsewhere (outside the county (US) or municipality (Mx))

The alleviate congestion elsewhere criterion is a qualitative criterion that indicates how a given POE project will affect congestion outside the county (US) or municipality (Mx) in which the POE project is located. The higher the impact on congestion elsewhere, the higher the score assigned. The POE projects will thus be scored as follows:

Change in Congestion	**Score**
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion outside the county or municipality.

6. Change in Modes Served

The change in modes served criterion captures the ability of the POE project in facilitating the handling of additional modes at the POE. The more additional modes served at the POE, the higher the score assigned. The POE projects will thus be scored as follows:

Change in Modes Served	**Score**
No change	0.00
1 additional mode	0.25
2 additional modes	0.50
3 additional modes	0.75
4 additional modes	1.00

Demand Category

Road and Interchange Projects

1. Change 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. A change in the AADT (i.e., Δ 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 Δ AADT. The change in AADT will be calculated as the difference between the expected AADT in 2030 and the current AADT. The higher the change in AADT, the higher the demand satisfied or additional usage of the facility. The road and interchange projects will thus be scored as follows:

Change in AADT	**Score**
No change	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

2. Percentage of Trucks

The percentage of trucks is 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**
No change	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

3. Multiple Mode Demand (expressed public demand alternative mode)

The road and interchange projects will receive a score considering the expressed public demand for an alternative mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The road and interchange projects will be scored as follows:

Expressed Public Demand	**Score**
No demand	0.0
Some demand	0.5
High demand	1.0

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

Rail Projects

1. Change 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. A change in the Average Annual Daily Rail Cars (i.e., ΔAADRC) is a measure of the demand satisfied or additional usage of the rail facility. In the case of new rail projects, the final Average Annual Daily Rail Cars equals the change in Average Annual Daily Rail Cars. The change in AADRC will be calculated as the difference between the expected AADRC in 2030 and the current AADRC. 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:

Change in AADRC	**Score**
No change	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th 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. 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 Tonnage by Rail	Score
No data	0.00
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

3. Multiple Mode Demand (expressed public demand alternative mode)

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

Expressed Support / Demand for New Mode	Score
None	0.0
Some	0.5
Substantial	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. Change in Average Annual Daily Crossings (AADC)

Annual Average Daily Crossings (i.e., vehicles, pedestrians, and commercial vehicles) is a measure of travel demand or usage of the POE and is calculated by dividing the total annual crossings by 365 days. A change in the annual average daily crossings is a measure of the demand satisfied or additional usage of the POE. In the case of new POE projects, the Annual Average Daily Crossings equals the change in Annual Average Daily Crossings. The change in AADC (by mode) will be calculated as the difference between the expected AADC in 2030 and the current AADC. The higher the change in AADC, the higher the demand satisfied or additional usage of the facility. The POE projects will be scored given the change in AADC (by mode) and the weight assigned to each mode as follows:

		Score			
Mode Weight	**Mode**	**0.25**	**0.50**	**0.75**	**1.00**
0.25	Pedestrians	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.30	Automobiles	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
0.45	Trucks	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile

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

2. Multiple Mode Demand

The POE projects will receive a score considering the expressed public demand or support for a new mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The POE projects will be scored as follows:

Expressed Level of Public Demand / Support	**Score**
No demand	0.0
Some demand	0.5
High demand	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.

Cost Effectiveness / Project Readiness Category

Roads, Interchange, Rail, and Port-of-Entry (POE) Projects

1. 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 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:

Cost Effectiveness	**Score**
No change	0.00
4th Quartile	0.25
3rd Quartile	0.50
2nd Quartile	0.75
1st Quartile	1.00

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

2. 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 number of 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:

Cost Effectiveness	**Score**
No change	0.00
4th Quartile	0.25
3rd Quartile	0.50
2nd Quartile	0.75
1st Quartile	1.00

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

3. Land Availability

The land availability criterion is a measure of the available land. The project sponsor will need to describe in detail to the study team and justify that the required land for the project is available. The projects will be scored as follows:

Land Availability	**Score**
No Land Availability	0.00
Low Land Availability	0.33
Medium Land Availability	0.67
High Land Availability / No Land Needed	1.00

Safety Category

Road and Interchange and Rail Projects

1. Accident Rate per mile

The accident rate per mile criteria is a measure of the "level of safety" experienced on a given facility. The higher the 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 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:

Accident Rate per mile	Score
1st Quartile	0.25
2nd Quartile	0.50
3rd Quartile	0.75
4th Quartile	1.00

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

2. Diversion of Hazardous Materials

This criterion is a qualitative measure of whether a proposed / planned road, interchange, or rail project aids in diverting hazardous materials from populated areas or resources vital to these areas. The project sponsor will need to describe in detail to the study team how the proposed / planned project diverts hazardous materials from populated areas or resources vital to these areas. The road, interchange, and rail projects will be scored as follows:

Diversion of Hazmat	Score
No	0.00
Yes	1.00

Port-of-Entry (POE) Projects

1. Diversion of Hazardous Materials

This criterion is a qualitative measure of whether a proposed / planned POE project is prepared to handle an emergency / contingency involving hazardous materials, such as a spill. The score will be assigned by the study team and the TWG based on the information provided by the stakeholder. The project sponsor will need to describe in detail to the study team how the proposed / planned POE project will handle possible eventualities involving hazardous materials. The POE projects will be scored as follows:

Diversion of Hazmat	Score
Prepared	0.00
Not prepared	1.00

2. Bi-national Coordination

This criterion assesses whether bi-national coordination has been initiated/reached. We can assess the extent of bi-national coordination by determining whether a given project 1) is an agenda item at the most recent Bilateral Bridges and Border Crossing Group meeting that addressed the relevant region of the border; 2) is an agenda item at the most recent Joint Working Committee on Transportation Planning meeting that addressed the relevant region of the border; 3) is included on the Bilateral Executive Steering Committee's most recent 12-month action plan; and/or 4) has been accepted by the U.S. Department of State for consideration to receive a U.S. Government Presidential Permit.

POE projects will thus be scored as follows:

Forums for Bi-national Coordination	**Score**
None	0.00
One	0.25
Two	0.50
Three	0.75
Four	1.00

3. Diversion of Commercial Traffic / Separation by Traffic Type

This criterion assesses whether a project promotes (i) to divert traffic out of urban areas (for new POEs), or (ii) modal separations to ensure the safety of the users (existing POEs). In the case of new POE projects the criterion will measure if commercial traffic is diverted of urban areas and in the case of existing POE projects the criterion will analyze if measures will be taken to have a clear and physical separation by traffic type (bicycle, trucks, pedestrian and POV).

New POE projects will be scored as follows:

Diversion of Traffic from Urban Areas	**Score**
No	0.00
Yes	1.00

Existing POE projects will be scored as follows:

Separation by Traffic Type	**Score**
No separation	0.00
Separation of 1 mode	0.25
Separation of 2 modes	0.50
Separation of 3 modes	0.75
Separation of more than 3 modes	1.00

Regional Impacts Category

Road, Interchange, Rail, and Port-of-Entry (POE) Projects

4. Environmental Impacts

The environmental impacts criterion is a qualitative assessment of the environmental impacts of proposed projects in terms of air quality, water quality, and other environmental indicators. The project sponsor will need to describe in detail how the proposed / planned project impacts the environment. The project will thus be scored as follows:

Environmental Impact	Score
High Burden	0.00
Medium Burden	0.25
Neutral	0.50
Medium Benefit	0.75
High Benefit	1.00

5. Socio-Economic Impacts

The socio-economic impacts criterion is a qualitative assessment of the socio-economic impacts on proposed / planned projects in terms of community safety and access, the creation of jobs, increase in industry, and impact on trade corridors. 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:

Socio-Economic Impact	Score
High Burden	0.00
Medium Burden	0.25
Neutral	0.50
Medium Benefit	0.75
High Benefit	1.00

6. Modal Diversion

The modal diversion criterion is a qualitative assessment of whether a proposed project will increase the number of transportation modes. The project sponsor will need to describe in detail to the study team how the number of transportation modes are increased. The projects will thus be scored as follows:

Project will add a new mode	Score
No	0.00
1 Mode	0.33
2 Modes	0.67
More than 2 Modes	1.00

Appendix 1 – Quartiles

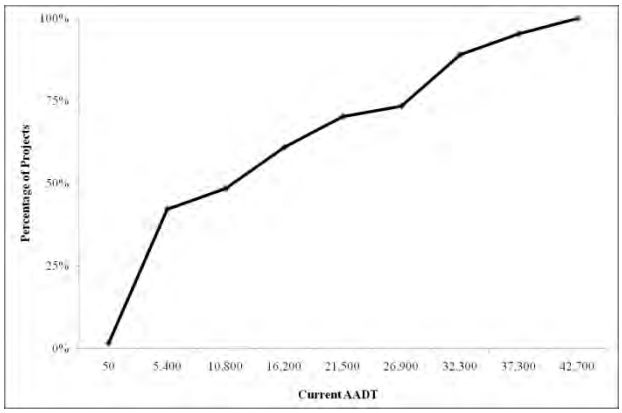
A quartile is a statistical term corresponding to one of three points, that divide a ranked data set into equal groups, each representing a fourth of the data points.

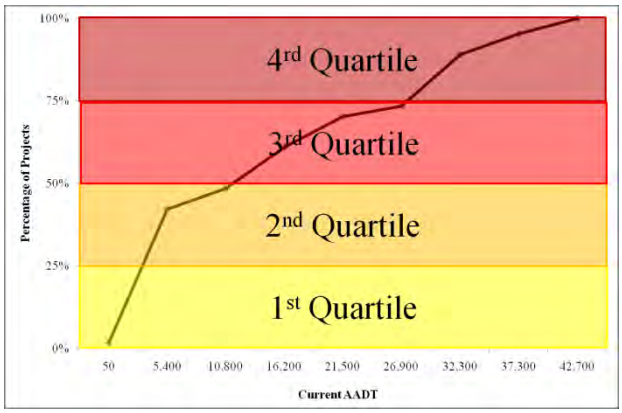
The three points are:

- The 1st 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 25th Percentile.
- The 2nd 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 50th Percentile.
- The 3rd 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 75th Percentile.

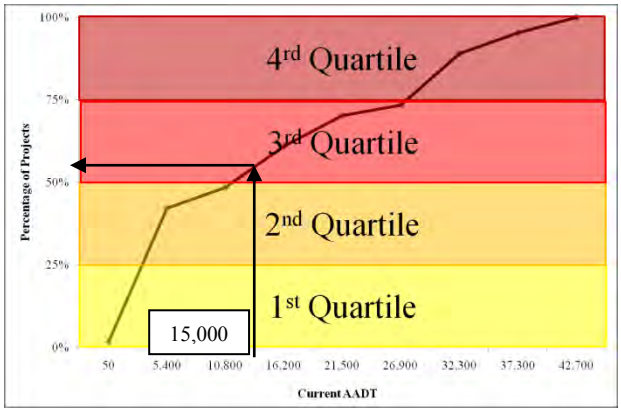
Example – Average Annual Daily Traffic (AADT)

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 0th and 25th Percentiles, 25th and 50th Percentiles, 50th and 75th Percentiles, and 75th and 100th 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 3rd data set and consequently a score corresponding to Q3 will be assigned to the proposed project for this criterion.

