

Chapter 1. Introduction

Border master plans—as defined and supported by the U.S./Mexico Joint Working Committee (JWC)¹ on Transportation Planning and Programming, the Federal Highway Administration (FHWA), and the U.S. Department of State (USDOS)—are comprehensive, binational long-range plans² to:

- Inventory transportation and port-of-entry (POE) infrastructure that facilitates trade.
- Prioritize and promote planned POE and related transportation projects.
- Inform decision making.
- Allocate limited funding resources.
- Ensure continued dialog and coordination on future POE and supporting transportation infrastructure needs and projects.

The benefits of border master planning are recognized by both the U.S. Government and the Mexican Government in the Bilateral Action Plan of the U.S.-Mexico Executive Steering Committee (ESC) on 21st Century Border Management. To remain a viable planning tool, a border master plan must reflect each region’s needs, interests, and priorities. Border master plans are intended to be updated and amended periodically to keep the contents and inventories current, and to continue to represent the region’s vision and goals.

U.S. Customs and Border Protection (CBP) defines a land port of entry (LPOE) as the facility that provides controlled entry into or out of the United States. It houses CBP and other Federal inspection agencies. It includes the land, buildings, on-site roadways, and parking lots. CBP, however, also groups all crossings and bridges into POEs. According to CBP, there are 11 POEs (33 individual bridges and crossings) between Texas and Mexico. The 11 POEs on the Texas-Mexico border are Brownsville, Del Rio, Eagle Pass, El Paso, Fabens, Laredo, Hidalgo, Presidio, Progreso, Rio Grande City, and Roma. Within these POEs, 28 bridges and crossings facilitate vehicular and/or pedestrian traffic, and 5 serve freight rail. The following bridges are closed: Presidio’s Rail Bridge, the La Linda Bridge in the Big Bend region, and a suspension bridge in Roma. In addition, on April 10, 2013, the Boquillas del Carmen bridge opened for business, and the construction of the new Guadalupe-Tornillo crossing is under way. In the case of Aduanas (the Mexican customs agency), a POE can include a single or multiple bridge crossings and/or land crossings. However, the stakeholders that participated in the development of the El Paso/Santa Teresa–Chihuahua Border Master Plan used POE and bridge/crossing interchangeably. These terms are thus used interchangeably in this document.

1.1 Purpose of Study

The El Paso/Santa Teresa–Chihuahua Border Master Plan (referred to in this publication simply as the Border Master Plan) is the fifth border master plan on the

U.S.-Mexico border and the third border master plan on the Texas-Mexico border. Its development followed a similar approach to the development of existing border master plans.

The objectives of this border master plan are to:

- Design a stakeholder agency involvement process that is inclusive and ensures participation of all involved in POE projects and the transportation infrastructure serving those POEs.
- Increase understanding of the POE and transportation planning processes on both sides of the border.
- Develop and implement plans for prioritizing and promoting POE and related transportation projects, including evaluation criteria and rankings over the short, medium, and long terms.
- Establish a process that will ensure continued dialog among Federal, State, regional, and local stakeholder agencies on both sides of the border to assure continued coordination on current and future POE and supporting transportation infrastructure needs and projects.

1.2 Decision-Making Structure

The Binational Advisory Committee (BNAC) was the governing body in the development of the El Paso/Santa Teresa–Chihuahua Border Master Plan. The objectives and membership of BNAC were discussed and agreed upon at meetings held on September 23, October 7, and November 17, 2011, as well as on January 25 and February 3, 2012.

On September 23, 2011, the Executive Committee of the Transportation Policy Board (TPB) discussed and approved the recommendation to create BNAC with no less than nine voting members³. The recommendation would later be presented to the full membership of TPB. On October 7, 2011, Representative Joe Pickett (representing District 79 in the Texas House of Representatives) presented to TPB the Executive Committee's outline and recommendation for the creation of BNAC. Discussion followed regarding the funding for the development of the Border Master Plan, the membership of elected State representatives, and participation by the Ysleta del Sur Tribe. BNAC was subsequently created under a motion by Representative Emma Acosta (the District 3 City Council representative for El Paso), seconded by Representative Naomi Gonzalez (representing District 76 in the Texas House of Representatives), and carried unanimously.⁴ Specifically, the motion stated that:

- The Executive Committee's recommendations to create BNAC and to add the State delegation member's office to the list of voting members were approved.

