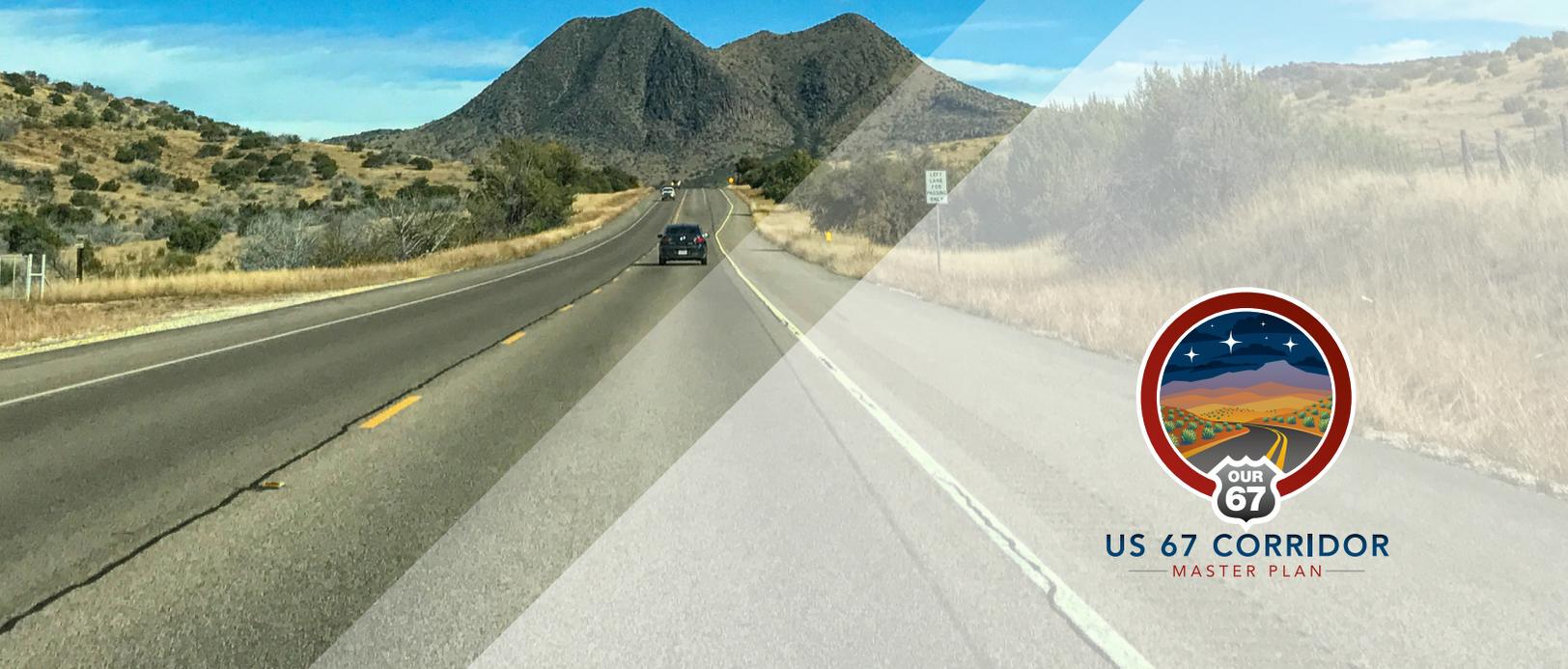
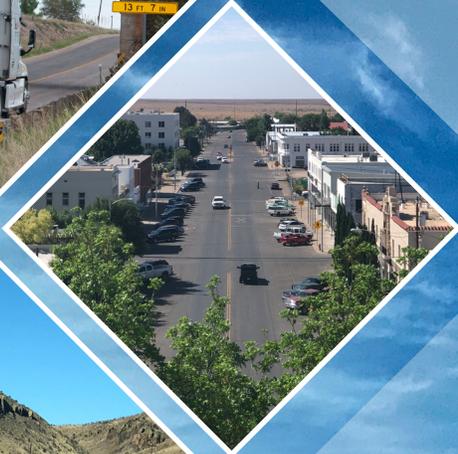




# US 67 CORRIDOR MASTER PLAN

## APPENDIX C

FEBRUARY 2020



US 67 CORRIDOR  
MASTER PLAN

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**US 67 CORRIDOR**  
— MASTER PLAN —

## Memorandum

To: *Rebecca Reyes, TxDOT Project Manager*  
*Christopher Weber, TxDOT Alpine Area Engineer*

From: *CDM Smith*

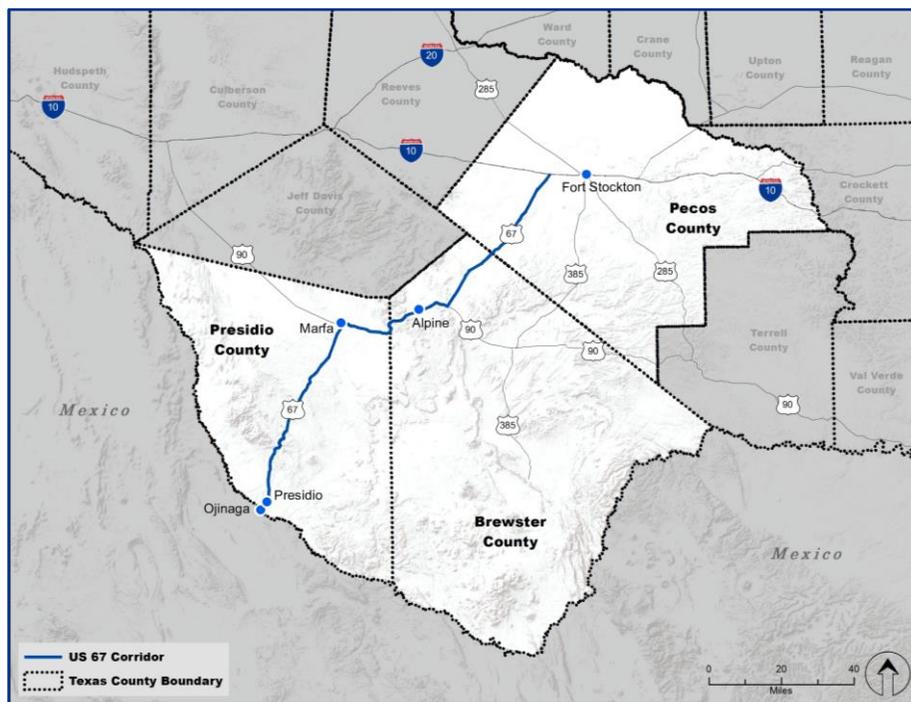
Date: *February 2020*

Subject: *US 67 Corridor Master Plan Development of Goals and Objectives Technical Memorandum*

## 1.0 Introduction

The purpose of this technical memorandum is to recommend a set of goals and objectives to guide the development of the US 67 Corridor Master Plan, document key considerations influencing the development of these goals and objectives for the US 67 corridor, and describe their use in creating evaluation criteria for ranking proposed conceptual improvements. These recommendations are consistent with federal, state, and regional goals as well as goals identified during the public participation process for creating the US 67 Corridor Master Plan.

**Figure 1** shows the study corridor.



**Figure 1: US 67 Corridor Master Plan Study Corridor**

The US 67 Corridor Master Plan will provide the Texas Department of Transportation (TxDOT) with a framework for short-, mid-, and long-term transportation improvements for the US 67 corridor, including recommendations to enhance safety and mobility along the corridor. The US 67 corridor stretches 142 miles from Interstate 10 (I-10) west of Fort Stockton to the Presidio/Ojinaga Port of Entry (POE) on the U.S./Mexico border. US 67 provides access to the towns of Alpine, Marfa, Presidio, and surrounding communities, as well as Big Bend National Park, Sul Ross State University, the Marfa Lights, Big Bend Ranch State Park, Fort Leaton State Park, and Fort Davis attractions. The US 67 Corridor Master Plan is being developed using a transparent process driven by public input. This plan will serve as a guide for future TxDOT improvements and funding along the study corridor, including improvements in the cities of Alpine, Marfa, and Presidio.