APPENDIX I

INVENTORY OF PROJECTS AND RANKING SPREADSHEET

UNITED STATES PORT-OF-ENTRY INFRASTRUCTURE

Project Characteristics — Project Info

Term	POE	Project ID/CSJ	POE	Project Description	Location of Project	Type of Improvement	Improvement Category
Medium (4-10 years)	Laredo	**Project 4-5**	New Road Bridges	New international bridge, port of entry and new road connecting US-83 to POE	27°20'41.33"N, 99°30'22.82"W	New	Infrastructural, Operational, Staffing
Medium (4-10 years)	Laredo	**Pedestrian Processing Redesign**	Gateway to the Americas	Increase pedestrian processing capacity by reconfiguration ofing the existing space, and improve improving pedestrian path of travel from the bridge through the facility. This is an ARRA funded project	Laredo I - Convent Street	Upgrade	Infrastructural
Short (< 3years)	Eagle Pass	**Port Hardening**	Eagle Pass Bridge I	Fortification of port	International Bridge I	Upgrade	Operational (e.g. ITS)
Short (< 3 years)	Laredo	**Port Hardening**	Gateway to the Americas Bridge	Fortification of Port - furnishing and installing additional barriers, tire shredders, and fencing.	Laredo I - Convent Street	Upgrade	Operational (e.g. ITS)
Medium (4-10 years)	Laredo	**Bus Processing Redesign**	Juárez-Lincoln Bridge	Design a new 10,000-15,000 square feet bus processing facility to increase bus and bus passenger processing capacity. The project includes furnishing and installing primary and secondary individual bus stalls; pedestrian	Laredo - II Lincoln Juarez	Upgrade	Infrastructural
Short (< 3 years)	Del Rio	**CBP New Facility**	Lake Amistad Dam Crossing	CBP new facility	Amistad Dam	New	Infrastructural
Short (< 3 years)	Laredo	**Secondary Port Hardening**	Laredo-Colombia Solidarity Bridge	Security Enhancements: consist of installation of doors and walls to separate and secure hard secondary in the main build of passport control area.	Colombia POE	Upgrade	Infrastructural
Short (< 3 years)	Laredo	**0922-00-025**	Laredo-Colombia Solidarity Bridge	Construction of A Border Safety Inspection Facility	Located In Vicinity of GSA Facility	New	-
Short (< 3 years)	Laredo	**Port Hardening**	Juárez-Lincoln Bridge	Fortification of Port - furnishing and installing additional barriers, tire shredders, and fencing.	Laredo - II Lincoln Juarez	Upgrade	Operational (e.g. ITS)
Short (< 3 years)	Eagle Pass	**0922-10-028**	Camino Real International Bridge (Eagle Pass-Bridge II)	Construction of a Border Safety Inspection Facility	Located in Vicinity of GSA Facility		
Short (< 3years)	Eagle Pass	**Port Hardening**	Camino Real International Bridge (Eagle Pass-Bridge II)	Fortification of port	International Bridge II	Upgrade	Operational (e.g. ITS)
Short (< 3 years)	Laredo	**0922-00-024**	World Trade Bridge	Construction of a Border Safety Inspection Facility		New	-
Unknown	Laredo		Laredo International Airport	New General Aviation facility		New	
Unknown	Del Rio		New Bridge	Construction of new bridge	To be determined	New	

Congestion / Capacity (25%)

Project ID/CSJ	1. Change in Number of Booths (20%)					2. Secure Lanes (16%)			3. Wait Times (18%)					4. Alleviates Congestion Locally (17%)					5. Alleviates Congestion Elsewhere (15%)					6. Change in Modes Served (14%)			Congestion / Capacity Weight
	Before Project	After Project	Change in booths	Score	Partial Weight	After Project	Score	Partial Weight	Pedestrian	Automobiles	Trucks	Score	Partial Weight	No Impact?	Some Improvement?	Substantial Improvement?	Score	Partial Weight	No Impact?	Some Improvement?	Substantial Improvement?	Score	Partial Weight	Additional Modes	Score	Partial Weight	
Project 4-5	0	23	23	1.00	0.050	1	0.20	0.008	5	15	90	0.74	0.033	No	No	Yes	1.00	0.043	No	No	Yes	1.00	0.038	5	1.00	0.035	0.206
Pedestrian Processing Redesign	12	12	0	0.00	0.000	0	0.00	0.000	8	16	-	0.80	0.036	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.036
Port Hardening	7	7	0	0.00	0.000		0.00	0.000	9	-	-	1.00	0.045	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.045
Port Hardening	8	8	0	0.00	0.000	0	0.00	0.000	8	16	-	0.80	0.036	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.036
Bus Processing Redesign	15	15	0	0.00	0.000	0	0.00	0.000	-	17	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
CBP New Facility	1	2	1	0.25	0.013		0.00	0.000	0	0	-	0.59	0.026	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.039
Secondary Port Hardening	12	12	0	0.00	0.000		0.00	0.000	-	3	3	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
0922-00-025	12	12	0	0.00	0.000		0.00	0.000	-	3	3	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
Port Hardening	15	15	0	0.00	0.000		0.00	0.000	-	17	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
0922-10-028	9	9	0	0.00	0.000		0.00	0.000	-	9	3	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
Port Hardening	9	9	0	0.00	0.000		0.00	0.000	-	9	3	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
0922-00-024			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
(Laredo International Airport)			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
(New Bridge)			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000

Demand (23%)

Project ID/CSJ	1. Change in Average Annual Daily Crossings (50%)											2. Multiple Mode Demand (50%)					Demand Weight
	Pedestrian before project	Pedestrian after project	Change in pedestrians	Automobiles before project	Automobiles after project	Change in automobiles	Trucks before project	Trucks after project	Change in trucks	Score	Partial Weight	No demand for new mode?	Some demand for new mode?	High demand for new mode?	Score	Partial Weight	
Project 4-5	0	5592	5592	0	11962	11962	0	7161	7161	1.00	0.115	No	No	Yes	1.00	0.115	0.230
Pedestrian Processing Redesign	10378	10378	0	2259	2259	0	-	-		0.59	0.068	Yes	No	No	0.00	0.000	0.068
Port Hardening	1594	1594	0	2975	2975	0	-	-		0.59	0.068	Yes	No	No	0.00	0.000	0.068
Port Hardening	10378	10378	0	2259	2259	0	-	-		0.59	0.068	Yes	No	No	0.00	0.000	0.068
Bus Processing Redesign	9581	9581	0	114	114	0	-	-		0.59	0.068	Yes	No	No	0.00	0.000	0.068
CBP New Facility	-	122		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
Secondary Port Hardening	17	17	0	671	671	0	900	900	0	0.25	0.029	Yes	No	No	0.00	0.000	0.029
0922-00-025	17	17	0	671	671	0	900	900	0	0.25	0.029	Yes	No	No	0.00	0.000	0.029
Port Hardening	9581	9581	0	114	114	0	-	-		0.59	0.068	Yes	No	No	0.00	0.000	0.068
0922-10-028	243	243	0	3754	3754	0	253	253	0	0.25	0.029	Yes	No	No	0.00	0.000	0.029
Port Hardening	243	243	0	3754	3754	0	253	253	0	0.25	0.029	Yes	No	No	0.00	0.000	0.029
0922-00-024	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
(Laredo International Airport)	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
(New Bridge)	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000

Cost effectiveness / Project Readiness (17%)

Project ID/CSJ	1. Cost Effectiveness ($/Capacity Criterion) (35%)						2. Cost Effectiveness ($/Demand Criterion) (35%)						3. Land Availability (30%)						Cost effectiveness / Project Readiness Weight
	Estimated Cost ($2010)	Funding - Private	Number of booths	Cost Effectiveness	Score	Partial Weight	Estimated Cost ($2010)	Funding - Private	Change in number of booths	Cost Effectiveness	Score	Partial Weight	No land availability	Low land availability	Medium land availability	High land availability / no land needed	Score	Partial Weight	
Project 4-5	$ 46,900,000	$ -	23	$ 2,039,130	0.50	0.030	$ 46,900,000	$ -	23	$ 2,039,130	1.00	0.060	Yes	No	No	No	0.00	0.000	0.089
Pedestrian Processing Redesign	$ 20,000,000	$ -	12	$ 1,666,667	1.00	0.060	$ 20,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.060
Port Hardening	-	$ -	7	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
Port Hardening	-	$ -	8	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
Bus Processing Redesign	$ 40,000,000	$ -	15	$ 2,666,667	0.25	0.015	$ 40,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.015
CBP New Facility	$ 10,000,000	$ -	2	$ 5,000,000	0.25	0.015	$ 10,000,000	$ -	1	$ 10,000,000	0.25	0.015	Yes	No	No	No	0.00	0.000	0.030
Secondary Port Hardening	$ 30,000	$ -	12	$ 2,500	1.00	0.060	$ 30,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.060
0922-00-025	$ 22,793,658	$ -	12	$ 1,899,472	0.75	0.045	$ 22,793,658	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.045
Port Hardening	-	$ -	15	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
0922-10-028	$ 18,262,364	$ -	9	$ 2,029,152	0.50	0.030	$ 18,262,364	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.030
Port Hardening	-	$ -	9	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
0922-00-024	$ 9,600,001	$ -	0	-	0.00	0.000	$ 9,600,001	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
(Laredo International Airport)	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
(New Bridge)	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000

Safety (20%)

Project ID/CSJ	1. Diversion of Hazardous Materials			2. Bi-national Coordination (60%)			3. Diversion of Commercial Traffic (26%)					Safety Weight
	Diversion of Hazmat?	Score	Partial Weight	Forums for bi-national coordination	Score	Partial Weight	New POE?	Diversion of traffic from urban areas?	Separation by traffic type (# of modes)	Score	Partial Weight	
Project 4-5	Yes	1.00	0.028	2	0.50	0.060	Yes	Yes	0	1.00	0.052	0.140
Pedestrian Processing Redesign	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
Port Hardening	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
Port Hardening	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
Bus Processing Redesign	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
CBP New Facility	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
Secondary Port Hardening	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
0922-00-025	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
Port Hardening	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
0922-10-028	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
Port Hardening	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
0922-00-024	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
(Laredo International Airport)	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
(New Bridge)	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000

Regional Impacts (15%)

Project ID/CSJ	1. Environmental Impacts (45%)							2. Socio-Economic Impacts (40%)							3. Modal Diversion (15%)			Regional Impacts Weight	Project Score	Project Score out of a 100	Project Rank
	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	Number of added modes	Score	Partial Weight				
Project 4-5	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	3	1.00	0.023	0.150	0.815	81.5	**1**
Pedestrian Processing Redesign	No	No	No	No	Yes	1.00	0.068	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.098	0.261	26.1	**2**
Port Hardening	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.176	17.6	**3**
Port Hardening	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.167	16.7	**4**
Bus Processing Redesign	No	No	No	Yes	No	0.75	0.051	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.081	0.163	16.3	**5**
CBP New Facility	No	No	Yes	No	No	0.50	0.034	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.094	0.162	16.2	**6**
Secondary Port Hardening	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.152	15.2	**7**
0922-00-025	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.137	13.7	**8**
Port Hardening	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.131	13.1	**9**
0922-10-028	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.122	12.2	**10**
Port Hardening	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.093	9.3	**11**
0922-00-024	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
(Laredo International Airport)	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
(New Bridge)	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**