- The El Paso County judge and City of El Paso mayor were established as co-chairs of BNAC.
- Membership in BNAC from the New Mexico Department of Transportation (NMDOT), General Services Administration (GSA), CBP, and their Mexican counterparts was approved.
- A quorum was established as consisting of at least seven voting members that are physically present or that participate through video conferencing.
- Membership was approved for non-voting ex-officio members that represent diverse interests, are committed to the duration of the one-year study, and do not exceed more than two members for each of the U.S. or Mexican maquila and trucking industries.
- The creation of working groups with at least one BNAC member as a participant was encouraged.
- The El Paso Metropolitan Planning Organization was designated to coordinate meetings, including recording and posting agendas publicly.

On November 17, 2011, City of El Paso Mayor John Cook and El Paso County Judge Veronica Escobar chaired the first BNAC meeting, which discussed BNAC membership. On January 25, 2012, a second BNAC meeting was hosted, during which a draft final BNAC membership list was developed. BNAC membership was finalized during the February 3, 2012, TPB meeting (see Table 1.1).⁵ At its February 3, 2012, meeting, TPB discussed and unanimously approved the scope of work to be executed between the Texas Department of Transportation (TxDOT), The University of Texas at Austin’s Center for Transportation Research (CTR), the Texas A&M Transportation Institute (TTI), and The University of Texas at El Paso (UTEP).⁶ A contract was executed on April 3, 2012, between TxDOT and CTR to develop the El Paso/Santa Teresa–Chihuahua Border Master Plan. The first BNAC meeting after the executed contract was hosted by the study team made up of researchers from CTR, TTI, and UTEP, and was held on May 23, 2012, at UTEP’s Mike Loya Academic Services Building.

1.2.1 BNAC Membership and Mandate

Table 1.1 shows that BNAC is made up of 18 voting members and 26 non-voting members.

Table 1.1: BNAC Membership

United States	Mexico
(10)	(8)
<i>Voting</i>	
<p>USDOS, Steven Kameny FHWA, Sylvia Grijalva TxDOT El Paso District, Robert Bielek El Paso County, Judge Veronica Escobar City of El Paso, Mayor John Cook GSA, Jim King CBP, Mikhail A. Pavlov NMDOT, Homer Bernal State delegation member, Senator Jose R. Rodriguez International Boundary and Water Commission (IBWC), Gabriel Duran</p>	<p>Secretaría de Relaciones Exteriores (SRE), Sean Carlos Cázares Ahearne Secretaría de Comunicaciones y Transportes (SCT), Óscar Raúl Callejo Silva Secretaría de Comunicaciones y Obras Públicas Chihuahua (SCOP), Eduardo Esperón González Municipio de Juárez, Vicente López Urueta Instituto de Administración y Avalúos de Bienes Nacionales (INDAABIN), Héctor Enrique de Dios Abascal Administración General de Aduanas (Aduanas), Carlos Morales Tayavas Instituto Nacional de Migración (INM), Ana Licenko Saval Promotora de Industria Chihuahuense, Sergio Jurado Medina</p>
(15)	(11)
<i>Non-voting</i>	
<p>Trucking industry, Miguel Perez and Hector Mendoza Maquila industry, Kathy Neal Brokers, Rosie Lara BNSF Railway Company, Nathan Asplund Union Pacific Railroad (UPRR), Ivan Jaime New Mexico Border Authority, Marco Herrera U.S. Consulate, Peter Sloan Greater El Paso Chamber of Commerce, Jack Chapman Hispanic Chamber of Commerce, Cindy Ramos-Davidson Doña Ana County, Dolores Saldaña-Caviness Congressman Reyes' office, Silvestre Reyes City of El Paso public member, Patrick Terrence Abeln County of El Paso public member, Stephanie Caviness Presidio County, Judge Paul Hunt</p>	<p>Trucking industry, Manuel Sotelo Maquila industry, Armendáriz and Guillermo Gutiérrez Brokers, Óscar Chávez Arvizo Ferrocarril Mexicano, Manuel Juárez Caminos y Puentes Federales (CAPUFE), Héctor Carrasco Mexican Consulate, Roberto Rodríguez Hernández Instituto Municipal de Investigación y Planeación (IMIP), Alberto Nicolás López Promofront, Antonio Casillas and Virginia Dorantes Comisión Internacional de Limites y Aguas (CILA), Armando Reyes</p>

The mandate of the *voting* members was to:

- Provide overall direction.
- Establish clear metrics and parameters that can be measured to assure the appropriate progress.
- Review and endorse the criteria for prioritization of projects.
- Establish working groups to work with the study team in securing the relevant data and information.
- Endorse the final Border Master Plan.
- Incorporate the findings and priorities of the Border Master Plan in their agencies' planning and programming processes.