The remainder of this document is divided into five sections:

- **Section 2 – Consistency with Federal, State, and Regional Goals** provides a brief overview of the goals and objectives of relevant transportation plans and policies.
- **Section 3 – Public Input** summarizes how a variety of public engagement efforts were used to gather input and feedback to inform the development of the goals and objectives for the US 67 Corridor Master Plan.
- **Section 4 – Defining Goals and Objectives** presents the draft goals and objectives for the US 67 Corridor Master Plan.
- **Section 5 – Next Steps** identifies how the goals and objectives will be used in future steps as part of the US 67 Corridor Master Plan.
- **Section 6 – Corridor Working Group** includes a table listing stakeholders who are part of the Corridor Working Group.

## 2.0 Consistency with Federal, State and Regional Goals

The US 67 Corridor Master Plan goals and objectives are consistent with regional and state transportation goals, as well as federal requirements as outlined in the Fixing America’s Surface Transportation Act (FAST Act). The U.S. Department of Transportation (USDOT) Strategic Plan, the TxDOT Strategic Plan, the Texas Transportation Plan 2040, the Texas Rural Transportation Plan, the Texas Strategic Highway Safety Plan, and the Texas Freight Mobility Plan each have a separate set of established goals. While some goals differ from plan to plan, all of the aforementioned plans cite safety as an important goal. In addition, there are some common themes for goals across the plans, including accessibility/mobility, environment/quality of life, asset preservation, and resiliency/reliability. These common themes influenced how goals were selected and prioritized for inclusion in the US 67 Corridor Master Plan goals and objectives. The following section describes these influencing factors and discusses their implications.

**Figure 2** provides a summary table, identifying common goals between the legislation and plans summarized in the section above. As this figure shows, safety, accessibility/mobility, environment/quality of life, asset preservation, and resiliency/reliability are all common themes in existing plans and legislation.

		FAST Act Goal Areas								
		Economy	Safety	Security	Accessibility and Mobility	Environment, Energy Conservation, Quality of Life, Consistency	Integration and Connectivity	Preservation	Resiliency and Reliability	Travel and Tourism
State and Federal Plans and Legislation	USDOT Strategic Plan	●	●		●			●		
	TxDOT Strategic Plan		●			●		●	●	
	Texas Transportation Plan 2040		●		●	●	●	●	●	
	Texas Rural Transportation Plan		●		●	●				
	Texas Strategic Highway Safety Plan		●							
	Texas Freight Plan 2017	●	●		●	●	●	●	●	

**Figure 2: Common Goals from State and Federal Plans and Legislation**

## 2.1 Fixing America’s Surface Transportation (FAST) Act

The FAST Act is the current federal surface transportation funding bill, signed into law on December 4, 2015. The FAST Act funds transportation projects through 2020. Under the FAST Act, all states are required to fulfill a transportation planning process that provides for consideration and implementation of projects, strategies, and services that:

- Support economic vitality by enabling global competitiveness, productivity, and efficiency.
- Increase the safety of the transportation system.

- Increase the security of the transportation system.
- Increase accessibility and mobility of both people and freight.
- Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns.
- Enhance integration and connectivity of the transportation system, across and between modes throughout the state, for people and freight.
- Promote efficient system management and operation.
- Emphasize the preservation of the existing transportation system.
- Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation.
- Enhance travel and tourism.

## 2.2 USDOT Strategic Plan

The 2018-2022 USDOT Strategic Plan establishes strategic goals and objectives reflecting the transportation priorities of the USDOT. The USDOT Strategic Plan presents long-term goals, what actions must be taken to achieve goals, how resources will be used most effectively to manage challenges, and risks that may hinder achieving results. The USDOT Strategic Plan identifies the following goals:

- Safety – Reduce transportation-related fatalities and serious injuries across the transportation system.
- Infrastructure – Invest in infrastructure to ensure mobility and accessibility and to stimulate economic growth, productivity, and competitiveness for American workers and businesses.
- Innovation – Lead in the development and deployment of innovative practices and technologies that improve the safety and performance of the nation’s transportation system.
- Accountability – Serve the nation with a reduced regulatory burden and greater efficiency, effectiveness, and accountability.

## 2.3 TxDOT Strategic Plan

The 2019-2023 TxDOT Strategic Plan was adopted on May 24, 2018 by the Texas Transportation Commission. The plan identifies the mission, values, goals, action plan, and budget structure that will guide TxDOT over the next five years. The TxDOT Strategic Plan identifies the following seven goals:

- Promote Safety – Champion a culture of safety.
- Deliver the Right Projects – Implement effective planning and forecasting processes that deliver the right projects on time and on budget.
- Focus on the Customer – People are at the center of everything we do.
- Foster Stewardship – Ensure efficient use of state resources.
- Optimize System Performance – Develop and operate an integrated transportation system that provides reliable and accessible mobility, enabling economic growth.
- Preserve our Assets – Deliver preventive maintenance for TxDOT’s system and capital assets to protect our investments.
- Value our Employees – Respect and care for the well-being and development of our employees.

## 2.4 Texas Transportation Plan 2040

The Texas Transportation Plan (TTP) serves as TxDOT’s long-range, performance-based transportation plan. Adopted in 2015 by the Texas Transportation Commission, the current TTP addresses the statewide planning requirements under the previous federal surface transportation act in place at the time – Moving Ahead for Progress in the 21st Century (MAP-21). The TTP guides planning and programming decisions for the development, management, and operation of the statewide, multimodal transportation system in Texas over the next 25 years. The goals and objectives of the TTP are based on input from a technical advisory committee and feedback from transportation stakeholders and the public. The goals of the current TTP include:

- Safety (TxDOT’s top priority) – Improve safety and reduce crashes and injuries/fatalities.
- Asset Management (all modes) – Maintain and preserve the existing transportation system.
- Mobility and Reliability (people and freight) – Reduce congestion and improve system operations.
- Multimodal Connectivity (people and freight) – Provide travel choices and connections between modes.
- Stewardship – Make decisions transparently and mitigate negative environmental and quality of life impacts.
- Customer Service – Foster open communications, feedback, and public participation.
- Sustainable Funding – Sustain adequate funding for all modes and consider innovative financing solutions.

## 2.5 Texas Rural Transportation Plan

Adopted in June 2012 by the Texas Transportation Commission, the Texas Rural Transportation Plan (TRTP) serves as a blueprint for the planning process within the rural areas of the state to guide collaboration between TxDOT, local and regional decision-makers, and all transportation stakeholders to reach a consensus on multimodal transportation needs through the year 2035. Rural areas, unlike urban areas, are not part of federally mandated Metropolitan Planning Organizations, which function to prioritize future transportation projects within funding constraints. In addition, rural transportation needs are different from those found in urban areas. Capacity is not typically the primary issue in rural areas. The primary issue in rural areas is safe passing on rural highways, a concern that is consistently voiced by stakeholders. With the location of the US 67 study area within a rural area of the state, the goals and objectives of this plan are important considerations of the US 67 Corridor Master Plan. The goals of the TRTP are consistent with the goals of the 2013-2017 TxDOT Strategic Plan. The goals are:

- Maintain a Safe System – Reduce crashes and maintain/preserve the existing system.
- Address Congestion – Develop and implement plans to reduce traffic congestion.
- Connect Texas Communities – Prioritize projects that will increase state economic output and enhance access to goods and services.
- Best in Class State Agency – Deploy resources responsibly, maintain a customer service mindset, and promote a positive workplace.