APPENDIX I

INVENTORY OF PROJECTS AND RANKING SPREADSHEET

UNITED STATES ROAD AND INTERCHANGE INFRASTRUCTURE

Term	Project ID/CSJ	POE	Highway	Project Description	Project - Type of Improvement	Segment From	Segment To	Before Project	After Project	Widen / Shoulder?	Number of added modes	Score	Partial Weight	Regional Impacts Weight	Project Score	Project Score out of a 100	Project Rank
Medium (4-10 years)	**Project 4-5**	Laredo		Construct 4-lane divided highway (2 lanes each direction), plus 4 lanes of access road (2 lanes each direction) connecting US-83 with new POE. Also, construct 4 new access lanes on US-83.	New	US-83	2.6 miles to new POE	0	4	No	3	1.00	0.023	0.150	0.719	71.9	**1**
Medium (4-10 years)	**0086-14-046**	Laredo	LP 20	Widen to 6 Lanes and upgrade intersection at Spur 400 (Clark Blvd) and construct a 4 lane overpass. (Potential pass through toll road) (Under negotiations)	Upgrade	US 59	SH 359	4	6	Yes	0	0.00	0.000	0.111	0.529	52.9	**2**
Short (< 3 years)	**0018-05-904**	Laredo	IH 35	Upgrade to 3-lane rural section in each direction.	Upgrade	0.5 mi N of Uniroyal	0.5mi N of US 83 Intersection	4	6	No	0	0.00	0.000	0.111	0.502	50.2	**3**
Medium (4-10 years)	**R-02 [MPO]**	Laredo	US 59	Install raised median.	Upgrade	N. Ejido Ave	Loop 20	4	4	No	0	0.00	0.000	0.079	0.498	49.8	**4**
Long (11 - 25 years)	**0299-04-041**	Eagle Pass	US 277	Reconstruct and widen to 4-lane divided highway.	Upgrade	0.3 mi. S of FM 1665	0.45mi. N of FM 1588	2	4	Yes	0	0.00	0.000	0.096	0.497	49.7	**5**
Long (11-25 years)	**0018-06-136 X-05 [MPO]**	Laredo	IH 35	Widen NB and SB main lanes (to 3 lanes each direction - MPO) and rail grade seperation.	Upgrade	Shiloh Dr	0.25mi N. of Loop 20 Intersection	4	6	Yes	1	0.33	0.007	0.086	0.480	48.0	**6**
Short (< 3 years)	**0018-06-907; X-28 [MPO]**	Laredo	IH 35 NB Frontage Road (Santa Ursula/San Dario)	Construct railroad grade separation.	New	At Santa Ursulsa & Victoria St	At San Dario & Victoria St	4	4	No	0	0.00	0.000	0.094	0.468	46.8	**7**
Long (11-25 years)	**R-08 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At McPherson Rd.		4	4	No	0	0.00	0.000	0.079	0.463	46.3	**8.5**
Long (11-25 years)	**R-10 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At Del Mar Blvd		4	4	No	0	0.00	0.000	0.079	0.463	46.3	**8.5**
Short (< 3 years)	**0922-33-093**	Laredo	CS	Construct a grade separation at Calton / Santa Maria intersection.	Upgrade	0.25 M East of Calton/Santa Maria Intersection	0.25 M West of Calton/Santa Maria Intersection	2	2	No	0	0.00	0.000	0.094	0.455	45.5	**10**
Long (11-25 years)	**0018-06-155**	Laredo	IH 35	Construct railroad grade separation.	Upgrade	Shiloh/IH 35 Intersection	0.08 North of Shiloh	0	4	No	1	0.33	0.007	0.101	0.453	45.3	**11**
Medium (4-10 years)	**R-03 [MPO]**	Laredo	IH 35	Install roadway illumination.	Upgrade	3.9 mi North of Loop 20	0.5 mi North of Uniroyal	4	4	No	0	0.00	0.000	0.064	0.450	45.0	**12**
Unknown	**X-03 [MPO]**	Laredo	Loop 20 (Cuatro Vientos)	Widen to 6-lane divided road.	Upgrade	SH 359	Prop. Outer Loop	4	6	Yes	1	0.33	0.007	0.086	0.448	44.8	**13**
Short (< 3 years)	**0922-33-076**	Laredo	FM 1472	Realignment of Flecha Ln/Las Cruces at FM1472 and PE work of a grade separation at Calton Rd / Santa Maria intersection.	Upgrade	0.25mi East of Calton Rd/Santa Maria	0.25 mi E of Las Cruces/Flecha Lane	2	2	No	0	0.00	0.000	0.066	0.446	44.6	**14**
Unknown	**X-01[MPO]**	Laredo	US 83	Widen to 7-lane section.	Upgrade	SH 359	Prop. Outer Loop	4	6	Yes	0	0.00	0.000	0.062	0.446	44.6	**15**
Long (11-25 years)	***0299-01-905**	Del Rio	US 277	Widen an existing non-freeway facility.	Upgrade	Kinney County Line	Spur 317	2	4	Yes	0	0.00	0.000	0.096	0.445	44.5	**16**
Long (11-25 years)	**R-07 [MPO]**	Laredo	Loop 20	Construct main lanes.	New	IH 35	McPherson Rd	4	4	No	0	0.00	0.000	0.079	0.442	44.2	**17**
Unknown	**X-04 [MPO]**	Laredo	Loop 20	Add 1 lane in each direction.	Upgrade	World Trade Bridge	IH 35	4	6	No	0	0.00	0.000	0.079	0.440	44.0	**18**
Long (11-25 years)	**0922-33-039; X-23 [MPO]**	Laredo	Outer Loop	Construct 4-lane divided facility with an interchange at US 83. (phase 1)	New	US 83	Proposed Cuatro Vientos St	0	4	No	1	0.33	0.007	0.118	0.436	43.6	**19**
Short (< 3 years)	**0018-06-906; X-28 [MPO]**	Laredo	IH 35 SB Frontage Road (Santa Ursula/San Dario)	Construct railroad grade separation.	New	At Santa Ursulsa & Moctezuma	At San Dario & Moctezuma	4	4	No	0	0.00	0.000	0.094	0.435	43.5	**20**
Long (11-25 years)	***0299-01-906**	Del Rio	US 277	Widen an existing non-freeway facility.	Upgrade	Spur 317	Kinney County Line	2	4	Yes	0	0.00	0.000	0.079	0.433	43.3	**21**
Unknown	**X-14 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At Jacaman Rd		6	6	No	0	0.00	0.000	0.079	0.429	42.9	**22**
Long (11-25 years)	**0299-03-905**	Eagle Pass	US 277	Widen existing highway.	Upgrade	Maverick/Kinney County Line	FM 1664 N of Quemado	2	4	Yes	0	0.00	0.000	0.079	0.418	41.8	**23**
Unknown	**X-29 [MPO]**	Laredo	San Bernardo (IH 35 BU)	Construct railroad grade separation.	New	Santa Maria at KCS Railroad		4	4	No	0	0.00	0.000	0.113	0.416	41.6	**24**
Unknown	**X-31 [MPO]**	Laredo	Chicago St.	Construct railroad grade separation.	New	Chicago St. at UP Railroad		2	2	No	0	0.00	0.000	0.113	0.415	41.5	**25**
Long (11-25 years)	**0299-02-906**	Del Rio	US 277	Widen an existing non-freeway facility.	Upgrade	RM 693	Kinney/Maverick County line	2	4	Yes	0	0.00	0.000	0.079	0.415	41.5	**26**
Medium (4-10 years)	**R-01 [MPO]**	Laredo	Loop 20	Install raised median.	Upgrade	SH 359	Los Presidentes	4	4	No	0	0.00	0.000	0.079	0.414	41.4	**27**
Medium (4-10 years)	**R-05 [MPO]**	Laredo	US 83 (Chihuahua)	Add one travel lane.	Upgrade	IH 35	SH 359	2	3	No	0	0.00	0.000	0.079	0.403	40.3	**28**
Long (11-25 years)	**0299-02-905**	Del Rio	US 277	Widen an existing non-freeway facility.	Upgrade	Val Verde/Kinney County Line	RM 693	2	4	Yes	0	0.00	0.000	0.079	0.400	40.0	**29**
Medium (4-10 years)	**0299-03-039**	Eagle Pass	US 277	Reconstruct and widen 4-lane divided highway.	Upgrade	FM 1664 N of Quemado St.	FM 1665 (North)	2	4	Yes	0	0.00	0.000	0.079	0.399	39.9	**30**
Long (11-25 years)	**0922-33-108**	Laredo	Outer Loop	Construct an interchange.	New	At SH 359		2	2	No	1	0.33	0.007	0.086	0.379	37.9	**31**
Long (11-25 years)	**0922-33-024; X-18 [MPO]**	Laredo	Outer Loop	Construct 2-lane section with shoulder and RR grade separation. (phase 1)	New	SH 359	US 59	0	2	Yes	1	0.33	0.007	0.069	0.378	37.8	**32**
Medium (4-10 years)	**R-06 [MPO]**	Laredo	US 83 (Guadalupe)	Add one travel lane.	Upgrade	IH 35	SH 359	2	3	No	0	0.00	0.000	0.079	0.369	36.9	**33**
Long (11 - 25 years)	**0299-03-915**	Eagle Pass	US 277	Restore and add passing lanes.	Upgrade	Kinney/Maverick County Line	FM 1664 North Intersection	2	2	No	0	0.00	0.000	0.079	0.368	36.8	**34**
Medium (4-10 years)	**R-04 [MPO]**	Laredo	IH 35	Install roadway illumination.	Upgrade	0.25 mi North of Loop 20	3.9 mi North of Loop 20	4	4	No	0	0.00	0.000	0.064	0.366	36.6	**35**
Unknown	**X-15 [MPO]**	Laredo	US 59	Widen to 7 lanes.	Upgrade	2.0 miles East of Loop 20	Prop. Outer Loop	6	7	Yes	0	0.00	0.000	0.079	0.366	36.6	**36**
Long (11-25 years)	**R-09 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At Laredo International Airport		4	4	No	0	0.00	0.000	0.079	0.364	36.4	**37.5**
Long (11-25 years)	**R-12 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At Shiloh Dr.		4	4	No	0	0.00	0.000	0.079	0.364	36.4	**37.5**
Unknown	**X-33 [MPO]**	Laredo	Sanchez St.	Construct railroad grade separation.	New	Sanchez St. at UP Railroad		2	2	No	0	0.00	0.000	0.113	0.363	36.3	**39**
Long (11-25 years)	**0922-33-025; X-20 [MPO]**	Laredo	Outer Loop	Construct 2-lane section with shoulder.	New	IH 35	US 59	0	2	Yes	1	0.33	0.007	0.069	0.355	35.5	**40**
Long (11 - 25 years)	**0037-06-084**	Eagle Pass	US 83	Widen existing highway.	Upgrade	0.943 Mi West of FM 2522	1.481 Mi South of FM 2688	2	2	Yes	0	0.00	0.000	0.096	0.352	35.2	**41**