The mandate of the *non-voting* members was to:

- Provide assistance in the development of public and stakeholder outreach activities to ensure that all impacted stakeholders and communities are appropriately engaged.
- Review the assumptions, analyses, and documentation produced by the study team.
- Recommend criteria to prioritize projects to the BNAC voting members for endorsement.
- Make recommendations to BNAC voting members.

The following six working groups were established to work with the study team in securing necessary data and information for development of the Border Master Plan in a timely manner:

- *POE Working Group* to assist the study team in developing an inventory of current POE facilities and planned POE projects.
- *Transportation Infrastructure Working Group* to assist the study team in developing an inventory of current road and interchange facilities serving POEs in the study area (see Section 1.4), as well as planned road and interchange facilities.
- *Socio-demographic Working Group* to assist the study team in securing socio-economic and demographic data for the study area, such as income, population, employment, and land use data.
- *Rail Infrastructure Working Group* to assist the study team in developing an inventory of current rail facilities and planned rail projects in the study area.
- *Planning Working Group* to review the study team's analysis of the planning processes for transportation infrastructure in the study area.
- *Public Outreach Working Group* to provide input and insight into the organization of public outreach events.

1.3 Scope of Work

The study team developed the Border Master Plan in the following seven tasks:

1. Contact and interview BNAC members to determine their level of support for the Border Master Plan, address any issues or concerns, determine their anticipated commitment to and involvement in the development of the Border Master Plan, determine if any additional/specific changes are required to the scope of work, and establish an appropriate communications protocol and methodology for sharing information.
2. Hold a BNAC meeting to review the objectives of the study and the work plan, and address any issues or concerns raised in Task 1; the purpose is to reach agreement on the geographic area covered by the Border Master Plan and the number of years that constitute a short-, medium-, and long-term horizon, and to establish preliminary working groups that will work with the study team. In addition, host a public information event to share information about the objectives of the study, the defined study area and planning horizons, the agreed-upon work plan, and ways members of the public can remain informed and provide input into the development of the Border Master Plan.
3. Collect data and create a detailed inventory of existing and planned POEs and the transportation facilities serving the POEs in the study area.
4. Hold a BNAC meeting to review data collected and verify planned project information.
5. Hold a BNAC workshop and BNAC voting member meeting to reach consensus on the categories, category weights, criteria, criterion weights, and scores used to prioritize individual projects. Host a public information event to share information about the identified POE and transportation infrastructure projects planned in the study area and the ranking framework developed by the BNAC members.
6. Prioritize and rank planned POE and transportation infrastructure projects using the ranking framework endorsed by BNAC voting members.
7. Finalize and obtain approval of the Border Master Plan document.

Appendix A provides the study team's work plan.

1.3.1 Stakeholder Participation

BNAC Meetings

The study team hosted four BNAC meetings during development of the Border Master Plan:

1. The first BNAC meeting was held at the Mike Loya Academic Services Building on the UTEP campus on May 23, 2012. The work plan and outcome of the

California–Baja California Border Master Plan were shared with attending stakeholders. SRE and USDOS offered remarks in support of the development of border master plans. The study team presented the objectives and work plan for the El Paso/Santa Teresa–Chihuahua Border Master Plan and reviewed the comments and suggestions of the BNAC members interviewed during Task 1. The study team answered any remaining questions about the Border Master Plan’s development. BNAC voting members decided the geographic boundaries of the “Focused Study Area” and “Area of Influence”; defined the time horizons for the short-, medium-, and long-term priorities; and established the working groups that would assist the study team in securing data and information for the development of the Border Master Plan within the established schedule.