## 2.6 Texas Strategic Highway Safety Plan

The Texas Strategic Highway Safety Plan was updated in 2017 and sets an ambitious vision of a future with zero traffic fatalities and serious injuries. The vision was developed in response to increasing fatalities – from 3,000 to 3,700 since 2012 despite extensive efforts to improve road user behavior and upgrade roadway conditions. The Texas Strategic Highway Safety Plan was developed through a collaborative process across disciplines, modes, and public and private sector agencies and organizations. With safety emerging as a top priority for the US 67 corridor, the Texas Strategic Highway Safety Plan is both relevant and important to consider. Unlike the other plans reviewed, the Texas Strategic Highway Safety Plan does not highlight goals and objectives. Instead, the Texas Strategic Highway Safety Plan is structured around seven emphasis areas of safety:

- Distracted Driving
- Impaired Driving
- Intersection Safety
- Older Road Users
- Pedestrian Safety

- Roadway and Lane Departures
- Speeding

## 2.7 Texas Freight Mobility Plan 2017

The Texas Freight Mobility Plan was updated in compliance with the FAST Act in 2017 and provides the state with a blueprint for facilitating continued economic growth through a comprehensive, multimodal strategy for addressing freight transportation needs and moving goods efficiently and safely through the state. The goals of the Texas Freight Mobility Plan include:

- Safety – Improve multimodal freight transportation safety.
- Economic Competitiveness – Improve the contribution of the Texas freight transportation system to economic competitiveness, productivity, and development.
- Asset Preservation and Utilization – Maintain and preserve infrastructure assets using cost-beneficial treatment.
- Mobility and Reliability – Reduce congestion and improve system efficiency and performance.
- Multimodal Connectivity – Provide transportation choices and improve system connectivity for all freight modes.
- Stewardship – Manage environmental and TxDOT resources responsibly and be accountable in decision-making.
- Customer Service – Understand and incorporate citizen feedback in decision-making processes and be transparent in all TxDOT communications.
- Sustainable Funding – Identify sustainable funding sources for all freight transportation modes.

Serving as a connection to a POE in Presidio between the U.S. and Mexico, freight transportation is an important mode of transportation along the US 67 corridor. Aligning the goals and objectives of the US 67 Corridor Master Plan with the Texas Freight Mobility Plan is important because the corridor is on the Texas Highway Freight Network.

## 3.0 Public Input

The development of the US 67 Corridor Master Plan is guided by a transparent, publicly driven planning process. Through this process, input and feedback received through public engagement activities have shaped the goals and objectives that guided the development of the US 67 Corridor Master Plan. The study team has held public engagement efforts including bus tours, advisory committee (Corridor Working Group) meetings, and public meetings. Additionally, the study team has conducted one-on-one interviews and focus group meetings. Ongoing outreach is also occurring via two online platforms – the Corridor Planning Tool and MindMixer.

### 3.1 Bus Tour

TxDOT led a series of three bus tours along the US 67 corridor with stops at various locations and points of interest within the study area. The first bus tour was held on December 12, 2017, the second bus tour on September 20, 2018, and the third on April 23, 2019. The purpose of the bus tours was to identify and discuss potential transportation opportunities and challenges along the corridor. Various stakeholders, interested parties, and elected officials participated in the discussion on potential opportunities and challenges along the corridor. The first bus tour served as a significant public input opportunity for the development of the plan goals and objectives. Several topics of discussion were repeatedly voiced by bus tour participants, including:

- Safety concerns at locations along the corridor, which lack passing/climbing lanes,
- Dangerous intersections,
- Lack of street lighting,
- Traffic congestion related to Permian Basin oil field development,
- Increased freight traffic congestion along the corridor,
- Impacts of increased freight congestion on local businesses and tourism industry,
- Challenges of emergency response along the corridor,
- Impacts of improvements on regional settings and viewsheds,
- Needs and opportunities for bicycle and pedestrian improvements, and
- Demand for pull over spaces/scenic rest areas to accommodate tourism and travel.

Input from discussion during the bus tours was taken into consideration and influenced the formation of the goals and objectives for the US 67 Corridor Master Plan.

### 3.2 Corridor Working Group

Committed to a transparent publicly driven process, TxDOT assembled a team composed of elected officials, government officials, local stakeholders, and interested parties to serve as an advisory committee that provides strategic direction to the study team throughout the development of the US 67 Corridor Master Plan. TxDOT will consult with this committee, referred to as the Corridor Working Group, to collaborate on ideas for how the public involvement effort will proceed and to understand corridor needs based on input from the communities. The Corridor Working Group membership is listed in **Section 6.0**.

The first Corridor Working Group meeting was held on January 23, 2018 in Marfa. The discussion centered on a review of initial crash data, potential transportation opportunities and challenges, and potential study goals and objectives. Comments received at the meeting mostly revolved around

safety (e.g., the need for more rest areas, better signage, and more passing lanes); the need for bicycle and pedestrian amenities and infrastructure; and economic development and tourism opportunities. Feedback received from the Corridor Working Group influenced and shaped the development of the goals and objectives for the US 67 Corridor Master Plan. **Figure 3** shows an image from the first Corridor Working Group meeting.



**Figure 3: Corridor Working Group Meeting 1, January 23, 2018, in Marfa, Texas**

A second Corridor Working Group meeting was held on April 5, 2018 in Alpine. The purpose of the second meeting was for the study team to provide an update to the Corridor Working Group on the progress of the study and to solicit feedback on the presentation materials for Public Meeting Series 1 held in May 2018. Most of the comments from this meeting focused on future meeting logistics and getting/maintaining public involvement and momentum during the study, as well as some specific needs around the U.S. Border Patrol station south of Marfa. **Figure 4** shows an image from the second Corridor Working Group meeting.



**Figure 4: Corridor Working Group Meeting 2, April 5, 2018, in Alpine, Texas**

After the development of goals and objectives, five more corridor working group meetings were held in August 2018, September 2018, April 2019, May 2019, and October 2019.

### 3.3 Public Meetings

Synthesizing the transportation challenges and opportunities heard during the first bus tour and the Corridor Working Group meetings with the information provided by the initial crash data analysis, the study team identified eight proposed priorities for the US 67 corridor:

- Safety – Focus on safety issues and minimizing crashes.
- Emergency Response/Management – Focus on rapid, effective response to public safety emergencies.
- Sustainability – Promote environmental sustainability and healthy communities.
- Economic Development – Focus on jobs, business, and tourism development.
- Multi-modal Connectivity – Focus on offering connections to non-automobile modes.
- Active Transportation – Make the corridor more bicycle- and pedestrian-friendly.
- State of Good Repair – Focus on maintaining existing infrastructure on the corridor.
- Mobility – Focus on improving mobility and speed.

Community preferences on these proposed corridor priorities were gathered during the first round of public meetings, held May 14, 2018 through May 17, 2018 in Alpine, Fort Stockton, Marfa, and Presidio. **Figure 5** shows an image from the public meeting in Marfa on May 16, 2018.

Public meeting attendees were asked to participate in an exercise using the board shown in **Figure 6**. Participants were provided three stickers to identify their top three preferences for the proposed priorities identified for the US 67 corridor. If participants felt that a priority was missing from the list, they were encouraged to submit handwritten responses.



Figure 5: Public Meeting in Marfa, May 16, 2018



## WHAT ARE YOUR PRIORITIES FOR THE US 67 CORRIDOR MASTER PLAN?



THE US 67 CORRIDOR MASTER PLAN SHOULD...