Long (11 - 25 years)	**0299-14-010**	Eagle Pass	Loop 480	Construct a 2-lane undivided facility and RR grade separation.	New	0.362 mi N of US 57	0.699 mi S of US 277	0	2	No	0	0.00	0.000	0.096	0.352	35.2	**42**
Medium (4-10 years)	**0299-03-040**	Eagle Pass	US 277	Reconstruct and widen to a 4-lane divided highway.	Upgrade	FM 1665 (North)	0.273 mi. S of FM 1665 (South)	2	4	Yes	0	0.00	0.000	0.079	0.351	35.1	**43**
Unknown	**X-11 [MPO]**	Laredo	US 83	Construct overpass and ramps.	New	At San Rio Blvd		0	0	No	0	0.00	0.000	0.079	0.349	34.9	**44**
Long (11-25 years)	**B-02 [MPO]**	Laredo	US 59	Replace bridge.	New	At San Francisco Ave.		4	4	No	0	0.00	0.000	0.079	0.336	33.6	**45**
Long (11-25 years)	**0922-33-022; X-19 [MPO]**	Laredo	Outer Loop	Construct new road.	New	Cuatro Vientos Intersection	SH 359	0	2	No	1	0.33	0.007	0.069	0.335	33.5	**46.5**
Long (11-25 years)	**0922-33-040; X-21 [MPO]**	Laredo	Outer Loop	Upgrade to 4-lane divided facility. (phase II)	New	Cuatro Vientos Intersection	SH 359	2	4	No	1	0.33	0.007	0.069	0.335	33.5	**46.5**
Long (11-25 years)	**0922-33-918**	Laredo	Outer Loop	Construct an interchange.	New	At Cuatro Vientos	Int of Outer Lp & Cuatro Vientos	4	4	No	1	0.33	0.007	0.086	0.328	32.8	**48**
Unknown	**X-24 [MPO]**	Laredo	Clark Blvd Spur 400)	Construct new 5-lane road.	New	Loop 20	Proposed Outer Loop	0	5	No	More than 2 modes	1.00	0.023	0.084	0.327	32.7	**49**
Long (11 - 25 years)	**0922-49-907**	Eagle Pass	US 83	Construct new bypass.	New	1.2 mi. NW of Catarina	0.5 mi. S of Catarina	0	0	No	1	0.33	0.007	0.103	0.325	32.5	**50**
Unknown	**X-02 [MPO]**	Laredo	Loop 20 (Cuatro Vientos)	Construct overpass and ramps.	New	At Southgate Blvd		0	0	No	1	0.33	0.007	0.086	0.322	32.2	**51**
Long (11 - 25 years)	**0037-08-905**	Eagle Pass	US 83	Widen existing highway.	Upgrade	FM 133	Dimmit/Webb Countyline	2	2	Yes	0	0.00	0.000	0.096	0.319	31.9	**52**
Medium (4-10 years)	**0300-01-080**	Eagle Pass	US 277	Widen existing highway.	Upgrade	1 Mile East of US 57	2.7 Mile East of US 57	2	2	Yes	0	0.00	0.000	0.079	0.317	31.7	**53**
Unknown	**X-32 [MPO]**	Laredo	Scott St.	Construct railroad grade separation.	New	Scott St. at UP Railroad		2	2	No	0	0.00	0.000	0.113	0.316	31.6	**54**
Long (11 - 25 years)	**0299-14-016**	Eagle Pass	Loop 480	Construct an interchange.	New	0.320 mi S of US 57	0.362 mi N of US 57	0	2	No	0	0.00	0.000	0.096	0.314	31.4	**55**
Unknown	**X-35 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At International Blvd		0	0	No	0	0.00	0.000	0.079	0.312	31.2	**56.5**
Unknown	**X-36 [MPO]**	Laredo	Loop 20	Construct overpass and ramps.	New	At University Blvd		0	0	No	0	0.00	0.000	0.079	0.312	31.2	**56.5**
Short (< 3 years)	**0922-33-133**	Laredo	CS	Extend city street to (Cuatro Vientos) Loop 20/Cielito Lindo.	New	At Cielito Lindo Ave/SL 20 Intersection		0	2	No	1	0.33	0.007	0.118	0.312	31.2	**58**
Long (11 - 25 years)	**0300-02-915**	Eagle Pass	US 277	Widen existing highway.	Upgrade	8.2 mile of Eagle Pass Relief Route	Maverick/Dimmit County Line	2	2	Yes	0	0.00	0.000	0.079	0.306	30.6	**59**
Long (11 - 25 years)	**0300-03-915**	Eagle Pass	US 277	Widen existing highway.	Upgrade	Maverick County Line	0.819 Miles N of SL 517	2	2	Yes	0	0.00	0.000	0.079	0.305	30.5	**60**
Long (11-25 years)	**Outer Loop Widening**	Laredo	Outer Loop	Widen and construct interchanges.	Upgrade	IH 35	SH 359	2	4	Yes	1	0.33	0.007	0.069	0.304	30.4	**61**
Short (< 3 years)	**0922-33-134**	Laredo	CS	Extend city street to (Cuatro Vientos) Loop 20/Los Presidentes.	New	At Los Presidentes Blvd/SL 20 Intersection		0	2	No	1	0.33	0.007	0.118	0.297	29.7	**62.5**
Short (< 3 years)	**0922-33-135**	Laredo	CS	Extend city street to (Cuatro Vientos) Loop 20/Southgate Blvd.	New	At Southgate Blvd/Loop 20 Intersection		0	2	No	1	0.33	0.007	0.118	0.297	29.7	**62.5**
Short (< 3 years)	**0037-10-029**	Laredo	US 83	Widen existing highway.	Upgrade	Webb/Dimmit County Line	3.442 mi. S of SH44	2	2	Yes	0	0.00	0.000	0.094	0.287	28.7	**64**
Long (11-25 years)	**B-03 [MPO]**	Laredo	Convent Ave / IH 35 Bus.	Rehabilitate bridge.	Maintenance	Convent Ave. at Rio Grande River		2	2	No	0	0.00	0.000	0.079	0.285	28.5	**65**
Medium (4-10 years)	**0300-03-906**	Eagle Pass	US 277	Widen existing highway.	Upgrade	FM 191	0.89mi N of SL 517	2	2	Yes	0	0.00	0.000	0.079	0.283	28.3	**66**
Unknown	**X-13 [MPO]**	Laredo	Loop 20	Add main lanes.	Upgrade	McPherson Blvd	Bucky Houdmann Blvd	6	6	No	0	0.00	0.000	0.079	0.278	27.8	**67**
Long (11-25 years)	**0922-33-105**	Laredo	CS	Construct Scott and Sanchez Streets grade separation project. (Feasibility Study)	Upgrade	Scott & Sanchez Streets		2	2	No	0	0.00	0.000	0.064	0.266	26.6	**68**
Medium (4-10 years)	**0922-33-085**	Laredo	CR	Construct the replacement of an existing bridge and approaches.	Upgrade	On Callaghan Rd over Carrizitos Creek	9.1 miles East of Jct. With I.H. 35	1	2	No	0	0.00	0.000	0.094	0.252	25.2	**69**
Unknown	**X-25 [MPO]**	Laredo	US 83	Construct 2 direct connectors – NB US 83 to EB Outer Loop and WB Outer Loop to SB US 83.	New	At Proposed Outer Loop		0	0	No	More than 2 modes	1.00	0.023	0.084	0.249	24.9	**70**
Unknown	**X-22 [MPO]**	Laredo	Outer Loop	Construct 2-lane roadway.	New	Loop 20	Proposed Outer Loop	0	2	No	More than 2 modes	1.00	0.023	0.084	0.249	24.9	**71**
Short (< 3 years)	**0037-09-905**	Laredo	US 83	Widen existing highway.	Upgrade	3.442 mi. S of SH 44	IH 35	0	0	Yes	0	0.00	0.000	0.094	0.242	24.2	**72**
Unknown	**C-13 [MPO]**	Laredo	Thomas Ave./Maher Ave./Hillside Rd.	Widen, reconstruct, and realign roads. (2.5 mi)	Upgrade	Daugherty Ave.	US 59 (Saunders St.)	0	0	Yes	1	0.33	0.007	0.086	0.234	23.4	**73**
Unknown	**X-16 [MPO]**	Laredo	Loop 20 (Cuatro Vientos)	Construct overpass and ramps.	New	At future minor arterial (1 mile north of Mangana-Hein Rd.		0	0	No	1	0.33	0.007	0.086	0.221	22.1	**74**
Medium (4-10 years)	**0922-33-066**	Laredo	VA	Extend Loop 20/Cuatro Vientos; Construct 2-lane rural.	New	US 83 @ Rio Bravo	Mangana-Hein Road	0	2	No	1	0.33	0.007	0.069	0.220	22.0	**75**
Unknown	**X-12 [MPO]**	Laredo	Loop 20 (Cuatro Vientos)	Construct overpass and ramps.	New	At Cielito Lindo/Sierra Vista		0	0	No	0	0.00	0.000	0.079	0.213	21.3	**76**
Long (11-25 years)	**X-17[MPO]**	Laredo	FM 1472 spur	Construct new road.	New	FM 1472 (southeast of FM 338)	IH 35 at Mile Marker 11	0	2	No	1	0.33	0.007	0.069	0.205	20.5	**77**
Unknown	**C-10 [MPO]**	Laredo	River Vega/Pedregal	Construct new road. (0.6 mi)	Upgrade	Salinas Ave.	Santa Isabel	0	0	No	More than 2 modes	1.00	0.023	0.068	0.204	20.4	**78**
Long (11-25 years)		Del Rio	US 90		-	Laughlin Air Force Base	FM 481 west of Uvalde.	0	0	No	0	0.00	0.000	0.064	0.171	17.1	**79**
Unknown	**C-09 [MPO]**	Laredo	River Road	Construct new road. (17.4 mi)	New	Future CPL Rd.	2 mi. South of Mangana-Hein Rd.	0	0	No	More than 2 modes	1.00	0.023	0.068	0.171	17.1	**80**
Unknown	**X-06 [MPO]**	Laredo	IH 35	Construct Direct Connector # 4. (20WB to 35NB)	New	At Loop 20		0	0	No	0	0.00	0.000	0.079	0.149	14.9	**83**
Unknown	**X-07 [MPO]**	Laredo	IH 35	Construct Direct Connector # 3. (35SB to 20EB)	New	At Loop 20		0	0	No	0	0.00	0.000	0.079	0.149	14.9	**83**
Unknown	**X-08 [MPO]**	Laredo	IH 35	Construct Direct Connector # 6. (35NB to 20EB)	New	At Loop 20		0	0	No	0	0.00	0.000	0.079	0.149	14.9	**83**
Unknown	**X-09 [MPO]**	Laredo	IH 35	Construct Direct Connector # 8. (20EB to 35SB)	New	At Loop 20		0	0	No	0	0.00	0.000	0.079	0.149	14.9	**83**
Unknown	**X-10 [MPO]**	Laredo	IH 35	Construct Direct Connector # 5. (20WB to 35SB)	New	At Loop 20		0	0	No	0	0.00	0.000	0.079	0.149	14.9	**83**
Medium (4-10 years)	**0922-49-905**	Eagle Pass	US277 / US83	Construct relief route around Carrizo Springs.	New	0.891mi N of SL 517	1.348 mi. W of FM 1556	0	0	No	1	0.33	0.007	0.103	0.140	14.0	**86.5**
Medium (4-10 years)	**0922-49-906**	Eagle Pass	US83	Construct relief route around Asherton.	New	0.102 mi. W of FM 190	0.943 mi. W of FM 2522	0	0	No	1	0.33	0.007	0.103	0.140	14.0	**86.5**
Unknown	**Bob Rogers Drive**	Eagle Pass	Bob Rogers Blvd			US 277	FM 1021				1	0.33	0.007	0.054	0.140	14.0	**NA**

