

# Lower Rio Grande Valley-Tamaulipas Border Master Plan



## 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 will undertake and carry out services described in **Attachment A**, Scope of Services.

**III. CONTRACT PAYMENT:** The total amount of this contract shall not exceed **\$362,000.00** 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 March 31, 2013.

**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:   
AUTHORIZED SIGNATURE  
Janice Mullenix  
Director of Contract Services

By:   
AUTHORIZED SIGNATURE

April 6, 2011  
DATE

TYPED OR PRINTED NAME AND TITLE  
**MAR 15 2011**  
DATE

**Susan W. Sedwick**  
**Associate VP for Research**  
**Director, Office of Sponsored Projects**

**ATTACHMENT A**  
**Interagency Cooperation Contract**  
**Scope of Services**

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The TxDOT Pharr District-Tamaulipas Regional 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 TxDOT Pharr District – Tamaulipas border region. More specifically, the objectives of the Border Master Plan are to:

1. 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,
2. increase the understanding of the POE and transportation planning processes on both sides of the border,
3. develop and implement a plan for prioritizing and promoting POE and related transportation projects, including evaluation criteria and rankings over the short, medium and long term, and
4. 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

Phase 2 will only proceed if there is definite 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 Policy Advisory Committee (PAC), consisting of executive level managers, and a Technical Working Group (TWG), consisting of senior technical staff, shall be recruited from each of the participating stakeholder agencies.

**Phase 1 of the Border Master Plan**

**Task 1: Establish Stakeholder Agency Participation and Commitment      Estimated Cost \$32,750**

A written Notice to Proceed will be required before any services can be performed on Phase 1. The Notice to Proceed may only be authorized by the Receiving Agency's Government and Public Affairs Division Director or higher level of authority. The Notice to Proceed will include a work plan for the tasks requested, maximum amount payable, and will specify an initiation and completion date.

The Performing Agency will review the list of stakeholder agencies developed for the Laredo-Nuevo Leon/Tamaulipas/Coahuila Border Master Plan involved in POE and transportation planning and implementation on the border in Texas and Mexico. After the Performing Agency reviews the list of stakeholder agencies and contact information that were previously compiled, it will make the relevant changes to reflect the stakeholders that need to be involved in the development of the Pharr/Tamaulipas Border Master Plan.

The Performing Agency shall survey executive level managers at the stakeholder agencies to determine:

- 1.1 level of support for the Border Master Plan;
- 1.2 issues or concerns about development of the Border Master Plan;
- 1.3 anticipated commitment to, and involvement in, the development of the Border Master Plan. This commitment will include participation of executive level managers and senior technical staff, and anticipated staff resources devoted to the development of the Border Master Plan; and
- 1.4 the feasibility of using the same process for developing the Border Master Plan used for the Laredo-Nuevo Leon/Tamaulipas/Coahuila and adopted by the SANDAG Service Bureau in the development of the California-Baja California Border Master Plan.

If any key stakeholders have been omitted, the Performing Agency will add them. The Performing Agency will also establish an appropriate communications protocol and methodology for sharing information with all stakeholder agencies (interactive web space, website, mail, e-mail, faxes, telephone, etc.).

The level of support for the development of the Border Master Plan based on the survey outcome will determine whether the study team will continue with Phase 2 of the Border Master Plan. Assuming support for the development of the Border Master Plan, a stakeholder outreach plan will be finalized, which could necessitate changes to the Work Plan (specifically Tasks 2 to 5). However, the study will be discontinued if there is a lack of support.

A written Notice to Proceed will be required before any services can be performed on Phase 2. The Notice to Proceed may only be authorized by the Receiving Agency's Government and Public Affairs Division Director or higher level of authority. The Notice to Proceed will include a work plan for the tasks requested, maximum amount payable, and will specify an initiation and completion date.

**Deliverables for Phase I:** The Performing Agency shall:

1. compile a document detailing the work performed and findings,
2. prepare a revised work plan for Phase 2 given support for the development of the Border Master Plan, and
3. develop a website that will be used to provide study background information and updates, as well as any pertinent information that needs to be shared with all interested parties. The website will be updated regularly during Phase II of the project as new information becomes available.

### Phase 2 of the Border Master Plan

#### **Task 2: Conduct First Stakeholder Meetings**

**Estimate Cost \$30,000**

##### **2.1 Policy Advisory Committee (PAC) Meeting**

During the first stakeholder PAC meeting, the performing Agency shall:

- 2.1.1 discuss with the participants 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;
- 2.1.2 review and consult the stakeholders as to the appropriateness of adopting the approach followed by the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plans that identified an "Area of Influence" and a "Focused Study Area";
- 2.1.3 request assistance from the PAC in defining the study area (e.g., focused study area, larger area of influence, and major trade corridors);
- 2.1.4 seek stakeholder input and commitment as to the number of years that constitute a short, mid, and long term framework;
- 2.1.5 review the proposed work plan with the PAC;
- 2.1.6 facilitate discussions to resolve issues or concerns; and
- 2.1.7 finalize the membership of the TWG.