GOALS FOR THE CORRIDOR MASTER PLAN	PLEASE USE DOTS TO INDICATE WHICH GOALS ARE MOST IMPORTANT TO YOU
<div style="display: flex; align-items: center;"> <div> <p><b>SAFETY</b></p> <p>Focus on safety issues and minimizing crashes</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>EMERGENCY RESPONSE / MANAGEMENT</b></p> <p>Focus on rapid, effective response to public safety emergencies</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>SUSTAINABILITY</b></p> <p>Promote environmental sustainability and healthy communities</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>ECONOMIC DEVELOPMENT</b></p> <p>Focus on jobs, business, and tourism development</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>MULTI-MODAL CONNECTIVITY</b></p> <p>Focus on offering connections to non-automobile modes</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>ACTIVE TRANSPORTATION</b></p> <p>Make the corridor more bicycle and pedestrian friendly</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>STATE OF GOOD REPAIR</b></p> <p>Focus on maintaining existing infrastructure on the corridor</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>MOBILITY</b></p> <p>Focus on improving mobility and speed</p> </div> </div>	
<div style="display: flex; align-items: center;"> <div> <p><b>OTHER</b></p> <p>Please specify in the space to the right</p> </div> </div>	

Figure 6: Sticker Exercise Exhibit from Public Meetings Series 1

The number of stickers associated with each proposed priority was counted after each public meeting and was totaled after the series of four public meetings concluded. **Figure 7** shows a summary of how many stickers each of the proposed priorities received, both individually for each of the four public meeting locations and in total. Across all four locations, the public identified their top priorities as:

- Safety
- Emergency Response/Management
- Sustainability
- State of Good Repair
- Economic Development

In addition, **Figure 7** shows the percentages of stickers received by each proposed priority for the corridor. Safety was identified as the highest priority for the corridor, receiving 25 percent of the total stickers collected. Multiple handwritten responses suggested alternate routes, rest areas, and tourism as potential priorities for the US 67 corridor. The feedback received during this exercise and through public comments from the first round of public meetings shaped the development of the goals and objectives for the US 67 Corridor Master Plan.

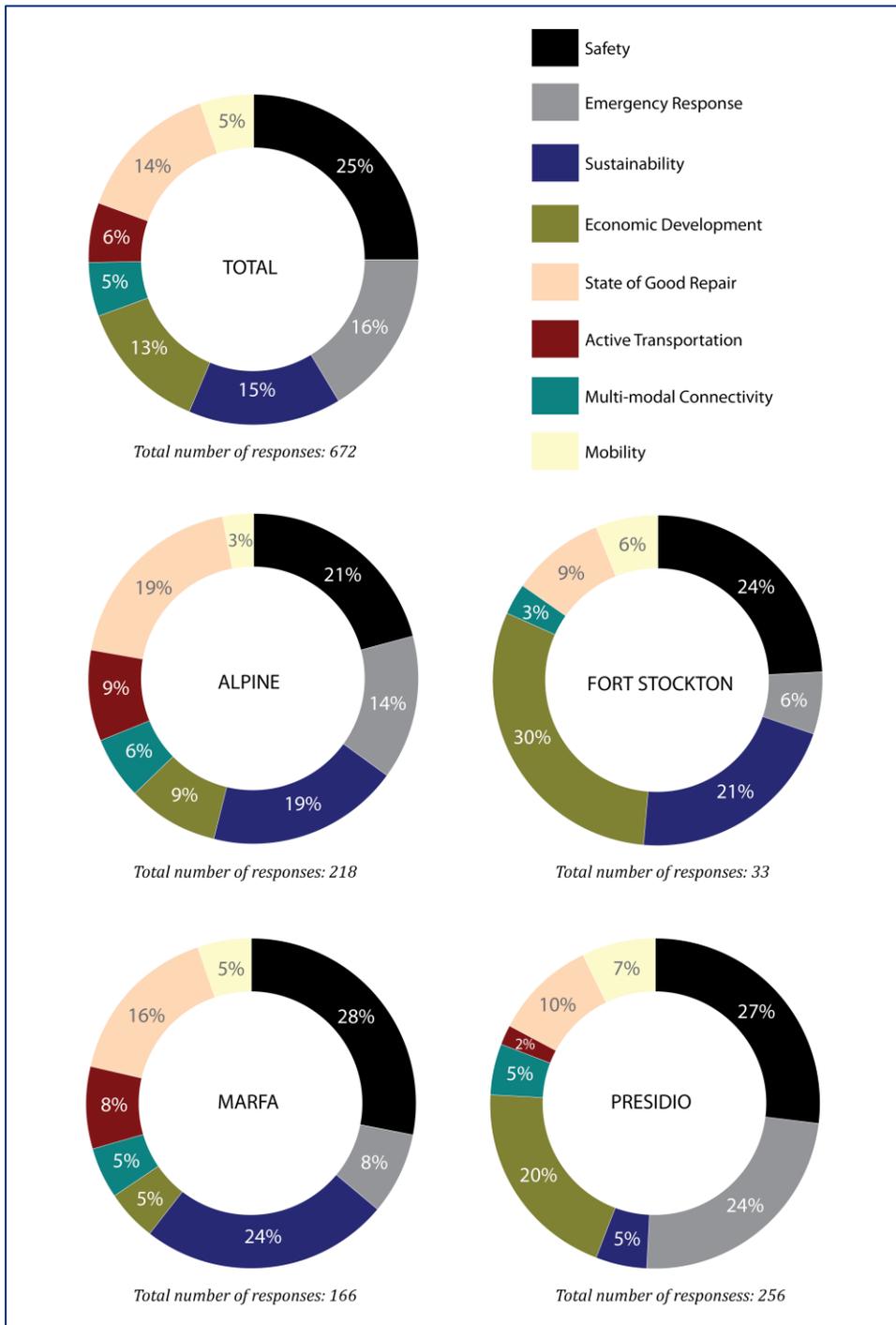


Figure 7: Public Feedback on Corridor Priorities from Sticker Exercise at Public Meeting Series 1

The second round of public meetings was held November 7, 2018 in Marfa, November 8, 2018 in Presidio, November 14, 2018 in Fort Davis and November 15, 2018 in Alpine. The study team drafted goals and objectives based on the priorities identified from the first round of public meetings. These goals and objectives are shown in **Table 1**, presented later in this document.

After the development of goals and objectives, the third and final round of public meetings was held from June 24, 2019 through June 27, 2019 in Fort Davis, Marfa, Alpine, and Presidio.

### 3.4 The Corridor Planning Tool

The Corridor Planning Tool (<https://maps.viewprogis.com/vp/us67>) is a geographic information system (GIS) tool that was introduced during the first set of public meetings. For the US 67 Corridor Master Plan, the Corridor Planning Tool is used to both display geographic information within the US 67 study area and to collect public comments and feedback (**Figure 8**). The Corridor Planning Tool allows users to submit comments with spatial reference to the study area. During the comment period for Public Meeting Series 1, the Corridor Planning Tool collected a variety of comments including:

- Safety concerns related to increased truck traffic along the corridor,
- Concerns regarding the loss of local character from increased truck traffic along the corridor,
- Suggestions for locations of pedestrian and bicycle infrastructure safety improvements, and
- Suggestions for safer intersection and roadway designs at key locations.

Feedback received from the Corridor Planning Tool has been taken into consideration in formulating and refining the goals and objectives for the US 67 Corridor Master Plan. The Corridor Planning Tool will continue to be used to engage the public as the US 67 Corridor Master Plan progresses.