APPENDIX I

INVENTORY OF PROJECTS AND RANKING SPREADSHEET

UNITED STATES RAIL INFRASTRUCTURE

Project Characteristics						
Project Info						
Term	Project ID/CSJ	Owner	Description	Type of Improvement	From Segment	To Segment
Long (11-25 years)	**East Loop Bypass – Phase I**	KCS	Prop. KCS Railroad (east). Construct new railroad - Phase I - 21 miles (U.S.) & 15.75 miles (Mexico) - Phase II - 19.5 miles (U.S.)	New	UP Port Laredo Yard	KCSM Sanchez Yard via Existing KCS/KCSM RR – 7.5 miles E. of Tex-Mex Laredo Yard
Medium (4-10 years)	**Eagle Pass Rail Improvements**	BNSF	Eagle Pass Rail Improvements – to include double-tracking segments between BNSF and UP sidings and between UP siding and tracks at Eagle Pass in the vicinity of the bridge to Piedras Negras, an intermodal facility with lay-down pad for container movements, and improvements to assist Customs and Border Protection in carrying out border security measures	Upgrade	Eagle Pass Subdivision, approx. milepost 24.8	Eagle Pass Subdivision, approx. milepost 33.7
Unknown	**F-01**		Proposed rail link north of Laredo	New		

	Congestion / Capacity (25%)																								
	1. Change in Number of Tracks (26%)							2. Average Travel Speed (17%)			3. Alleviates Congestion Locally (37%)								4. Change in Modes Served (20%)						Congestion / Capacity Weight
Project ID/CSJ	Before Project	After Project	Rail Yard Project?	Relocation, expansion, etc.?	Change in Lanes	Score	Partial Weight	Before Project	Score	Partial Weight	Removes no rail traffic from developed areas?	Removes some rail traffic from developed areas?	Removes all rail traffic from developed areas?	Eliminates no rail crossings?	Eliminates some rail crossings?	Eliminates all rail crossings?	Score	Partial Weight	No change?	Facilitates multi-modal use?	Encourages non highway transportation?	Provides infrastructure for other modes?	Score	Partial Weight	
East Loop Bypass – Phase I	0	2	No	No	2	0.67	0.044	17.43	0.40	0.017	No	No	Yes	No	No	Yes	1.00	0.093	No	No	No	Yes	1.00	0.050	0.203
Eagle Pass Rail Improvements	1	2	No	No	1	0.67	0.044		0.00	0.000	Yes	No	No	Yes	No	No	0.00	0.000	No	No	No	Yes	1.00	0.050	0.094
F-01																									

	Demand (23%)													
	1. Change in Annual Average Daily Rail Cars (37%)					2. Cross-border tonnage by rail (24%)			3. Multiple Mode Demand (39%)					Demand Weight
Project ID/CSJ	Before Project	After Project	Change in AADRC	Score	Partial Weight	Tonnage	Score	Partial Weight	No demand for new mode?	Some demand for new mode?	High demand for new mode?	Score	Partial Weight	
East Loop Bypass – Phase I	1,265	1,361	96	0.25	0.021	**36,416,590**	1.00	0.055	No	Yes	No	0.50	0.045	0.121
Eagle Pass Rail Improvements	1,000	1,400	400	1.00	0.085	**60,000**	0.25	0.014	No	No	Yes	1.00	0.090	0.189
F-01														

	Cost effectiveness / Project Readiness (17%)																			
	1. Cost Effectiveness ($/Capacity Criterion) (35%)							2. Cost Effectiveness ($/Demand Criterion) (35%)						3. Land Availability (30%)						Cost effectiveness / Project Readiness Weight
Project ID/CSJ	Estimated Cost ($2010)	Funding - Private	Project Length (mi)	Track-miles	Cost Effectiveness	Score	Partial Weight	Estimated Cost ($2010)	Funding - Private	Change in AADRC	Cost Effectiveness	Score	Partial Weight	No land availability	Low land availability	Medium land availability	High land availability / no land needed	Score	Partial Weight	
East Loop Bypass – Phase I	$ 407,073,000	$ -	56.25	112.5	$ 3,618,427	0.25	0.015	$ 407,073,000	$ -	96	#########	0.25	0.015	No	No	Yes	No	0.67	0.034	0.064
Eagle Pass Rail Improvements	$ 18,000,000	$ -	8.9	17.8	$ 1,011,236	1.00	0.060	$ 18,000,000	$ -	400	$ 45,000	1.00	0.060	No	No	No	Yes	1.00	0.051	0.170
F-01																				

	Safety (20%)							Regional Impacts (15%)																				Project Score	Project Score out of a 100	Project Rank
	1. Accident Rates per Mile (66%)			2. Diversion of Hazardous Materials (34%)			Safety Weight	1. Environmental Impacts (45%)							2. Socio-Economic Impacts (40%)							3. Modal Diversion (15%)			Regional Impacts Weight			
Project ID/CSJ	Accident Rate per mile	Score	Partial Weight	Diversion of Hazmat?	Score	Partial Weight		High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	Number of added modes	Score	Partial Weight				
East Loop Bypass – Phase I	18	1.00	0.132	Yes	1.00	0.068	0.200	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	3	1.00	0.023	0.150	0.738	73.8	**1**
Eagle Pass Rail Improvements	3	0.25	0.033	-	0.00	0.000	0.033	No	No	Yes	No	No	0.50	0.034	No	No	No	Yes	No	0.75	0.045	0	0.00	0.000	0.079	0.564	56.4	**2**
F-01																												**NA**

APPENDIX I

INVENTORY OF PROJECTS AND RANKING SPREADSHEET

MEXICO
PORT-OF-ENTRY INFRASTRUCTURE

Project Characteristics				
Project Info				
Term	Project ID/CSJ	POE	Project Description	POE
Medium (4-10 years)	**MX-P-012**	New Road Bridge	Construction of a new international road bridge - Project 4-5.	Tamaulipas
Short (< 3 years)	**MX-P-024**	Eagle Pass Bridge I	Implement an automated method of payment (i.e., rechargeable smart card) for pedestrian fees.	Coahuila
Short (< 3 years)	**MX-P-025**	Eagle Pass Bridge I	Convert an existing pedestrian lane into a pedestrian express lane.	Coahuila
Short (< 3 years)	**MX-P-037**	Del Rio - Ciudad Acuña International Bridge	Convert an existing pedestrian lane into a pedestrian express lane.	Coahuila
Short (< 3 years)	**MX-P-036**	Del Rio - Ciudad Acuña International Bridge	Implement an automated method of payment (i.e., rechargeable smart card) for pedestrian fees.	Coahuila
Short (< 3 years)	**MX-P-002**	Gateway to the Americas Bridge	Convert an existing pedestrian lane into a pedestrian express lane.	Tamaulipas
Short (< 3 years)	**MX-P-001**	Gateway to the Americas Bridge	Implement an automated method of payment (i.e., rechargeable smart card) for pedestrian fees.	Tamaulipas
Unknown	**MX-P-021**	Laredo-Colombia Solidarity Bridge	Construction and operation of a low-emission freight transportation system.	Nuevo Léon
Short (< 3 years)	**MX-P-027**	Eagle Pass Bridge I	Implement a vehicle express lane or SENTRI lane.	Coahuila
Unknown	**MX-P-015**	Laredo-Colombia Solidarity Bridge	Implementation of a Specialized Customs Service in Science and Technological Development, including a laboratory to validate analyses and the identification of product imports and exports. Construction of a Strategic Bonded Warehouse that comprises a tax-exempt zone.	Nuevo Léon
Unknown	**MX-P-003**	Gateway to the Americas Bridge	Reorganization of the bridge and construction of barriers.	Tamaulipas
Medium (4-10 years)	**MX-P-005**	World Trade Bridge	Adopting an automated barcode system, including the installation of transponders to read barcodes in the door locks of containers.	Tamaulipas
Unknown	**MX-P-006**	World Trade Bridge	Building a Strategic Bonded Warehouse close to Customs (Preliminary phase).	Tamaulipas
Short (< 3 years)	**MX-P-007**	World Trade Bridge	Addition of a FAST lane.	Tamaulipas
Short (< 3 years)	**MX-P-008**	World Trade Bridge	Maximize the bridge's capacity	Tamaulipas
Short (< 3 years)	**MX-P-009**	Laredo-Colombia Solidarity Bridge	Implement a FAST lane.	Nuevo Léon
Unknown	**MX-P-011**	Airport Project	Complete construction of the Strategic Bonded Warehouse (see Chapter 4 for discussion)	Tamaulipas
Medium (4-10 years)	**MX-P-013**	New Rail Bridge	Project KCSM – New rail international bridge	Tamaulipas
Unknown	**MX-P-016**	Laredo-Colombia Solidarity Bridge	Construction of a U-turn lane for the handling of freight exports origination from the Import Center in the Bonded Warehouse and destined for the Exports modules in Customs.	Nuevo Léon
Unknown	**MX-P-017**	Laredo-Colombia Solidarity Bridge	Develop an area (yard) near the border crossing with enhanced security measures to protect goods as vehicles and products enter and exit.	Nuevo Léon
Unknown	**MX-P-018**	Laredo-Colombia Solidarity Bridge	Increase security throughout the entire perimeter of the Laredo-Colombia Solidarity Bridge, including security cameras and federal authority monitoring.	Nuevo Léon
Unknown	**MX-P-019**	Colombia-Webb Internacional Rail Bridge	Construction of the Colombia – Webb International Rail Bridge	Nuevo Léon
Medium (4-10 years)	**MX-P-020**	Laredo-Colombia Solidarity Bridge	Construction of a world-class, large-scale Logistics Center with integrated multimodal, fiscal, and customs services.	Nuevo Léon
Unknown	**MX-P-022**	Laredo-Colombia Solidarity Bridge	Implementation of a truck-only lane at the bridge and investments to facilitate the use of the Laredo-Colombia Solidarity Bridge to connect shipments from and to Mexico with the Port of Brownsville.	Nuevo Léon
Unknown	**MX-P-023**	Laredo-Colombia Solidarity Bridge	Construct a meat inspection station to the specifications established in NOM-058-ZOO-1999, "Specifications for the Installation and Operation of Animal Health Verification and Inspection Points."	Nuevo Léon
Unknown	**MX-P-026**	Eagle Pass Bridge I	Widening of the fiscal premises and the re-organization of the new buildings that will house the various administrative offices of the port. This is necessary to increase the capacity for imports and exports.	Coahuila
Unknown	**MX-P-028**	Eagle Pass Bridge I	Improve Customs to "Type A Customs"	Coahuila
Short (< 3 years)	**MX-P-029**	Camino Real International Bridge	Convert an existing lane into FAST lane.	Coahuila
Short (< 3 years)	**MX-P-030**	Camino Real International Bridge	Maximize the bridge's capacity.	Coahuila
Unknown	**MX-P-032**	Del Rio - Ciudad Acuña International Bridge	Re-organize to increase the bridge's capacity.	Coahuila
Medium (4-10 years)	**MX-P-033**	Del Rio - Ciudad Acuña International Bridge	Investments to promote tourist traffic.	Coahuila
Unknown	**MX-P-034**	Del Rio - Ciudad Acuña International Bridge	Widening of the fiscal premises.	Coahuila
Unknown	**MX-P-035**	Del Rio - Ciudad Acuña International Bridge	Widening of lanes.	Coahuila
Unknown	**MX-P-038**	Del Rio - Ciudad Acuña International Bridge	Improve Customs to "Type A Customs"	Coahuila
Unknown	**MX-P-039**	Lake Amistad Dam Crossing	Investments to promote tourist traffic.	Coahuila
Unknown	**MX-P-040**	New International Bridge in Ciudad Acuña	Construction of a third international bridge in Acuña. This bridge would directly benefit the maquiladora industry, which would enhance socio-economic growth in the region.	Coahuila
Unknown	**MX-P-041**	New International Rail Bridge	Building of a new rail bridge in Acuña.	Coahuila