2. The second BNAC meeting was held at the Camino Real Hotel in El Paso, Texas, on September 5, 2012. The study team presented the socio-economic and demographic data that had been collected for the study area. The study team reviewed the U.S. and Mexico planning processes for border transportation infrastructure—for the POEs and the supporting transportation facilities serving the POEs—and shared information about working group webinars. Upon request by the chair and co-chair in the interest of time, the study team did not review the identified planned U.S. and Mexican projects, collected data, and missing information on a project-by-project basis. The meeting concluded with an overview of the project ranking framework and methodology that would be developed subsequently by the BNAC members.
3. The third BNAC meeting was held at the Doubletree Hotel in El Paso, Texas, on September 26 and 27, 2012. The meeting started with a review of the Border Master Plan’s objectives and the process for developing the ranking framework. This meeting was an intense two-day workshop during which the BNAC members reached consensus on categories, category weights, and criteria on the first day and part of the second day. In the afternoon of the second day, members were divided into two groups. One group reached consensus on the criterion weights, and the second group developed the scoring metric.
4. The fourth BNAC meeting was held at the Wyndham El Paso Airport Hotel in El Paso, Texas, on October 11, 2012. The study team reviewed the draft ranking framework developed by BNAC and the outcomes of the second public information event. The study team reviewed the categories, category weights, criteria, criterion weights, and scoring metric that the BNAC members developed. After some discussion, BNAC voting members endorsed the categories and category weights. BNAC voting members then discussed the criteria for each category and the corresponding criteria weights. Modifications were made to clarify some of the criteria and the metric used for scoring. The

voting members eliminated three criteria. The rail criterion “Decrease in Dwell Time” was eliminated from the Capacity/Congestion category because stakeholders decided that this criterion was beyond the control of project sponsors. The “Environmental Impacts” criterion in the Regional Impacts category and the “Percent of Border Traffic on Infrastructure” criterion in the POE Connectivity category for road/interchange and rail projects were eliminated because of concerns about the availability of data. In all cases, the weights assigned to these criteria were distributed proportionally to the remaining criteria within each category.

The agendas and minutes for these meetings are provided in Appendix B.

Working Group Webinars

As mentioned previously, BNAC voting members established six working groups that assisted the study team in securing data and information for the development of the Border Master Plan according to the established schedule. CTR and TTI hosted five webinars with the U.S. members of five of the six working groups and three webinars with the Mexican members of five of the six working groups. The latter webinars were hosted in Spanish, and two webinars included more than one working group. Tables 1.2 and 1.3 provide the webinar dates and the number of U.S. and Mexico participants, respectively. The members of the Public Outreach Working Group were consulted by phone prior to the public information events to obtain their input.

Table 1.2: Working Group Webinars with U.S. Members

Working Group	Date/Time	Number of Participants
POE	August 10, 2012 2:00 p.m. (CST)	13
Transportation Infrastructure	August 10, 2012 10:00 a.m. (CST)	11
Socio-demographic	August 13, 2012 2:00 p.m. (CST)	3
Rail Infrastructure	August 13, 2012 10:00 a.m. (CST)	2
Planning	August 17, 2012 10:00 a.m. (CST)	6

Table 1.3: Working Group Webinars with Mexico Members

Working Group(s)	Date/Time	Number of Participants
POE Transportation Infrastructure	August 10, 2012 4:00 p.m. (CST)	4
Socio-demographic Planning	August 17, 2012 10:00 a.m. (CST)	2
Rail Infrastructure	August 13, 2012 4:00 p.m. (CST)	1

The working groups conducted the following activities:

- During the POE Working Group webinar, the study team reviewed the data needed from working group members and the projects identified by the study team to date.
- During the Transportation Infrastructure Working Group webinar, the study team reviewed with members the planning documents that had been consulted, the list of projects identified, and the data required for the inventory and project prioritization.
- During the Socio-demographic Working Group webinar, the study team shared the socio-economic and demographic information that had been collected and asked participants to identify any additional data sources that should be consulted.
- During the Rail Infrastructure Working Group webinar, the study team requested that members identify planned rail projects in the study area and reviewed the data needed for rail projects.
- During the Planning Working Group webinar, the study team discussed the scope and objectives of the Border Master Plan and their progress in documenting POE and infrastructure planning processes.