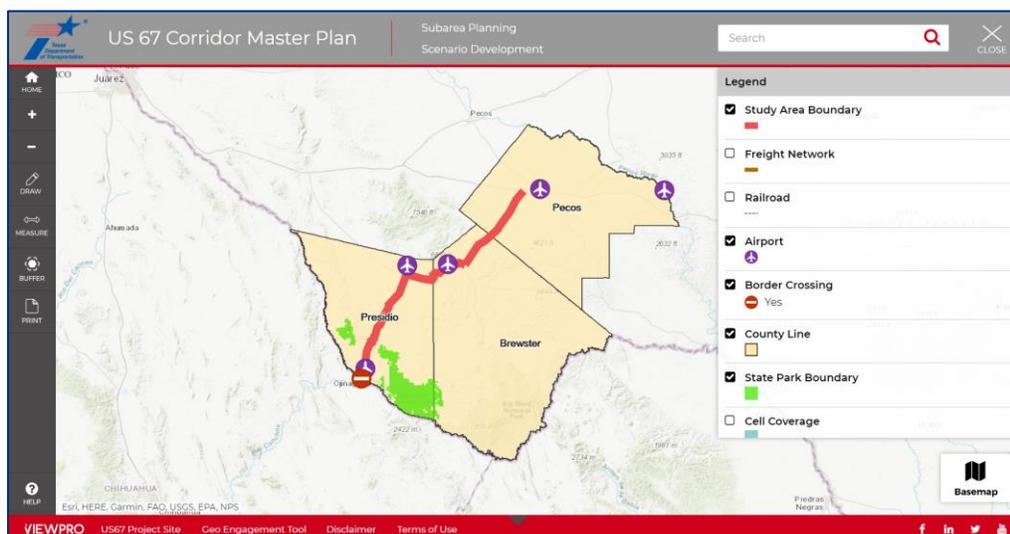


Figure 8: Corridor Planning Tool

### 3.5 MindMixer

MindMixer (<https://www.mindmixer.com/>) is an internet-based public engagement tool. MindMixer was also introduced during the first public meeting series and is used to foster an ongoing forum for community dialogue, idea generation, and information exchange. MindMixer functions as a social media platform and provides the opportunity for users to actively discuss topics through comments, replies, and poll responses.

On the US 67 MindMixer site, users were asked to describe in their own words their vision for US 67. Discussion centered on:

- Maintaining the character of the communities along US 67,
- Reducing the number of trucks traveling through the communities,
- Safety improvements to the roadway and intersections,
- Amenities to support tourism, and
- Improvements that support and enhance the native environment and wildlife.

Input received from MindMixer helped shape the development of the goals and objectives for the US 67 Corridor Master Plan.

## 4.0 Defining Goals and Objectives

Based on policy guidance and community priorities collected during the May 2018 public meetings, Corridor Working Group meetings, and online platforms, the team developed goals and objectives for the US 67 Corridor Master Plan. The goals and objectives are aligned with regional and state plans and federal guidelines. The goals and objectives for the US 67 Corridor Master Plan are shown in **Table 1**. (It was observed that stakeholders tended to discuss active transportation options within the context of enhancing multimodal connectivity. Therefore, the team combined active transportation with multimodal connectivity for the purposes of goals and objectives development.). The goals and objectives were presented to the public during the second round of public meetings, held November 7, 2018 in Marfa, November 8, 2018 in Presidio, November 14, 2018 in Fort Davis, and November 15, 2018 in Alpine. During the public comment period, the public had the opportunity to comment on the goals and objectives.

**Table 1: US 67 Goals and Objectives**

Goal	Objectives
<b>Improve Safety</b>	<ul style="list-style-type: none"> <li>▪ Reduce fatalities and serious injuries.</li> <li>▪ Eliminate conflicts between modes wherever possible.</li> <li>▪ Increase bicycle and pedestrian safety through improvements to existing facilities, and design and construction of new facilities.</li> </ul>
<b>Improve Emergency Response</b>	<ul style="list-style-type: none"> <li>▪ Coordinate with emergency management to enhance incident response mechanisms.</li> <li>▪ Improve incident response time.</li> <li>▪ Use technology to improve emergency response mechanisms.</li> </ul>
<b>Promote Sustainability</b>	<ul style="list-style-type: none"> <li>▪ Recognize quality-of-life concerns for all system users and future generations.</li> <li>▪ Minimize impacts to natural resources, cultural resources, and historic resources and promote sustainability in project design and delivery.</li> <li>▪ Promote and enable public participation in project planning and development.</li> </ul>
<b>Maintain a State of Good Repair</b>	<ul style="list-style-type: none"> <li>▪ Achieve a state of good repair for pavement assets, keeping pavement smooth and pothole-free.</li> <li>▪ Identify and mitigate risks associated with system and infrastructure failure.</li> <li>▪ Identify existing and new funding sources and innovative financing techniques for all modes of transportation.</li> </ul>
<b>Support Economic Development</b>	<ul style="list-style-type: none"> <li>▪ Promote and enable public participation by local businesses in project planning and development.</li> <li>▪ Assess the impact of transportation planning on land use and community character.</li> <li>▪ Reduce project delivery delays.</li> <li>▪ Support strategic investments that improve and maintain multimodal freight infrastructure and connectivity.</li> </ul>
<b>Enhance Multimodal Connectivity</b>	<ul style="list-style-type: none"> <li>▪ Provide transportation choices and improve system connectivity for all passenger and freight modes.</li> <li>▪ Provide and improve access to jobs, transportation choices, and services.</li> <li>▪ Support efficient and coordinated movement of goods and services between freight modes to facilitate commerce.</li> <li>▪ Provide active transportation options in demand areas.</li> </ul>
<b>Improve Mobility</b>	<ul style="list-style-type: none"> <li>▪ Improve operations within existing right-of-way.</li> <li>▪ Increase travel options and accessibility for all, especially elderly, disabled, and disadvantaged populations.</li> <li>▪ Increase freight and passenger travel time reliability.</li> <li>▪ Leverage technology to improve management and operations of the existing transportation system, including the development and deployment of intelligent transportation systems (ITS).</li> </ul>

## 5.0 Next Steps

The goals and objectives for the US 67 corridor will serve as the guiding principles for the development of the Corridor Master Plan. As such, short-, mid-, and long-term conceptual improvements and development scenarios will be checked for consistency with the corridor goals and objectives. Those deemed inconsistent with the goals and objectives may be eliminated from further consideration. The key steps in the process are:

- Define preliminary corridor concepts. The conceptual alternatives will be categorized into two types – “core” concepts, for which no alternative other than “no build” exist, and “alternative” concepts, which have multiple conceptual options at each respective location. The majority of the safety and ITS concepts will fall into the “core” category as do most of the concepts proposed for rural segments of the US 67 corridor. The majority of intersection and complete street concepts will fall into the “alternative” category, as do most of the improvements proposed for urban segments of the US 67 corridor.
- Perform a “fatal flaw” analysis on the core concepts, eliminating core alternatives that have been found impossible to implement. The “fatal flaw” analysis will use evaluation criteria defined in consultation with TxDOT and other public officials. The evaluation criteria will be finalized based on Corridor Working Group input and written into **Appendix N – Alternatives Analysis**.
- Determine the recommended core and alternative concepts based on the fatal flaw analysis and determine the core and alternative conceptual improvements in the final US 67 Corridor Master Plan.

## 6.0 Corridor Working Group

The Corridor Working Group membership is listed in **Table 2**.