Project ID/CSJ	Congestion / Capacity (25%)																										
	1. Change in Number of Booths (20%)					2. Secure Lanes (16%)			3. Wait Times (18%)					4. Alleviates Congestion Locally (17%)					5. Alleviates Congestion Elsewhere (15%)					6. Change in Modes Served (14%)			
	Before Project	After Project	Change in booths	Score	Partial Weight	After Project	Score	Partial Weight	Pedestrian	Automobiles	Trucks	Score	Partial Weight	No Impact?	Some Improvement?	Substantial Improvement?	Score	Partial Weight	No Impact?	Some Improvement?	Substantial Improvement?	Score	Partial Weight	Additional Modes	Score	Partial Weight	Congestion / Capacity Weight
MX-P-012	0	32	32	1.00	0.050	2	0.40	0.016	25	35	120	0.25	0.011	No	No	Yes	1.00	0.043	No	No	Yes	1.00	0.038	4	1.00	0.035	0.192
MX-P-024	2	3	1	0.25	0.013	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.013
MX-P-025	2	2	0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-037	1	1	0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-036	1	1	0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-002			0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-001			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-021			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-027	1	1	0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-015			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-003			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-005			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-006			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-007			0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-008			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-009			0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-011			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-013			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-016			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-017			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-018			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-019			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-020			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-022			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-023			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-026			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-028			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-029			0	0.00	0.000	1	0.20	0.008	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.008
MX-P-030			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-032			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-033			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-034			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-035			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-038			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-039			0	0.00	0.000	0	0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-040			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000
MX-P-041			0	0.00	0.000		0.00	0.000	-	-	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000		0.00	0.000	0.000

Project ID/CSJ	Demand (23%)																
	1. Change in Average Annual Daily Crossings (50%)											2. Multiple Mode Demand (50%)					
	Pedestrian before project	Pedestrian after project	Change in pedestrians	Automobiles before project	Automobiles after project	Change in automobiles	Trucks before project	Trucks after project	Change in trucks	Score	Partial Weight	No demand for new mode?	Some demand for new mode?	High demand for new mode?	Score	Partial Weight	Demand Weight
MX-P-012	0	5592	5592	0	11962	11962	0	7161	7161	0.25	0.029	No	No	Yes	1.00	0.115	0.144
MX-P-024	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-025	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-037	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-036	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-002	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-001	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-021	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-027	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-015	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-003	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-005	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-006	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-007	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-008	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-009	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-011	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-013	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-016	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-017	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-018	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-019	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-020	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-022	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-023	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-026	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-028	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-029	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-030	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-032	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-033	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-034	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-035	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-038	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-039	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-040	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-P-041	-	-		-	-		-	-		0.00	0.000	Yes	No	No	0.00	0.000	0.000

Project ID/CSJ	Cost effectiveness / Project Readiness (17%)																		
	1. Cost Effectiveness ($/Capacity Criterion) (35%)						2. Cost Effectiveness ($/Demand Criterion) (35%)						3. Land Availability (30%)						
	Estimated Cost ($2010)	Funding - Private	Number of booths	Cost Effectiveness	Score	Partial Weight	Estimated Cost ($2010)	Funding - Private	Change in number of booths	Cost Effectiveness	Score	Partial Weight	No land availability	Low land availability	Medium land availability	High land availability / no land needed	Score	Partial Weight	Cost effectiveness / Project Readiness Weight
MX-P-012	$ 51,500,000	$ -	32	$ 1,609,375	1.00	0.060	$ 51,500,000	$ -	32	$ 1,609,375	1.00	0.060	No	No	No	Yes	1.00	0.051	0.170
MX-P-024	$ 40,000,000	$ -	3	$ 13,333,333	0.75	0.045	$ 40,000,000	$ -	1	$ 40,000,000	0.25	0.015	Yes	No	No	No	0.00	0.000	0.060
MX-P-025	$ 20,000,000	$ -	2	$ 10,000,000	1.00	0.060	$ 20,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.060
MX-P-037	$ 30,000,000	$ -	1	$ 30,000,000	0.50	0.030	$ 30,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.030
MX-P-036	$ 60,000,000	$ -	1	$ 60,000,000	0.25	0.015	$ 60,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.015
MX-P-002	$ 150,000	$ -	0	-	0.00	0.000	$ 150,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-001	$ 300,000	$ -	0	-	0.00	0.000	$ 300,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-021	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-027	$ 500,000,000	$ -	1	$ 500,000,000	0.25	0.015	$ 500,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.015
MX-P-015	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-003	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-005	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-006	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-007	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-008	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-009	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-011	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-013	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-016	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-017	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-018	$ 9,000,000	$ -	0	-	0.00	0.000	$ 9,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-019	$ 75,000,000	$ -	0	-	0.00	0.000	$ 75,000,000	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-020	$ 271,439,224	$ -	0	-	0.00	0.000	$ 271,439,224	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-022	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-023	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-026	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-028	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-029	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-030	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-032	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-033	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-034	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-035	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-038	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-039	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-040	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-P-041	-	$ -	0	-	0.00	0.000	-	$ -	0	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000

Project ID/CSJ	Safety (20%)											
	1. Diversion of Hazardous Materials (14%)			2. Bi-national Coordination (60%)			3. Diversion of Commercial Traffic (26%)					
	Diversion of Hazmat?	Score	Partial Weight	Forums for bi-national coordination	Score	Partial Weight	New POE?	Diversion of traffic from urban areas?	Separation by traffic type (# of modes)	Score	Partial Weight	Safety Weight
MX-P-012	Yes	1.00	0.028	2	0.50	0.060	Yes	Yes	0	1.00	0.052	0.140
MX-P-024	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-025	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-037	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-036	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-002	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-001	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-021	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-027	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-015	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-003	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-005	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-006	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-007	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-008	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-009	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-011	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-013	No	1.00	0.028		0.00	0.000				0.00	0.000	0.028
MX-P-016	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-017	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-018	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-019	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-020	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-022	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-023	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-026	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-028	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-029	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-030	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-032	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-033	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-034	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-035	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-038	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-039	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-040	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000
MX-P-041	No	0.00	0.000		0.00	0.000				0.00	0.000	0.000

Project ID/CSJ	Regional Impacts (15%)																			
	1. Environmental Impacts (45%)							2. Socio-Economic Impacts (40%)							3. Modal Diversion (15%)						
	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	Number of added modes	Score	Partial Weight	Regional Impacts Weight	Project Score	Project Score out of a 100	Project Rank
MX-P-012	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	3	1.00	0.023	0.150	0.796	79.6	**1**
MX-P-024	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.200	20.0	**2**
MX-P-025	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.195	19.5	**3**
MX-P-037	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.165	16.5	**4**
MX-P-036	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.142	14.2	**5**
MX-P-002	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.136	13.6	**6**
MX-P-001	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.128	12.8	**7.5**
MX-P-021	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060		0.00	0.000	0.128	0.128	12.8	**7.5**
MX-P-027	No	No	No	No	Yes	1.00	0.068	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.098	0.120	12.0	**9**
MX-P-015	No	No	No	No	Yes	1.00	0.068	No	No	No	Yes	No	0.75	0.045		0.00	0.000	0.113	0.113	11.3	**10**
MX-P-003	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-005	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-006	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-007	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.072	7.2	**NA**
MX-P-008	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-009	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.072	7.2	**NA**
MX-P-011	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-013	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.092	9.2	**NA**
MX-P-016	No	No	Yes	No	No	0.50	0.034	No	No	No	Yes	No	0.75	0.045		0.00	0.000	0.079	0.079	7.9	**NA**
MX-P-017	No	No	Yes	No	No	0.50	0.034	No	No	No	Yes	No	0.75	0.045		0.00	0.000	0.079	0.079	7.9	**NA**
MX-P-018	No	No	No	Yes	No	0.75	0.051	No	No	No	Yes	No	0.75	0.045		0.00	0.000	0.096	0.096	9.6	**NA**
MX-P-019	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-020	No	No	No	No	Yes	1.00	0.068	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.098	0.098	9.8	**NA**
MX-P-022	No	No	No	No	Yes	1.00	0.068	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.098	0.098	9.8	**NA**
MX-P-023	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-026	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-028	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-029	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.072	7.2	**NA**
MX-P-030	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-032	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-033	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-034	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-035	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-038	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-039	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-040	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**
MX-P-041	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**

