

APPENDIX C: SUMMARY OF STAKEHOLDER INTERVIEWS

Private / Public	Stakeholder	City	POE State	Date	Main Issues / Problems	Suggestions
Private	Customs Broker (Mexico)	Cd. Juarez, Ch	TX	1-Mar-02	Current U.S. POEs in El Paso have insufficient capacity for peak-hour traffic volumes.	Enable U.S. and Mexican inspections to be conducted in bonded Mexican facilities at border.
Private	Trucking Firm (Mexico)	Cd. Juarez, Ch	TX	1-Mar-02	Insufficient inspectors to operate NII equipment. Traffic conflicts from mingling of empty and loaded trucks.	U.S. and Mexican Customs should alter schedules (morning hours not fully utilized). Increase staffing for NII equipment operators. Separation of empty and loaded trucks necessary to improve flow of commercial traffic.
Private	Trucking Firm (U.S.)	Eagle Pass, TX	TX	30-May-02	Insufficient promotion of CIP program. DOT vehicle inspections are often very slow (45 mins).	Improve program promotion for carriers (CIP). Reduce unnecessary delays for vehicle safety inspections.
Public	Customs (U.S.)	El Paso, TX	TX	28-Feb-02	Low private-sector enrollment in BRASS. Insufficient lanes/booths available at primary inspection and exit inspection. Peaks in traffic volumes at POEs are partially caused by private-sector scheduling. Staffing shortages at POEs also contribute to congestion (USCS and FDA particularly). Poor private-sector communication and coordination results in crossing delays and documentation errors.	Greater private-sector enrollment in BRASS is required (current volumes very low at El Paso). Redesign entrance to Ysleta POE, providing more primary lanes and a pre-primary inspection station. Relocate and widen exit gate. Increase information sharing and automation (implement ACE as soon as possible).
Public	Customs (U.S.)	El Paso, TX	TX	28-Feb-02	Shortage of personnel to operate NII equipment. No segregation of truck traffic. Benefits for BRASS participants are insufficient.	Increase funding for NII operators. Build preprimary inspection station at Ysleta and expand primary lanes to expedite traffic through POE. Consider dedication of Bridge of the Americas (BOTA) crossing to empties and BRASS traffic. Explore solutions to privacy laws that limit the information available for developing expedited crossing programs. Enhance BRASS benefits for private sector. Explore legal requirements to enable U.S. and Mexican Customs agents to inspect cargo at one another's compounds.
Private	Customs Broker (U.S.)	El Paso, TX	TX	19-Nov-01	Shippers make last-minute changes to manifests that delay crossing process. Customs uses blanket inspection techniques that penalize honest shippers, brokers, and carriers.	Improve private-sector communication and coordination. Target inspections at U.S. Customs instead of using blanket approach. Provide longer hours at U.S. ports of entry.

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Private	Customs Broker (U.S.)	El Paso, TX	TX	28-Feb-02	Significant duplication of processes (public and private sector) in crossing system. There is no binational protocol sealing/resealing trailers. Private-sector schedules and practices contribute to congestion at the border Maquiladoras don't load trailers until mid-morning.	Eliminate double validation of Export Pedimento by Mexican Customs. Reduce repeat truck inspections by federal/state DOT and DPS inspectors.
Private	Logistics Provider (U.S.)	El Paso, TX	TX	19-Nov-01	Lack of lead agency at border.	Create POE management entity, privatize functions where necessary/possible. Develop a long-term development strategy for specific POEs and border. Provide economic incentive to encourage private sector to cross during off-peak periods.
Private	Shipper (Mexico)	El Paso, TX	TX	1-Mar-02	Mexican trade regulations change frequently - U.S. and Mexican vehicle safety authorities do not exchange information on drivers/vehicles. U.S. and Mexican authorities do not exchange intelligence information pertaining to one another. Technology and processes are duplicated on each side of the border.	Enable U.S. inspections to be conducted in Mexico. Improve binational information sharing. Consolidate U.S. border agencies (create lead agency). Pave northern route from Cd. Juarez to Santa Teresa POE to relieve congestion at BOTA and Ysleta.
Private	Shipper (U.S.)	El Paso, TX	TX	19-Nov-01	Lack of leadership among U.S. border agencies. Insufficient incentives for BRASS.	Create dedicated lane for BRASS shipments at a local POE. Improved information sharing among U.S. and Mexican agencies.
Private	Trade Group (U.S.)	El Paso, TX	TX	19-Nov-01	Excess capacity at local border crossing during off-peak periods. POE staffing constraints.	
Private	Trade Group (U.S.)	El Paso, TX	TX	19-Nov-01		Coordinate schedules of local POEs. Improve promotion of BRASS program.
Private	Trucking Firm (Mexico)	El Paso, TX	TX	19-Nov-01	Late broker starting times delay crossing process (may not begin documenting shipments until 9 a.m.) No physical separation of traffic types	Improve private-sector scheduling. Physically separate distinct commercial traffic types.
Private	Warehouse	El Paso, TX	TX	19-Nov-01		Promote utilization of POEs with excess capacity (e.g., Santa Teresa).
Private	Consultant	Friendswood, TX	TX	30-May-02		Enable U.S. Customs inspections to take place in Mexico to improve security and relieve border congestion.
Private	Customs Broker (U.S.)	Hidalgo, Tamps.	TX	31-May-02	FDA does not have sufficient staffing, is not connected to the ABI / ACS system. FDA does not communicate new requirements to trade community.	POEs should open earlier in the morning. Funding for FDA should be increased (more staff, connection to ABI system).