Public Information Events

UTEP organized and hosted three public information events:

1. The first public information event was hosted on July 25, 2012, at the Tomas Rivera Conference Center in Union Building East at UTEP. The study team shared information about the objectives for developing the El Paso/Santa Teresa–Chihuahua Border Master Plan, the defined study area and planning horizons, the approved work plan, and ways members of the public can remain informed and provide input into the development of the Border Master Plan.

2. The second public information event was hosted on October 4, 2012, in the atrium of the Ysleta Independent School District building. The study team shared information about the identified planned POE and transportation infrastructure projects in the study area and the ranking framework that was developed by BNAC. Members of the public were invited to share their comments and provide input.
3. The third public information event was hosted on January 10, 2013, at the El Paso Natural Gas Conference Center at UTEP. The study team shared information about the priority POE and transportation projects that emerged from the prioritization process. Members of the public were invited to share their comments and concerns regarding the Border Master Plan priorities.

The public comments received at these information events are provided in Appendix C.

1.3.2 Data Collected

The required data and information for the Border Master Plan were obtained from a review of the published literature, agency planning documents, and personal communications that included in-person meetings with stakeholders and numerous e-mail communications with working group members. Working group members were frequently reminded of any outstanding information, and the study team requested outstanding data through written communications and follow-up e-mails and telephone calls. All planned project information and data included in the Border Master Plan were provided by the project sponsors or working group members. The information and data were not independently verified, but the study team did review the information and data for reasonableness. Any concerns expressed by stakeholders about the information and data were addressed with the project sponsors.

For Texas, the data used for development of the socio-economic and demographic profiles were obtained from the Texas State Data Center and Office of the State Demographer, the Texas Health and Human Services Commission, the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis, and UTEP. The demographic and socio-economic data reflect the latest available data (e.g., 2010 Census data).

The data used for development of the socio-economic and demographic profiles of the study area in Mexico were obtained from the following Mexican Federal agencies: Consejo Nacional de Población (CONAPO), Instituto Nacional de Estadística y Geografía (INEGI), and Comisión Nacional de los Salarios Mínimos (CONASAMI).

The information that the study team used to describe the current planning processes followed by Federal, State, regional, and local agencies to determine

transportation and POE infrastructure needs and priorities was obtained from agency planning documents, consultant reports, books, articles, and academic literature.

The study team developed 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 and the Laredo–Coahuila/Nuevo León/Tamaulipas Border Master Plan, the study team collected similar descriptive and performance data for 2010 and used the TxDOT average annual daily traffic (AADT) growth rates to estimate facility usage and level of service (LOS) by 2030. The study team collected information about the location of roads and interchanges, road lengths, number of lanes, AADT, and share of truck traffic. Current and anticipated LOS was calculated using methods defined by the *Highway Capacity Manual* and traffic data provided by TxDOT. For existing POEs, the study team developed a detailed inventory that included a description of the current facilities, hours of operation, traffic type (privately owned vehicles, commercial trucks, pedestrians, buses, and trains/train cars), toll rates charged, and primary transportation facilities serving the POEs.

A list of planned POE and transportation infrastructure projects was developed using information from various planning documents. The list of planned projects was shared with the POE Working Group and Transportation Infrastructure Working Group. The study team requested that working group members provide the study team with data necessary to prioritize the planned projects.

The study team requested the following technical data:

- For planned road and interchange projects: project location, current facility and planned improvements, LOS, AADT before and after project completion, accident rate, direct or indirect linkage to a POE, truck volumes or share, year the project will become operational, current phase of the project, project cost data, funding status, and qualitative information on the environmental, community, and economic benefits of the project.
- For planned POE projects: project description, anticipated throughput by type of inspection lane after project completion, year of project completion, current phase of the project, project cost data and funding status, and qualitative information on the environmental, community, and economic benefits of the project.
- For planned rail projects: project location, current facility and planned improvements, anticipated change in number and/or length of tracks, daily train traffic and number of rail cars before and after project completion, accident rate, year the project will become operational, current phase of the project, project cost data and funding status, and qualitative information on the environmental, community, and economic benefits of the project.