**Table 2: Corridor Working Group Membership**

First Name	Last Name	Title	Organization
John	Ferguson	Mayor	City of Presidio
Alcee	Tavarez	Mayor Pro Tem	City of Presidio
Samuel	Carrasco	Council Member	City of Presidio
Antonio	Manriquez	Council Member	City of Presidio
Irvin	Olivas	Council Member	City of Presidio
Rogelio	Zubia	Council Member	City of Presidio
Rod	Ponton	City Attorney	City of Presidio
Jose	Portillo	City Administrator	City of Presidio
Malynda	Richardson	EMS Director	City of Presidio
Viviana	Catano	Presidio Municipal Court Judge	City of Presidio
Cesar	Leyva	Public Works Director	City of Presidio
Andres "Andy"	Ramos	Mayor	City of Alpine
Maria	Curry	Council Member	City of Alpine
Ramon	Olivas	Council Member	City of Alpine
Betty	Fitzgerald	Council Member	City of Alpine

First Name	Last Name	Title	Organization
Lucy	Escovedo	Council Member	City of Alpine
Rick	Stephens	Council Member	City of Alpine
Cynthia	Salas	City Secretary	City of Alpine
Erik	Zimmer	City Manager	City of Alpine
Mark	Scudder	Fire Chief	City of Alpine
Russell	Scown	Chief of Police	City of Alpine
Darrell	Losoya	Assistant Chief of Police	City of Alpine
Scott	Lacina	Code Compliance Officer	City of Alpine
Mick	McKamie	City Attorney	City of Alpine
Ann Marie	Nafziger	Former Mayor	City of Marfa
Manny	Baeza	Mayor	City of Marfa
Raul	Lara	Council Member	City of Marfa
Irma	Salgado	Mayor Pro Tem	City of Marfa
Natalie	Melendez	Council Member	City of Marfa
Buck	Johnston	Council Member	City of Marfa
Yoseff	Ben-Yehuda	Council Member	City of Marfa
Teresa	Todd	City Attorney	City of Marfa
Peggy	O'Brien	Assistant City Manager	City of Marfa
Gary	Mitschke	Fire Chief	City of Marfa
Estevan	Marquez	Chief of Police	City of Marfa
Bert	Lagarde	EMS Director	City of Marfa
C.K.	Stephenson	Judge	City of Marfa
Chris	Alexander	Mayor	City of Ft. Stockton
Pam	Palileo	Council Member	City of Ft. Stockton
Ruben	Falcon	Council Member	City of Ft. Stockton
Paul	Casias	Council Member	City of Ft. Stockton
Mike	Ureta	Council Member	City of Ft. Stockton
James	Warnock	Council Member	City of Ft. Stockton
Jesse	Gonzales	City Attorney	City of Ft. Stockton
Frank	Rodriguez III	City Manager	City of Ft. Stockton
Jessie	Dominguez	Fire Chief	City of Ft. Stockton
Robert Lee	Lujan	Chief of Police	City of Ft. Stockton
John L.	Davis	Mayor	City of Balmorhea
Pat	Brijalba	Aldersperson	City of Balmorhea
Norma	Jimenez	Aldersperson	City of Balmorhea
Joy	Lewis	Aldersperson	City of Balmorhea
Josue	Mendoza	Aldersperson	City of Balmorhea
Ike	Ward	Aldersperson	City of Balmorhea
Pam	Young	Mayor	Town of Van Horn
Michael	Garibay	Aldersperson	Town of Van Horn
Rudolfo "Rudy"	Hinojosa	Aldersperson	Town of Van Horn
Lyndon	McDonald	Aldersperson	Town of Van Horn
Michael	Garibay	Aldersperson	Town of Van Horn
Karolyne	Carlos	Aldersperson	Town of Van Horn
Joseph	Corrales	Aldersperson	Town of Van Horn
Fran	Malafrente	City Administrator	Town of Van Horn
Summer	Webb	Mayor	Town of Valentine
Danny	Garcia	Commissioner	Town of Valentine

First Name	Last Name	Title	Organization
-	-	Commissioner	Town of Valentine
Albert	Miller	City Clerk	Town of Valentine
Teresa	Todd	City Attorney	Town of Valentine
Stephen	Mitchell	Town Attorney	Town of Van Horn
Frances	Garcia	County Treasurer	Presidio County
Brenda	Bentley	County Commissioner	Presidio County
Eloy	Aranda	County Commissioner	Presidio County
Jose	Cabezuela	County Commissioner	Presidio County
Frank "Buddy"	Knight	County Commissioner	Presidio County
Cinderela	Guevara	Presidio County Judge	Presidio County
Danny	Dominguez	County Sheriff	Presidio County
David	Beebe	Justice of the Peace	Presidio County
Juanita	Bishop	Justice of the Peace	Presidio County
Betse	Esparza	County Commissioner	Brewster County
Sara Allen	Colando	County Commissioner	Brewster County
Ruben	Ortega	County Commissioner	Brewster County
Mike	Pallanez	County Commissioner	Brewster County
Eleazar R.	Cano	Brewster County Judge	Brewster County
Ronny	Dodson	County Sheriff	Brewster County
Gilbert E.	Valenzuela	Justice of the Peace	Brewster County
Jim	Burr	Justice of the Peace	Brewster County
Susana	Gonzales	Justice of the Peace	Brewster County
Tom	Chapman	County Commissioner	Pecos County
Robert	Gonzales	County Commissioner	Pecos County
Mickey J.	Perry	County Commissioner	Pecos County
Santiago	Cantu, Jr.	County Commissioner	Pecos County
Joe	Shuster	Pecos County Judge	Pecos County
Cliff	Harris	County Sheriff	Pecos County
Ruben	Salinas	Justice of the Peace	Pecos County
Dena	Kennedy	Justice of the Peace	Pecos County
Debbie	Braden	Justice of the Peace	Pecos County
Donna	Wooten	Justice of the Peace	Pecos County
Jody	Adams	County Commissioner	Jeff Davis County
Todd	Jagger	County Commissioner	Jeff Davis County
Curtis	Evans	County Commissioner	Jeff Davis County
Albert W.	Miller	County Commissioner	Jeff Davis County
Kerith	Sproul-Hurley	Jeff Davis County Judge	Jeff Davis County
William "Bill"	Kitts	County Sheriff	Jeff Davis County
Mary Ann	Luedecke	Justice of the Peace	Jeff Davis County
Jim	Milburn	Secretary	Big Bend Chamber of Commerce
Robert	Dawson	Administrator	Big Bend Chamber of Commerce
Brad	Newton	Executive Director	Presidio Municipal Development District
Vicky	Garlick	President	Marfa Chamber of Commerce
Kara	O'Shaughnessy	President	Alpine Chamber of Commerce
Aaron	Rodriguez	Vice President	Alpine Chamber of Commerce
Arna	McCorkle	Executive Vice President	Ft. Stockton Chamber of Commerce
Poncho	Nevárez	State Representative	Texas House Member