APPENDIX I

INVENTORY OF PROJECTS AND RANKING SPREADSHEET

MEXICO
ROAD AND INTERCHANGE INFRASTRUCTURE

Project Characteristics					Congestion / Capacity (25%)																											
Project Info					1. Change in Number of Lanes (19%)							2. Final Level of Service (6%)			3. Change in Level of Service (17%)				4. Number of POEs Served (17%)			5. Alleviates Congestion Locally (23%)					6. Alleviates Congestion Elsewhere (18%)					Congestion / Capacity Weight
Term	Project ID/CSJ	Highway	Description	POE	Before Project	After Project	Widen / Shoulder?	Overpass?	Change in Lanes	Score	Partial Weight	LOS After Project	Score	Partial Weight	LOS Before Project	LOS After Project	Score	Partial Weight	Number of POEs Served	Score	Partial Weight	No Impact?	Some Improvement?	Substantial Improvement?	Score	Partial Weight	No Impact?	Some Improvement?	Substantial Improvement?	Score	Partial Weight	
Medium (4-10 years)	**MX-RI-022**	Connection to Project 4-5	Construction of the new road connecting to the new bridge (Project 4-5)	Tamaulipas	0	8	No	No	8	1.00	0.048	A	1.00	0.015	-	A	0.00	0.000	1	0.20	0.009	No	No	Yes	1.00	0.058	No	No	Yes	1.00	0.045	0.174
Long (11 - 25 years)	**MX-RI-003**	Mex II	Widening of MEX II from 2 to 4 lanes from Radial III to the National Highway (Mex 85)	Tamaulipas	2	4	Yes	No	2	0.75	0.036	C	0.75	0.011	D	C	0.20	0.009	2	0.40	0.017	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.072
Medium (4-10 years)	**MX-RI-002**	Mex II	Widening of MEX II from 2 to 4 lanes from Anáhuac Highway to Radial III	Tamaulipas	2	4	Yes	No	2	0.75	0.036	C	0.75	0.011	D	C	0.20	0.009	2	0.40	0.017	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.072
Short (< 3 years)	**MX-RI-011**	Héroe de Nacataz and Mazatlán	Construction of overpass/rail grade separation: Héroe de Nacataz and Mazatlán	Tamaulipas	2	2	No	Yes	0	0.75	0.036	C	0.75	0.011	-	C	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.047
Medium (4-10 years)	**MX-RI-001**	Ribereña	Improvements and widening of Mier-Nuevo Laredo section. Adding 2 shoulders of 8.2 feet each.	Tamaulipas	2	2	Yes	No	0	0.25	0.012	C	0.75	0.011	D	C	0.20	0.009	3	0.60	0.026	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.057
Short (< 3 years)	**MX-RI-012**	Héroe de Nacataz and Fco. Munguía	Construction of overpass/rail grade separation: Héroe de Nacataz and Fco. Munguía	Tamaulipas	2	3	No	Yes	1	0.50	0.024	C	0.75	0.011	-	C	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.035
Short (< 3 years)	**MX-RI-013**	Héroe de Nacataz and Yucatán	Construction of overpass/rail grade separation: Héroe de Nacataz and Yucatán	Tamaulipas	2	3	No	Yes	1	0.50	0.024	C	0.75	0.011	-	C	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.035
Short (< 3 years)	**MX-RI-026**	Mex II - Ribereña	Improvements to the section of Federal Highway from Piedras Negras to the borders of Coahuila and Nuevo León.	Coahuila	2	2	No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	6	1.00	0.043	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.043
Unknown	**MX-RI-029**	Acuña-Zaragoza	Improvements to Acuña-Zaragoza Highway	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Short (< 3 years)	**MX-RI-009**	Airport Road	Improvements and widening of Airport Highway from 4 to 8 lanes.	Tamaulipas	4	8	Yes	No	4	1.00	0.048	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.056
Unknown	**MX-RI-021**	Mex II	Improvements and widening of Interchange (2 to 4 lanes): Mex II and Anáhuac Highway.	Tamaulipas	2	4	No	Yes	2	0.75	0.036	C	0.75	0.011	D	C	0.20	0.009	2	0.40	0.017	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.072
Short (< 3 years)	**MX-RI-020**	Radial III	Construction of a 2 lane T-design interchange: Radial III and Highway II.	Tamaulipas	2	2	No	Yes	0	0.75	0.036	C	0.75	0.011	-	C	0.00	0.000	2	0.40	0.017	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.064
Short (< 3 years)	**MX-RI-023**	Sabinas-Colombia	Widening of unpaved roads, road drainage and asphalt concrete work, including signal improvement.	Nuevo Léon			Yes	No	0	0.25	0.012	-	0.00	0.000	-	-	0.00	0.000	2	0.40	0.017	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.029
Medium (4-10 years)	**MX-RI-014**	Mex 85	Construction of interchange: National Highway and Freeway/Loop (Authorization of Phase II).	Tamaulipas			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-015**	Mex 85	Construction of interchange: Reforma Avenue and Pérez Ibarra/Municipio Libre with César López de Lara Avenue.	Tamaulipas			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-016**	Mex 85	Construction of interchange: Reforma Avenue and 15 de Septiembre Street.	Tamaulipas			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-017**	Mex 85	Construction of interchange: Reforma Avenue and Anáhuac Highway with Álvaro Obregón Street.	Tamaulipas			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-018**	Mex 85	Construction of interchange: Reforma Avenue and Paseo Colón Street.	Tamaulipas			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Medium (4-10 years)	**MX-RI-019**	Radial III	Construction of Phase 1 interchange: Southwest Expressway and Radial III	Tamaulipas			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-037**	Emilio Mendoza Street	Construction of Interchange: Emilio Mendoza Street and José de las Fuentes Rodríguez Street	Coahuila			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-038**	Emilio Mendoza Street	Construction of Interchange: Emilio Mendoza Street and Las Vacas arterial road	Coahuila			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-039**	Emilio Mendoza Street	Construction of Interchange: Emilio Mendoza Street and Arroyo Las Vacas	Coahuila			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-040**	Fausto Z. Martínez Boulevard	Bridge construction on Fausto Z. Martínez Boulevard	Coahuila			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Unknown	**MX-RI-041**	North Division Colony	Construction of the North Division Colony Bridge	Coahuila			No	Yes	0	0.75	0.036	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.044
Short (< 3 years)	**MX-RI-008**	Reforma Avenue	Widening of Reforma Avenue	Tamaulipas			Yes	No	0	0.25	0.012	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.020
Short (< 3 years)	**MX-RI-004**	Freeway	Construction of a Southwest Expressway/ Freeway	Tamaulipas			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Short (< 3 years)	**MX-RI-005**	Freeway	Construction of a Southwest Expressway/ Freeway	Tamaulipas			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Short (< 3 years)	**MX-RI-006**	Radial III	Construction of the connection of Radial III with Airport Boulevard.	Tamaulipas			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Medium (4-10 years)	**MX-RI-007**	Beltway II	Third Phase of Beltway II	Tamaulipas			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Long (11 - 25 years)	**MX-RI-010**	Boulevard Miraflores-Las Torres	Widening of Miraflores-Las Torres Boulevard	Tamaulipas			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-024**	Sabinas-Colombia	Access from La Gloria to Laredo-Colombia Solidarity Bridge	Nuevo Léon			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Long (11 - 25 years)	**MX-RI-027**	Morelos / Zaragoza Loop	Construction of the Morelos/Zaragoza Loop in the right-of-way of the old FFCC line.	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Medium (4-10 years)	**MX-RI-028**	Emilio Mendoza Loop	Improvements to the Emilio Mendoza Cisneros Loop: an overpass (interchange) with José de las Fuentes Rodríguez Loop, Arterial Road (Eje Central), Cobre Street, and the Santa Eulalia Highway intersection with Aranda Reynel Street. A roundabout is also envisioned for this Loop in front of the Macroplaza grounds and government offices.	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-031**	Villa Unión-Nava	Construction of Villa Union-Nava Highway	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-032**	Centenario	Provide access to Prolongación Centenario	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Corto Plazo (< 3 años)	**MX-RI-033**	Roundabout Intersection Southwest and Guerrero Blvd.	Planning for a highway from the maquiladoras to both Acuña - Zaragoza and Acuña -Piedras Negras Highways.	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Medium (4-10 years)	**MX-RI-034**	Connection to Southwest Avenue and J. Aranda Reinel Avenue	Construction of a connection between Southwest Avenue and J. Aranda Reinel Avenue.	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Corto Plazo (< 3 años)	**MX-RI-035**	Nuevo Milenio Loop	Construction of an outer loop for Ciudad Acuña. Phase I will reduce traffic congestion in the area between the International Bridge and the Acuña -Piedras Negras or Acuña -Zaragoza Highway. Phase II will extent through the city to reach the Industrial Parks. An agreement will be sought with the City of Del Rio to connect this Loop with the US Loop currently under construction.	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-036**	Highway Intersections	Development of a Program to build Highway Intersections	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-042**	Mex II - Ribereña	Pavement of the intersection of Mex 2 with Madero del Río, in Jiménez	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-043**	Southwest Intersection	Improvements to the Southwest Intersection on Zaragoza Highway	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-047**	Jiménez - San Carlos	Rehabilitation and maintenance of Jiménez-San Carlos Highway (Jiménez)	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-053**	Guerrero Municipality	Paving and improving of city streets	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009
Unknown	**MX-RI-054**	Hidalgo Municipality	Pavement 100% of the roads in City Hall, in Hidalgo	Coahuila			No	No	0	0.00	0.000	-	0.00	0.000	-	-	0.00	0.000	1	0.20	0.009	Yes	No	No	0.00	0.000	Yes	No	No	0.00	0.000	0.009

	Demand (23%)														Cost effectiveness / Project Readiness (17%)																			
	1. Change in Average Annual Daily Traffic (33%)					2. Percentage of Trucks (34%)			3. Multiple Mode Demand (33%)					Demand Weight	1. Cost Effectiveness ($/Capacity Criterion) (35%)							2. Cost Effectiveness ($/Demand Criterion) (35%)						3. Land Availability (30%)						Cost effectiveness / Project Readiness Weight
Project ID/CSJ	AADT Before Project (2008)	AADT After Project (2029)	Change in AADT	Score	Partial Weight	Truck AADT / % Share	Score	Partial Weight	No demand?	Some demand?	High demand?	Score	Partial Weight		Estimated Cost ($2010)	Funding - Private	Project Length (mi)	Lane-miles	Cost Effectiveness	Score	Partial Weight	Estimated Cost ($2010)	Funding - Private	Change in AADT	Cost Effectiveness	Score	Partial Weight	No land availability	Low land availability	Medium land availability	High land availability / no land needed	Score	Partial Weight	
MX-RI-022	-	52000	-	0.00	0.000	40	1.00	0.078	No	No	Yes	1.00	0.076	0.154	$ 24,000,000	$ -		0	-	0.00	0.000	$ 24,000,000	$ -	-	-	0.00	0.000	No	No	No	Yes	1.00	0.051	0.051
MX-RI-003	18518	34448.9	15930.9	1.00	0.076	20.6	0.50	0.039	Yes	No	No	0.00	0.000	0.115	$ 4,101,417	$ -		0	-	0.00	0.000	$ 4,101,417	$ -	15931	$ 257	1.00	0.060	Yes	No	No	No	0.00	0.000	0.060
MX-RI-002	3975	5000	1025	0.25	0.019	59	1.00	0.078	Yes	No	No	0.00	0.000	0.097	$ 4,101,417	$ -	60	240	$ 17,089	1.00	0.060	$ 4,101,417	$ -	1025	$ 4,001	0.25	0.015	Yes	No	No	No	0.00	0.000	0.074
MX-RI-011	33848	62967.3	29119.3	1.00	0.076	3.2	0.25	0.020	Yes	No	No	0.00	0.000	0.095	$ 4,929,157	$ -	66.1	132.2	$ 37,286	0.50	0.030	$ 4,929,157	$ -	29119	$ 169	1.00	0.060	Yes	No	No	No	0.00	0.000	0.089
MX-RI-001	4522	8412.25	3890.25	0.75	0.057	25.1	0.75	0.059	Yes	No	No	0.00	0.000	0.116	$ 22,371,365	$ -	300	600	$ 37,286	0.25	0.015	$ 22,371,365	$ -	3890	$ 5,751	0.25	0.015	Yes	No	No	No	0.00	0.000	0.030
MX-RI-012	4504	8378.77	3874.77	0.50	0.038	3.9	0.50	0.039	Yes	No	No	0.00	0.000	0.077	$ 2,013,423	$ -	27	81	$ 24,857	0.75	0.045	$ 2,013,423	$ -	3874.77	$ 520	0.75	0.045	Yes	No	No	No	0.00	0.000	0.089
MX-RI-013	3698	6879.37	3181.37	0.25	0.019	3	0.25	0.020	Yes	No	No	0.00	0.000	0.039	$ 3,228,934	$ -	46.3	138.9	$ 23,246	1.00	0.060	$ 3,228,934	$ -	3181	$ 1,015	0.50	0.030	Yes	No	No	No	0.00	0.000	0.089
MX-RI-026	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	$ 7,151,379	$ -	15	30	$ 238,379	0.25	0.015	$ 7,151,379	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.015
MX-RI-029	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	$ 5,219,985	$ -		0	-	0.00	0.000	$ 5,219,985	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-009	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-021	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -	49.02	196.08	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-020	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -	63.7	127.4	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-023	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	$ 78,300	$ -	1050	0	-	0.00	0.000	$ 78,300	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-014	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-015	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-016	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-017	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-018	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-019	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-037	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-038	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-039	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-040	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-041	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-008	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-004	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-005	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-006	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-007	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-010	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-024	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-027	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-028	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-031	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-032	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-033	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-034	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-035	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-036	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-042	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-043	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-047	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-053	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RI-054	-	-	-	0.00	0.000	-	0.00	0.000	Yes	No	No	0.00	0.000	0.000	-	$ -		0	-	0.00	0.000	-	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000