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Public	Customs (U.S.)	Laredo, TX	TX	12-Feb-02	Mexican custom broker activities often delay border-crossing process. Major U.S. agencies (USCS, USDA, FDA) not connected to same computer systems. POEs have an excess of dock capacity and a shortage of queuing areas for X-ray / VACIS.	Involve trucking associations and other trade groups to help define Customs initiatives. More VACIS units are required on southern border. U.S.-Mexico Through Bill of Lading (NAFTA B/L) would help streamline the border crossing process. Encourage greater information sharing between private and public sectors required. Implement ACE as quickly as possible.
Private	Customs Broker (Mexico)	Laredo, TX	TX	31-Jan-02	Delays are largely due to a lack of communication between shippers and customs brokers regarding freight in transit. Brokers have to wait for shipment to arrive before preparing paperwork.	
Private	Customs Broker (U.S.)	Laredo, TX	TX	31-Jan-02	Border crossing coordination problems primarily occur in the private sector.	
Private	Customs Broker (U.S.)	Laredo, TX	TX	29-Jan-02	Failure of the ABI system occurs several times per year.	Create more effective contingency plan for ABI brownouts. Implement ACE as quickly as possible. Improve public agency training to handle Hazardous Materials shipments.
Private	Customs Broker (U.S.)	Laredo, TX	TX	30-Jan-02	Mexican access to Colombia toll route is narrow and hazardous (twinning project near completion). Breakdowns in communication among private sector partners are common causes of delay. Staffing at USCS is insufficient - too few primary gates open during peak periods.	Increase U.S. Customs staffing of primary booths during peak periods.
Public	Municipal Government	Laredo, TX	TX	30-Jan-02		State vehicle inspection facilities should be located away from commercial border crossings.
Private	Shipper (U.S.)	Laredo, TX	TX	30-Jan-02	Lack of private sector coordination is evident in the crossing process. Broker schedules contribute to afternoon traffic peaks at border.	Single entry of information - share a greater degree of information (domestic and binational). Increase staffing at U.S. POEs. Improve border-region road infrastructure in Mexico.
Private	Trade Group (U.S.)	Laredo, TX	TX	19-Jan-02	Delays occur at VACIS and X-Ray units within U.S. POEs	Provide more NII equipment and operators.

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Private	Trucking Firm (U.S.)	Laredo, TX	TX	29-Jan-02	Interest groups and politics prevent efficiency at border (e.g., Municipal opposition to vehicle inspection facilities, USCS labor unions). Retention of CIP certified drivers is difficult.	Install more NII equipment at POEs. Increase funding for paperless crossing system (ACE). Provide longer hours at Laredo World Trade Bridge (WTB) - private sector must be notified in advance of schedule change.
Private	Trucking Firm (U.S.)	Laredo, TX	TX	30-Jan-02	Most coordination problems at border are caused by private sector.	Improve private-sector communication and coordination to prepare and submit broker documentation in a more timely fashion.
Private	Trucking Firm (U.S.)	Laredo, TX	TX	31-Jan-02	Communication problems exist between the shipper and the Mexican broker.	Install more NII equipment at POEs.
Private	Trucking Firm (U.S.)	Laredo, TX	TX	31-Jan-02	Lack of communication and information exchange exists among private sector stakeholders. Staffing shortages occur at U.S. primary during peak periods.	Locate TxDOT commercial vehicle inspection facilities 13- 15 miles north of the border to avoid exacerbating congestion.
Public	Customs (U.S.)	Nogales, AZ	AZ	20-Mar-02	Infrastructure is major constraint at Nogales. There are insufficient border crossing and POE access lanes. Queues routinely form at the X-Ray and VACIS units. There is insufficient room for additional machines. USDA and USCS computers are not linked. Mexican Port Directors are constantly changing – no continuity of relationships or initiatives.	
Private	Customs Broker (U.S.)	Nogales, AZ	AZ	21-Mar-02	USDA's lack of connectivity to the ABI/ACS system. Shortage of "Cruzadores" (contract drivers) to transfer long-haul tractors and trailers across the border. Physical border crossing infrastructure at Nogales is insufficient for current crossing volumes. Numerous military drug checkpoints on the Mexican highways leading to Nogales cause significant delays for time-sensitive produce. USDA graders begin inspecting shipments in Mexico too late in the morning.	Enable USDA connection to ABI/ACS computer system. Shift passenger vehicles to alternative crossing.