First Name	Last Name	Title	Organization
Roland	Gutierrez	State Representative	Texas House Member
José	Rodríguez	Senator	Texas Senate
Pete	Flores	Senator	Texas Senate
Will	Hurd	Congressman	United States House of Representatives
Karina	Rivera	District Representative	United States House of Representatives
John	Cornyn	Senator	United States Senate
Ted	Cruz	Senator	United States Senate
Bill	Wren	Special Assistant to the Superintendent	McDonald Observatory, College of Natural Sciences
Janice	Moss-Wren	-	McDonald Observatory, College of Natural Sciences
Jayne	Harkins	Commissioner	International Boundary and Water Commission
Lori	Kuczanski	Public Affairs Officer	International Boundary and Water Commission
Rush	Carter	Public Affairs Officer, Special Operations Supervisor	U.S. Customs and Border Protection Big Bend Sector
Silverio	Escontrias	Regional Sector	U.S. Customs and Border Protection Big Bend Sector
Alejandro "Alex"	Leos	Presidio Port of Entry Assistant Port Director	U.S. Customs and Border Protection Presidio POE
Devin K.	Reno	Deputy Patrol Agent, Marfa Station	U.S. Customs and Border Protection
Arain	Carrera	-	U.S. Customs and Border Protection Big Bend Sector
Michael	Barends	-	U.S. Customs and Border Protection
Efrain	Sella-Perez	-	U.S. Customs and Border Protection
Jarrett	Hill	-	U.S. Customs and Border Protection
Michael	Shelton	-	U.S. Customs and Border Protection
Lee	Sneed	Brewster County Officer	Texas Department of Public Safety
Dave	Walker	-	Texas Department of Public Safety
Bert	Logarde	-	Marfa EMS
Jake	Giesbrecht	Executive Director	Presidio International Port Authority (PIPA)
Quinton	Sledge	Executive Director	Big Bend Regional Hospital District
Michael	Janis	Wildlife District Leader	Texas Parks and Wildlife
Diane	Moore	CEO	Big Bend Regional Medical Center
Bob	Rice	-	Presidio County Health Services
A.	Esquivel	-	Presidio County Health Services
Maritzu	Armendariz	-	Presidio County Health Services
Linda	Molinar	-	Presidio County Health Services
David	Larson	Park Management Acting Superintendent; Chief of Resource Management	Big Bend National Park
Mark	Lockwood	Regional Director (based in Ft. Davis)	Davis Mountains State Park
Wanda	Olszewski	Park Superintendent	Davis Mountains State Park

First Name	Last Name	Title	Organization
Taft	Armandroff	Director	McDonald Observatory
Mark	Morgan	Commissioner	U.S. Customs and Border Protection Head Quarters
Robert	Perez	Deputy Commissioner	U.S. Customs and Border Protection Head Quarters
Matthew	Hudak	Chief Patrol Agent	U.S. Customs and Border Protection Big Bend Sector
Matthew	Roggow	Deputy Chief Patrol Agent	U.S. Customs and Border Protection Big Bend Sector
Hector A.	Mancha, Jr.	El Paso Director of Field Operations	U.S. Customs and Border Protection El Paso Sector
Brent	Leisure	Director of State Parks	Texas Parks and Wildlife Department (TPWD)
Reggie	James	Director	Lone Star Chapter Sierra Club
Roger	Siglin	Chair	Big Bend Regional Sierra Club
Jim	White	-	Big Bend Regional Sierra Club
Vicky	Gibson	-	Defend Big Bend
Trey	Gerfers	President	Big Bend Conservation Alliance
Marcia	Tuck	-	Big Bend Conservation Alliance
J.D.	Newsom	-	Big Bend Conservation Alliance
Annette	Gutierrez	-	Rio Grande Council of Governments
Stella	Rodriguez	Executive Administrative Assistant	Rio Grande Council of Governments
Cynthia	Mendez	Regional Services Coordinator	Rio Grande Council of Governments
Marisa	Quintanilla	Regional Services Director	Rio Grande Council of Governments
Tom	Griffith	911/GIS Coordinator (Big Bend Area)	Rio Grande Council of Governments
Elvia	Galindo	Regional Services Manager	Rio Grande Council of Governments
Reba	Griggs	Presidio County Extension Agent	Texas A&M Agri-Life Extension
Kloey	Cargill	Brewster/Jeff Davis County Extension Agent	Texas A&M Agri-Life Extension
Carrie	Koennecke	Odessa/Midland District Conservationist	USDA-NRCS
Jim	McDonald	-	Big Bend Leadership
Leo	Dominguez	Associate Vice President University Services/Dean Student Life	Sul Ross University
Bill	Kibler, Ph.D.	President	Sul Ross University
Scott	Grubitz	Director of Facilities Planning, Design and Construction Office	Sul Ross University
Steve	Lang	Director of News and Publications	Sul Ross University
Mary	Schwartz-Grisham, M.ED., LPC	Director of Counseling & Accessibility Services	Sul Ross University
Ana	Luevanos	Administrative Coordinor	Sul Ross University
Peter	Stanley	Facilities Director	Chinati Foundation, Marfa
Jennifer	Lees	-	Chinati Foundation, Marfa
Jenny	Moore	-	Chinati Foundation, Marfa

First Name	Last Name	Title	Organization
David	Lambrix, MEP	Emergency Management Coordinator	Brewster County Office of Emergency Management
Stephanie	Elmore	OEM Assistant	Brewster County Emergency Management
Gwynne	Jamieson	Member	Alpine Downtown Association Depot Committee, Alpine Big Bend 'Save Amtrak'
Jim	Street	President	Alpine Downtown Association
David	Busey	Vice President	Alpine Downtown Association and La Azteca Artist
David	Winslow	Highway 67 Corridor Committee	Alpine Downtown Association and Galeria Mañana
Adrian N.	Billings, MD, Ph.D.	Chief of Staff	Big Bend Regional Medical Center
Stan	Meador	Vice President of Sales and Marketing	Texas-Pacifico Transportation LTD.
Ivan	Jaime	-	Union Pacific Railroad Co.
Rainer	Judd	Co-President	Judd Foundation
Caitlin	Murray	Director of Marfa Programs	Judd Foundation
Peggy	O'Brien	-	Cleanup Marfa
Lori	Glover	Founder	Big Bend Defense Coalition
Elise	Pepple	General Manager	KRTS-Marfa Public Radio
Bayla	Metzger	-	KRTS-Marfa Public Radio
Diana	Nguyen	-	KRTS-Marfa Public Radio
Laurel	Coniglio	-	KRTS-Marfa Public Radio
Jim	Street	-	Alpine Radio (KVLF & KALP)
Brad	Bernards	-	Valentine Radio
Maria	Carrasco	-	Valentine Radio
J.T.	Maroney	Publisher/Advertising Manager	Alpine Avalanche
Gail D.	Yovanovich	Managing Editor	Alpine Avalanche
Steve	Fountain	Publisher	Fort Stockton Pioneer
Donna	Gonzalez	Office Manager	Fort Stockton Pioneer
Melina	Carrasco	Advertising Sales	Fort Stockton Pioneer
Bob	Dillard	Publisher	Jeff Davis County Mountain Dispatch
Kristi	Huffman	Production/Business Manager	Jeff Davis County Mountain Dispatch
Robert	Halpern	Co-Owner	Big Bend Now (Big Bend Sentinel, Presidio International)
Rosario	Halpern	Co-Owner	Big Bend Now (Big Bend Sentinel, Presidio International)
Elvira	Lara	Reporter	Big Bend Now (Big Bend Sentinel, Presidio International)
Abbie	Perrault	Reporter	Big Bend Now (Big Bend Sentinel, Presidio International)
John	Waters	Editor/Publisher	Big Bend Gazette
Michael	Thompson	News Director	KWES NewsWest9
Matt	Rist	News Director	KOSA-TV CBS 7