	Safety (20%)							Regional Impacts (15%)																			Project Score	Project Score out of a 100	Project Rank
	1. Accident Rates per Mile (66%)			2. Diversion of Hazardous Materials (34%)			Safety Weight	1. Environmental Impacts (45%)							2. Socio-Economic Impacts (40%)							3. Modal Diversion (15%)			Regional Impacts Weight			
Project ID/CSJ	Accident Rate per mile	Score	Partial Weight	Diversion of Hazmat?	Score	Partial Weight		High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	Number of added modes	Score	Partial Weight				
MX-RI-022	-	0.00	0.000	Yes	1.00	0.068	0.068	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	3	1.00	0.023	0.150	0.597	59.7	**1**
MX-RI-003	0.26	0.25	0.033	-	0.00	0.000	0.033	No	No	Yes	No	No	0.50	0.034	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.094	0.374	37.4	**2**
MX-RI-002	0.26	0.25	0.033	-	0.00	0.000	0.033	No	No	Yes	No	No	0.50	0.034	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.094	0.371	37.1	**3**
MX-RI-011	-	0.00	0.000	-	0.00	0.000	0.000	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.128	0.359	35.9	**4**
MX-RI-001	-	0.00	0.000	-	0.00	0.000	0.000	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.128	0.330	33.0	**5**
MX-RI-012	-	0.00	0.000	-	0.00	0.000	0.000	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.128	0.329	32.9	**6**
MX-RI-013	-	0.00	0.000	-	0.00	0.000	0.000	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.128	0.290	29.0	**7**
MX-RI-026	25.75	0.75	0.099	-	0.00	0.000	0.099	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.220	22.0	**8**
MX-RI-029	53.11	1.00	0.132	-	0.00	0.000	0.132	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.204	20.4	**9**
MX-RI-009	0.19	0.25	0.033	-	0.00	0.000	0.033	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.153	15.3	**10**
MX-RI-021	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.136	13.6	**NA**
MX-RI-020	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.128	12.8	**NA**
MX-RI-023	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	No	No	Yes	1.00	0.060	0	0.00	0.000	0.094	0.123	12.3	**NA**
MX-RI-014	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-015	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-016	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-017	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-018	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-019	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-037	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-038	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-039	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-040	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-041	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.108	10.8	**NA**
MX-RI-008	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.084	8.4	**NA**
MX-RI-004	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-005	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-006	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-007	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-010	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-024	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-027	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-028	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-031	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-032	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-033	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-034	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-035	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-036	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-042	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-043	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-047	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-053	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**
MX-RI-054	-	0.00	0.000	-	0.00	0.000	0.000	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030	0	0.00	0.000	0.064	0.072	7.2	**NA**

APPENDIX I

INVENTORY OF PROJECTS AND RANKING SPREADSHEET

MEXICO
RAIL INFRASTRUCTURE

Project Characteristics — Project Info

Term	Project ID/CSJ	Owner	Description	POE
Medium (4-10 years)	**MX-RR-002**	KCSM	Acquisition of right-of-way and construction of new track to connect to the proposed new rail bridge (Project 4-5)	Tamaulipas
Unknown	**MX-RR-004**	FERROMEX	Widening/Expansion of Río Escondido Rail Yard from 7 to 15 rail tracks	Coahuila
Unknown	**MX-RR-005**	FERROMEX	Construction of a second track between Río Escondido Rail Yard and Piedras Negras POE	Coahuila
Medium (4-10 years)	**MX-RR-001**	KCSM	Construction of new rail tracks for exports	Tamaulipas
Unknown	**MX-RR-003**	CODEFRONT	Colombia Branch Line, Camarón Station, and Colombia-Webb Intermodal Freight Terminal	Nuevo Léon

Congestion / Capacity (25%)

Project ID/CSJ	1. Change in Number of Tracks (26%)							2. Average Travel Speed (17%)			3. Alleviates Congestion Locally (37%)								4. Change in Modes Served (20%)						Congestion / Capacity Weight
	Before Project	After Project	Rail Yard Project?	Relocation, expansion, etc.?	Change in Lanes	Score	Partial Weight	Before Project	Score	Partial Weight	Removes no rail traffic from developed areas?	Removes some rail traffic from developed areas?	Removes all rail traffic from developed areas?	Eliminates no rail crossings?	Eliminates some rail crossings?	Eliminates all rail crossings?	Score	Partial Weight	No change?	Facilitates multi-modal use?	Encourages non highway transportation?	Provides infrastructure for other modes?	Score	Partial Weight	
MX-RR-002	0	2	No	No	2	0.67	0.044	17.43	0.40	0.017	No	No	Yes	No	No	Yes	1.00	0.093	No	No	No	Yes	1.00	0.050	0.203
MX-RR-004	7	15	Yes	Yes	8	0.50	0.033		0.00	0.000	Yes	No	No	Yes	No	No	0.00	0.000	Yes	No	No	No	0.00	0.000	0.033
MX-RR-005	1	2	No	Yes	1	1.00	0.065		0.00	0.000	Yes	No	No	Yes	No	No	0.00	0.000	Yes	No	No	No	0.00	0.000	0.065
MX-RR-001			No	Yes	0	0.33	0.021		0.00	0.000	Yes	No	No	Yes	No	No	0.00	0.000	Yes	No	No	No	0.00	0.000	0.021
MX-RR-003			No	No	0	0.00	0.000		0.00	0.000	Yes	No	No	Yes	No	No	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000

Demand (23%)

Project ID/CSJ	1. Change in Annual Average Daily Rail Cars (37%)					2. Cross-border tonnage by rail (24%)			3. Multiple Mode Demand (39%)					Demand Weight
	Before Project	After Project	Change in AADRC	Score	Partial Weight	Tonnage	Score	Partial Weight	No demand for new mode?	Some demand for new mode?	High demand for new mode?	Score	Partial Weight	
MX-RR-002	461,564	496,643	35078.9	1.00	0.085	18	0.25	0.014	No	Yes	No	0.50	0.045	0.144
MX-RR-004	600	1,500	900	0.25	0.021		0.00	0.000	Yes	No	No	0.00	0.000	0.021
MX-RR-005	-	-	-	0.00	0.000		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-RR-001	-	-	-	0.00	0.000		0.00	0.000	Yes	No	No	0.00	0.000	0.000
MX-RR-003	-	-	-	0.00	0.000		0.00	0.000	Yes	No	No	0.00	0.000	0.000

Cost effectiveness / Project Readiness (17%)

Project ID/CSJ	1. Cost Effectiveness ($/Capacity Criterion) (35%)							2. Cost Effectiveness ($/Demand Criterion) (35%)						3. Land Availability (30%)						Cost effectiveness / Project Readiness Weight
	Estimated Cost ($2010)	Funding - Private	Project Length (mi)	Track-miles	Cost Effectiveness	Score	Partial Weight	Estimated Cost ($2010)	Funding - Private	Change in AADRC	Cost Effectiveness	Score	Partial Weight	No land availability	Low land availability	Medium land availability	High land availability / no land needed	Score	Partial Weight	
MX-RR-002	$ 407,073,000	$ -	56.25	112.5	$ 3,618,427	0.25	0.015	$ 407,073,000	$ -	35079	$ 11,605	1.00	0.060	No	No	Yes	No	0.67	0.034	0.109
MX-RR-004	$ 15,000,000			0	-	0.00	0.000	$ 15,000,000	$ -	900	$ 16,667	0.25	0.015	Yes	No	No	No	0.00	0.000	0.015
MX-RR-005				0	-	0.00	0.000	$ -	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RR-001		$ -	56.25	0	-	0.00	0.000	$ -	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000
MX-RR-003	$ 75,000,000			0	-	0.00	0.000	$ 75,000,000	$ -	-	-	0.00	0.000	Yes	No	No	No	0.00	0.000	0.000

Safety (20%)

Project ID/CSJ	1. Accident Rates per Mile (66%)			2. Diversion of Hazardous Materials (34%)			Safety Weight
	Accident Rate per mile	Score	Partial Weight	Diversion of Hazmat?	Score	Partial Weight	
MX-RR-002	18	0.25	0.033	Yes	1.00	0.068	0.101
MX-RR-004	-	0.00	0.000	-	0.00	0.000	0.000
MX-RR-005	-	0.00	0.000	-	0.00	0.000	0.000
MX-RR-001	-	0.00	0.000	-	0.00	0.000	0.000
MX-RR-003	-	0.00	0.000	-	0.00	0.000	0.000

Regional Impacts (15%)

Project ID/CSJ	1. Environmental Impacts (45%)							2. Socio-Economic Impacts (40%)							3. Modal Diversion (15%)			Regional Impacts Weight	Project Score	Project Score out of a 100	Project Rank
	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	High burden?	Medium burden?	Neutral?	Medium benefit?	High benefit?	Score	Partial Weight	Number of added modes	Score	Partial Weight				
MX-RR-002	No	No	No	No	Yes	1.00	0.068	No	No	No	No	Yes	1.00	0.060	3	1.00	0.023	0.150	0.706	70.6	**1**
MX-RR-004	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.132	13.2	**2**
MX-RR-005	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.129	12.9	**3**
MX-RR-001	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.085	8.5	**NA**
MX-RR-003	No	No	Yes	No	No	0.50	0.034	No	No	Yes	No	No	0.50	0.030		0.00	0.000	0.064	0.064	6.4	**NA**