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Private	Customs Broker (U.S.)	Nogales, AZ	AZ	21-Mar-02	Shortage of "Cruzadores" to transfer long-haul tractors and trailers across the border. USDA graders begin inspecting shipments in Mexico too late in the morning. Private sector schedules (Warehouses are not opened in U.S. until 10 a.m. because they stay open until 2 a.m.). Shippers try to avoid excess capacity and higher U.S. secondary inspection rates in morning. USDA's lack of connectivity to the ABI/ACS system. Physical border crossing infrastructure at Nogales is insufficient (POE designed for half of current volume). Private-sector schedules contribute to peak-period congestion and delays.	Enable USDA connection to ABI/ACS computer system. Provide incentive to encourage use of off-peak periods at POE. Provide refrigerated stations for produce inspections at POE.
Private	Trade Group (Mexico)	Nogales, AZ	AZ	22-Mar-02	USDA graders begin inspecting shipments in Mexico too late in the morning. Physical border crossing infrastructure at Nogales is insufficient (POE designed for half of current volume).	Schedule USDA inspectors to begin work earlier in Nogales, Sonora. Open POE earlier on Mondays to accommodate private-sector demand. Improve public-private sector schedule coordination.
Private	Trucking Firm (Mexico)	Nogales, AZ	AZ	22-Mar-02	Physical border crossing infrastructure at Nogales is insufficient (POE designed for half of current volume). Two preprimary inspection lanes are insufficient.	
Public	USDA	Nogales, AZ	AZ	21-Mar-02	USDA is not connected to ABI system (network is antiquated and cannot handle additional users). USDA and FDA dock spaces at Nogales POE are not deep enough; unloaded cargo occupies several docks.	Enable USDA connection to ABI/ACS computer system. Create an in-bond pest inspection warehouse in Nogales, AZ.
Private	Customs Broker (Mexico)	Nogales, Sonora	AZ	22-Mar-02	Physical border crossing infrastructure at Nogales is insufficient (POE designed for half of current volume). U.S. vehicle safety inspection agencies target Mexican trucks / drivers.	

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Private	Trade Group (U.S.)	Nogales, Sonora	AZ	22-Mar-02	USDA graders begin inspecting shipments in Mexico too late in the morning. USDA's lack of connectivity to the ABI/ACS system. Trucks arriving early at POE have to wait because USDA does not begin inspecting produce until 8 a.m. Numerous military drug checkpoints on the Mexican highways leading to Nogales cause significant delays for time-sensitive produce. Manual paperwork submission and inspections process at USDA is time-consuming and inefficient (for all parties). Mexican port directors constantly change - no continuity of relationships, initiatives.	U.S. Consulate should provide longer work visas for Mexican truckers (they currently must renew every year). Border facilities should be redesigned to accommodate larger traffic volumes.
Private	Shipper (Mexico)	Nuevo Laredo, Tamps.	TX	30-Jan-02		Customs brokers should adjust schedules to improve utilization of off-peak morning hours at POEs. State vehicle inspection facilities should be located away from (as opposed to at) border.
Private	Trucking Firm (Mexico)	Nuevo Laredo, Tamps.	TX	30-May-02	High percentage of shipments is sent to U.S. secondary inspection. Toll collection is not automated. Renewal of driver visas and laser cards is difficult.	Expedite the crossing process for large, reliable shippers and carriers.
Private	Customs Broker (U.S.)	Otay Mesa, CA	CA	5-Nov-01	Lack of clarity regarding requirements for HazMat shipments. Empties significantly exacerbate congestion and delays at Otay Mesa.	Hold public-private sector in meetings on HazMat requirements. Increased staffing required at Otay Mesa POE.
Private	Trucking Firm (Mexico)	Otay Mesa, CA	CA	23-Mar-02	Insufficient POE hours.	Open Otay Mesa-Tijuana commercial crossing for 16 hours/day.
Public	Customs (U.S.)	Otay Mesa, CA	CA	23-Mar-02	Space constraints. Insufficient NII equipment to inspect empties. Mexican port director is frequently changed. Private sector practices create afternoon traffic peaks.	Purchase available land adjacent to POE. Install additional VACIS unit. Build new empties' gate to reduce congestion.
Private	Trucking Firm (Mexico)	Otay Mesa, CA	CA	6-Nov-01	No formal segregation of loaded/empty traffic. POE schedule does not match private-sector schedules. Layout of U.S. and Mexican compounds incongruent.	Provide physically separated lanes for different traffic types in advance of Primary. Otay Mesa entrance for empties should be on west side of compound to reduce congestion. Customs should lengthen schedule and remain open later (two 8-hour shifts). BRASS program requires greater incentives/promotion and faster application processing.