##### **2.2 Technical Working Group (TWG) Meeting**

During the first TWG stakeholder meeting, the Performing Agency shall:

- 2.2.1 share the outcome of the first PAC meeting with the TWG;
- 2.2.2 review (a) the objectives of the study, (b) the defined study area (e.g., focused study area, larger area of influence, and major trade corridors), and planning horizon, and (c) the agreed work plan with the TWG members; and
- 2.2.3 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.

**2.3 Subcontracting for Interpreting Services**

The Performing agency will subcontract for simultaneous interpretation services for all of the PAC and TWG meetings and workshops held throughout the study.

**2.4 Arranging for Facilities and Equipment Rental**

The Performing Agency will arrange for all facilities and equipment rentals for all PAC and TWG meetings and workshops held throughout the study.

**Task 3: Analyze Data, Consultancy Reports, and Documentation****Estimated Cost \$75,000**

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

**3.1 Obtain Data and Review Consultancy Reports**

3.1.1 The Performing Agency shall obtain and analyze available current and forecasted data to develop a socio-economic, demographic, and freight trade profile of the study area given: current and projected population, employment, income, land use, available major freight trade flows traversing Cameron and Hidalgo counties with either an origin or destination in Mexico, and available freight data with an origin or destination at major regional airports and rail yards.

The freight profile will be developed by extracting and compiling freight data collected from previous and recently completed freight studies pertaining to the region, including any recently completed origin-destination surveys.

3.1.2 The Performing Agency shall develop a detailed inventory of all transportation facilities serving the POEs in the study area. To facilitate comparison with the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plans, the Performing Agency shall collect, at a minimum, the following descriptive and performance data for transportation facilities serving the POEs for the current and forecasted year: number of lanes, average annual daily traffic, peak period traffic volumes, share of truck traffic, and available data to calculate level of service.

The Performing Agency shall verify accuracy and relevancy of the available data. The collected information will be arranged and summarized by POE.

3.1.3 The Performing Agency shall collect, at a minimum, the following descriptive and performance POE data for the current and forecasted year: description of the current facility configuration, hours of operation, current staffing levels and patterns, wait times, and crossing and transportation volumes (i.e., pedestrians, trucks, trains, and buses).

**3.2 Document Planning Processes and Review Planning Documents**

The Performing Agency shall review the relevant planning documents of agencies responsible for planning and implementing POE projects, including how transportation projects and POE infrastructure needs are prioritized, funding sources, public participation, and interagency coordination efforts, in the development of the Laredo-Nuevo Leon/Tamaulipas/Coahuila Border Master Plan. This review will be shared with knowledgeable TWG members in the development of the Border Master Plan to supplement and verify information as it pertains to the TxDOT Pharr District-Tamaulipas region.

**3.3 Data Collection**

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, up-to-date and no projects have been omitted. To facilitate comparison with the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plans, the Performing Agency will collect the following minimum information:-

- o For Transportation Facility Projects: project location, description of the current facility configuration and planned improvements, available data to calculate level of service, annual

average daily traffic before and after project completion, 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.

- o For Planned POE Projects: 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.

The Performing Agency will rank as many projects as possible given the agreed upon evaluation criteria (see Task 5 and 6). Projects in early stages of conceptualization for which limited information and data are available will, however, be identified and inventoried. These projects will be listed for consideration in future updates of the Border Master Plan. However, the Performing Agency will record all available information about the planned projects.

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

**4.1 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).

**4.2 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.

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**Task 5: Conduct Stakeholder Workshops** **Estimated Cost \$55,000**

**5.1 Delphi Method Workshop with TWG Members**

The Performing Agency will facilitate a 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 subsequently to rank individual projects.

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

- 5.1.1 explain the objectives and format of the workshop;
- 5.1.2 present and review the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plan project criteria, scores, and weights;
- 5.1.3 facilitate the scoring process using CPS voting technology;
- 5.1.4 moderate the discussion to explore the consistencies an discrepancies in the responses; and
- 5.1.5 repeat the Delphi process until consensus is reached or until the ratings do not alter from one voting round to another.

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

**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 and 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.

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**Task 6: Rank Priority Projects** **Estimated Cost \$65,250**

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.

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**Task 7: Finalize Documentation** **Estimated Cost \$44,000**

**7.1 Draft Report**

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

**7.2 Final Report**

The Performing Agency will incorporate the comments and suggestions of the TWG, and submit the draft final Border Master Plan to the PAC for approval.

The Performing Agency will summarize the individual projects by POE and project ranking. The projects will also be arranged by a number of other dimensions such as 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) as requested by the Receiving Agency during discussions 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.

**7.3 Brochure**

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

**7.4 Translation**

The Performing Agency will contract with a translation service to translate both the Final Report and the Brochure to Spanish.

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

Upon the approval of the Border Mater Plan and brochure by the PAC, the Performing Agency shall develop a PowerPoint 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. Organizations for presentations include the U.S. – Mexico Joint Working Committee, the U.S. – Mexico Binational Group on Bridges and Border Crossings, the Border Liaison Mechanism Technical Commission, the Border Trade Advisory Committee, and the U.S. – Mexico Border Governors' Conference and possibly others.

**Deliverables for Phase 2:** The Performing Agency shall develop:

1. the Border Master Plan Report,
2. an easy to reference brochure listing the highest priority projects included in the Border Master Plan,
3. a PowerPoint presentation, and
4. a Border Master Plan website (updated periodically throughout both Phases of the Border Master Plan).