First Name	Last Name	Title	Organization
Clayton	Maxwell	Writer	Texas Highway Magazine
Jennifer	Reut	Senior Editor	Landscape Architecture Magazine
Dennis	McEntire	Former Superintendent	Presidio Independent School District
Ray	Vasquez	Superintendent	Presidio Independent School District
Oscar	Aguero	Superintendent	Marfa Independent School District
Becky	McCutchen	Superintendent	Alpine Independent School District
Aissa Guadalupe (Lupe)	Singh	Superintendent	Marathon Independent School District
Ralph	Traynham	Superintendent	Fort Stockton Independent School District
Michael	Neipert	Former Presidio Port-of-Entry Director	U.S. Customs and Border Protection Port-of-Entry
Frederick	Janecek	-	St. Jonah Orthodox Christian Church
H. A. ("H")	Cowan	President	H. Cowan Associates, Inc.
Dave	Dumas	Vice President	Sierra la Rana
Ray	Ellis	Telecom Engineer	Big Bend Telephone Company
Chris	Cornell	-	CSA Materials
Minerva	Lopez	-	-
Daniel	Brito	-	-
Patt	Sims	-	-
Carl	Ryan	-	-
Oscar	Licon	-	Workforce Solutions
Bill	Addington	-	-
Gretchen	Coles	-	-
Amy	Hardberger	-	-
Chris	Dowling	-	-
Nicki	Ittner	-	-
Anne	Patterson	-	-
Ivett	Ramos	-	-
Rafael	Carrerra, Jr.	-	-
Caesar	Barriga	-	-
Agueda C.	Muniz	-	-
Alfredo	Amendaiz	-	-
Ivette	Reyna	-	-
Alma	Martin	-	Presidio Planning Commission
Janice	Van Zee	-	Presidio Planning Commission
Junie	Muniz	-	Presidio Planning Commission
Juan	Saenz	-	Presidio Planning Commission
Ruben	Carrasco	-	
Theo	Escontrias	-	
Samuel M.	Aranda	-	
Mo	Morrow	-	
David	Williams	Mac Guire Marfa Ranch	-
Terry	Bishop		
Preston	Fowlkes		
Pete	Peterson		
Chris	Ruggia		
Coyne	Gibson		

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First Name	Last Name	Title	Organization
Fawn	Kibbe		
Tracy	Cash		
Pam	Gaddis		
Helen	Snook		
Tom	Kennedy		
Denis	Foley		
Pilar	Pedersen		
Abel	Hinojas		
Randy	Isuzman		
Lorina	Ybarra		
John	Sherrill		
Faith	Gay		
Kim	Hays		
Max	Kabat		
Sheri	Eppanacier		
Craig Jey	Hawken		
Carole	Carden		
Virginia	Platt		
Ellen	Melvin		
Yvonne	Spencer		
Sonia	Gutierrez		
Adele W.	Coffey		
Lance	Garrett		
Jose D.	Leyva		
Arian V.	Ornelas		
Laura	Portillo		
Darleen	Vargas		
Gloria	Horvata		
Ruben	Rodriguez		
Jaime	Ramirez		
Sammy	Marquez		
Ana	Aranda		
Eduardo	Proano		
Guadalupe	Carrera		
Cecilia	Montoya		
Isidzo	Montoya		
Isaias	Gamboa		
Santos L.	Lijan Jr.		
Flor	Mercado		
Rosalinda	Pena		
Robert F.	Savery		
Theresa	Zalazny		
Carl	Fleming		
Mary L.	Saxon		
Yoseff	Ben-Yehuda	-	P&Z Commission Marfa
Gretel	Enck	-	Blackwell School
Julia	West		
Miguel	Medias		

First Name	Last Name	Title	Organization
Jesus "JB"	Baeza		
Salvador	Baeza		
Sergio	Francisco Salinas Mesa	Consul of Mexico	Mexican Consulate
Chase	Snodgrass	Presidio County Airports Manager	-
Sixto	Rey	State Trooper	-
Andres	Escontrias		
Molly	Walker		
Steven	Bennack		
MJ	Moore		
Gilbert	Valenzuela		
Josely	Fenser		
D.	Graham		
Johnny	Carpenter		
Cliff	Mallory		
Brady	Macafee		
Flores	Villar	-	Business Owner
Jackson	Hurst		
Eduardo	Cavazos		
Zorayma	Lackey		
Sandra	Valdez		
David	Knight		
Ruben	Guererro		
Kayla	Rinehart		
Kristian	Loarte		
Fernando	C.		
Justin	Rivas		
Charles	Hodges	-	Stop DWI, Inc.
Robert	Garza	-	Alpine
Ashley	Hoppman	-	The Springboard Center
Patsy M.	Williams	-	City Alpine
Hilda	Hernandez	-	DSHS
Anna	Anderson		
Hilda	Galindo		
Galen	Mack		
Rudy T.	Molinar		
Joel	Nunez	Emergency Services/School Rep	-
Tony	Vega	-	Alpine
Azzad	Rohama		
Marta	Olivas R		
Saul	Luna		
Cruz	Madrid		
Julio	Medina		
Jan	Woodward		
John P.	Boerschig	-	Wolverine Property Management, L.L.C.
David	Dean		

First Name	Last Name	Title	Organization
John	Poindexter	-	Real Estate/Business Entity (Cibolo Creek Ranch)
Melissa	Elliott		
Julie	Carey		
Michael	Maguire		
James	Spriggs		
Amit	Rangra		
Daniella	Ramos		
Edward	Martin		
Nereida	Marquez		
John	McCrory		
Robert	Davis		
Luz Melbi	Dominguez		
Hector R.	Granado		
Maritza	Armendariz		
Areli	Perez		
Luis	Armendariz		
Jose	Guevara		
Oscar	M		
Jesus Armando	Peres G.		
Paul	Hunt	Vice Chairman	PCAD (Former Presidio County Judge)
Mike	Murphy		
Fernando	Sanchez		
Scott	Mclvor		
Bob	Wright		
Betty	MacGuire		
Tony	Gallego		
Edgar	Ramirez	Consul Assistant	Mexican Consulate
Bob	Ward		
Robert	Murphy		
Curtis	Whalen	-	American Trucking Association, International Motor Carrier
Liz	Lambert		
Bobby	McKnight		
Chip	Love		
Mona	Garcia		
Josie	Simpson		
A.D.	Morriss, Jr.		
Belzora	Rios		
Julissa	Guerrero		
Omar	Guerrero		
Rebecca "Becky"	Reyes	Project Manager	TxDOT El Paso District
Tomas	Trevino	District Engineer	TxDOT El Paso District
Blanca	Serrano-Rivera	Contract Specialist	TxDOT El Paso District
Lucio	Santos	Surveyor	TxDOT El Paso District
Sandra	de la Canal	Contract Specialist	TxDOT El Paso District
Marty	Boyd	Director of Advanced Transportation Planning	TxDOT El Paso District

First Name	Last Name	Title	Organization
Eddie	Valtier	Director of Transportation Planning and Development	TxDOT El Paso District
Christopher	Weber	Alpine Area Engineer	TxDOT El Paso District
David	Luce	Maintenance Section Supervisor	TxDOT El Paso District
Jennifer	Wright	Public Involvement Officer	TxDOT El Paso District
John	Speed	District Engineer	TxDOT Odessa District
Bryan	Lutz	Fort Stockton Area Engineer	TxDOT Odessa District
Fred	Herrera	Odessa Area Engineer	TxDOT Odessa District
Gabriel	Ramirez	Bridge Engineer	TxDOT Odessa District
Gene	Powell	Public Involvement Officer	TxDOT Odessa District
Randy	Baiza	Fort Stockton Assistant Area Engineer	TxDOT Odessa District
Yazmin	Rodriguez	EIT	TxDOT Odessa District
Richard	Villarreal	EIT	TxDOT Odessa District
Robert	Ornelas	Director of Transportation Planning and Development	TxDOT Odessa District
Norma	Rios	Public Involvement Specialist	TxDOT Public Involvement Section, TPP
Caroline	Mays	Director, Freight and International Trade Section	TxDOT Freight and International Trade, TPP
Tim	Juarez	International Trade & Border Coordinator	TxDOT Freight and International Trade, TPP
Lauren	Macias-Cervantes	Public Information Officer II	TxDOT El Paso District
Casey	Wells	Freight Planner	TxDOT Freight and International Trade, TPP



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