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Private	Customs Broker (U.S.)	Pharr, TX	TX	15-Nov-01	Insufficient access lanes at POE (2 lanes that narrow to 1). U.S. vehicle safety inspection agencies target Mexican trucks/drivers. Long secondary delays occur during U.S. Customs shift changes (2-3 p.m.). FDA is understaffed at the Pharr-Reynosa border crossing.	
Private	Trade Group (U.S.)	Pharr, TX	TX	14-Nov-01	Lack of accurate real-time information on traffic conditions at POEs (to improve private-sector scheduling). Customs sometimes conducts "secondary activities" at primary inspection, slowing down all traffic (has worsened since September 11, 2001).	
Private	Trucking Firm (U.S.)	Pharr, TX	TX	14-Nov-01	U.S. vehicle safety inspection agencies target Mexican trucks/drivers. Delays sometimes result due to incomplete documentation.	Weigh northbound trucks in Mexican export compound. Share information with U.S. agencies to avoid duplication.
Private	Trucking Firm (U.S.)	Pharr, TX	TX	15-Nov-01		Extend POE hours until midnight (from 9 p.m.).
Private	Trucking Firm (U.S.)	Pharr, TX	TX	15-Nov-01	Certification in Line Release/BRASS programs takes too long.	
Public	DPS	Phoenix, AZ	AZ	31-May-02	Trailer/container seal numbers are not noted on cargo manifests. Truck inspection standards vary from POE to POE. Forged vehicle safety decals have been problematic.	Implement standard binational protocol for sealing/resealing trailers and containers. Standardize safety regulations and enforcement among U.S. POEs.
Private	Customs Broker (Mexico)	Piedras Negras, Coah.	Coah.	16-May-02	Excess capacity exists at Eagle Pass-Piedras Negras border crossing.	Increase promotion of gateway is required to relieve congestion at nearby crossings.
Public	Customs (Mexico)	Reynosa, Tamps.	TX	14-Nov-01	Mexican broker must be present when shipment is inspected at Mexican export customs (results in longer delay). Insufficient infrastructure (primary inspection booths) is available at the U.S. POE.	
Private	Customs Broker (Mexico)	Tijuana, BC	CA	23-Mar-02	Validation of Mexican Pedimento is slow. Border-crossing times are excessive.	Improve Mexican pedimento validation process. Better private-sector coordination and improved drayage services are required.
Private	Shipper (Mexico)	Tijuana, BC	CA	23-Mar-02	Business Anti Smuggling Coalition (BASC) certification on hold after September 11, 2001. Lack of communication between U.S. and Mexican authorities hinders crossing process.	Longer POE hours are required by maquiladoras. Documentation and processes at border must be streamlined.

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Private	Customs Broker (Mexico)	Tijuana, BC	CA	23-Mar-02	Hard copy document transfer process creates congestion near border crossing. Validation of Mexican pedimento is slow. Incomplete information from shipper frequently delays crossing.	Reduce hard copy documentation requirements. Provide faster, more reliable pedimento validation in Mexico. Improve shipper understanding of information requirements for cross-border movements.
Private	Shipper (Mexico)	Tijuana, BC	CA	23-Mar-02	Shipments to U.S. are frequently pilfered.	Greater transparency in border crossing process. Better trailer seals.
Private	Trucking Firm (U.S.)	Tijuana, BC	CA	23-Mar-02	Inefficiency at U.S. primary inspection contributes to delays and congestion at border (e.g., drayage drivers must get out of truck to hand documents to agent).	Streamline U.S. primary inspection process. Increase number of primary inspectors.