In addition, the criteria endorsed by the BNAC voting members required collection of the following additional data and information:

- For planned road and interchange projects: implementation of congestion management measures, multiple-mode demand, socio-economic impacts, measures to improve safety, community impacts, geographical impacts, number of POEs served, access/traffic flow improvements to and from a POE, and a systematic valuation of road or rail segments as they approach the POE (also known as the degrees of separation from a POE).
- For planned POE projects (to describe the planned projects): number of double-stacked booths, increase in number of secure lanes, existing and expected wait times, increase in POE efficiency through a congestion management strategy, existing and future average annual daily commercial and non-commercial crossings, transit demand, socio-economic impacts, diversion of commercial traffic, community impacts, geographical impacts, and indicators of binational coordination.
- For planned rail projects: measures to alleviate local congestion, increase in rail mode share, existing and future average annual daily rail cars, current cross-border tonnage by rail, multiple-mode demand, socio-economic impacts, community impacts, geographical impacts, number of POEs served, measures to improve accessibility/traffic flow to and from a POE, and degrees of separation from a POE.

Finally, UTEP evaluated the recommendations in the El Paso Regional Ports of Entry Operations Plan developed by Cambridge Systematics. UTEP met with the lead agencies identified in the plan to determine support for the recommendations, gather available data and information, and identify the respective agencies willing to support the inclusion of the respective recommendations in the Border Master Plan. UTEP's evaluation of the recommendations is included in Appendix D.

1.3.3 Reaching Consensus

Two objectives of the Border Master Plan were to develop and implement a plan for prioritizing and promoting POE and related transportation projects that include evaluation criteria and rankings over the short, medium, and long terms; and to design a stakeholder agency involvement process that would be inclusive and ensure participation of all involved. The plan for prioritizing projects required BNAC members to reach consensus on the elements of the ranking framework (categories, category weights, criteria, criterion weights, and scoring metric) that would be used to prioritize the projects. To ensure a stakeholder involvement process that would be inclusive and ensure participation of all involved, it was important that each BNAC member have an equal voice in selecting the categories, category weights, criteria, and criterion weights.

Equally important was creating a non-threatening environment in which BNAC members would feel comfortable expressing themselves.

The study team used Classroom Performance System (CPS) technology to reach consensus on the categories, category weights, criteria, and criterion weights to be used in prioritizing the identified planned projects. The process worked as follows: BNAC members were provided with a voting device (I>Clicker) that allowed them to rank an element of the ranking framework on importance. For example, each member could rank a specific criterion in prioritizing a project on a scale of A to E, where A was extremely important and E was extremely unimportant. The votes were anonymous, but the study team could track how many BNAC members voted.

Once the votes were cast, results were shared, and the study team facilitated a discussion about the voting results. BNAC members were then subsequently asked to vote again, and the process continued until consensus was reached or until the voting results did not change substantially from one round to the next. This approach allowed all attending BNAC members to participate in the selection of the categories, category weights, criteria, and criterion weights. The same process was followed for the endorsement of the categories, category weights, criteria, criterion weights, and scoring metric by the BNAC voting members.

1.4 Definition of Study Area and Horizons

1.4.1 Study Area

The study area approved by BNAC voting members on May 23, 2012, includes an “Area of Influence” and a “Focused Study Area.”

Area of Influence

The Area of Influence includes the following areas:

- On the U.S. side, the border counties of El Paso, Hudspeth, Jeff Davis, and Presidio in Texas and Doña Ana in New Mexico (see Figure 1.1).
- On the Mexico side, the Mexican Municipalities of Guadalupe, Juárez, Ojinaga, and Práxedes G. Guerrero in the State of Chihuahua.

Current and projected data on population, employment, land use, and income were obtained for the Area of Influence.

Focused Study Area

The Focused Study Area is largely an area 10 miles (16 km) north and south of the Texas/New Mexico–Chihuahua international border. However, the boundary was expanded to include a silver mine in the Presidio area, the Samalayuca region south of

the City of Juárez, and a planned truck and rail bypass east of El Paso. The borders of the Focused Study Area are:

- In the northwest, Las Cruces, New Mexico, on the U.S. side; and approximately Marker 28 on MEX 27 and Marker 305 on MEX 45 on the Mexican side.
- In the southeast, Sierra Blanca, Van Horn, and Casa Piedra on the U.S. side; and Coyame del Sotol and Ejido Potrero del Llano on the Mexican side (see Figure 1.1).

The short-, mid-, and long-term priorities were established for the planned POE and transportation infrastructure projects in the Focused Study Area.

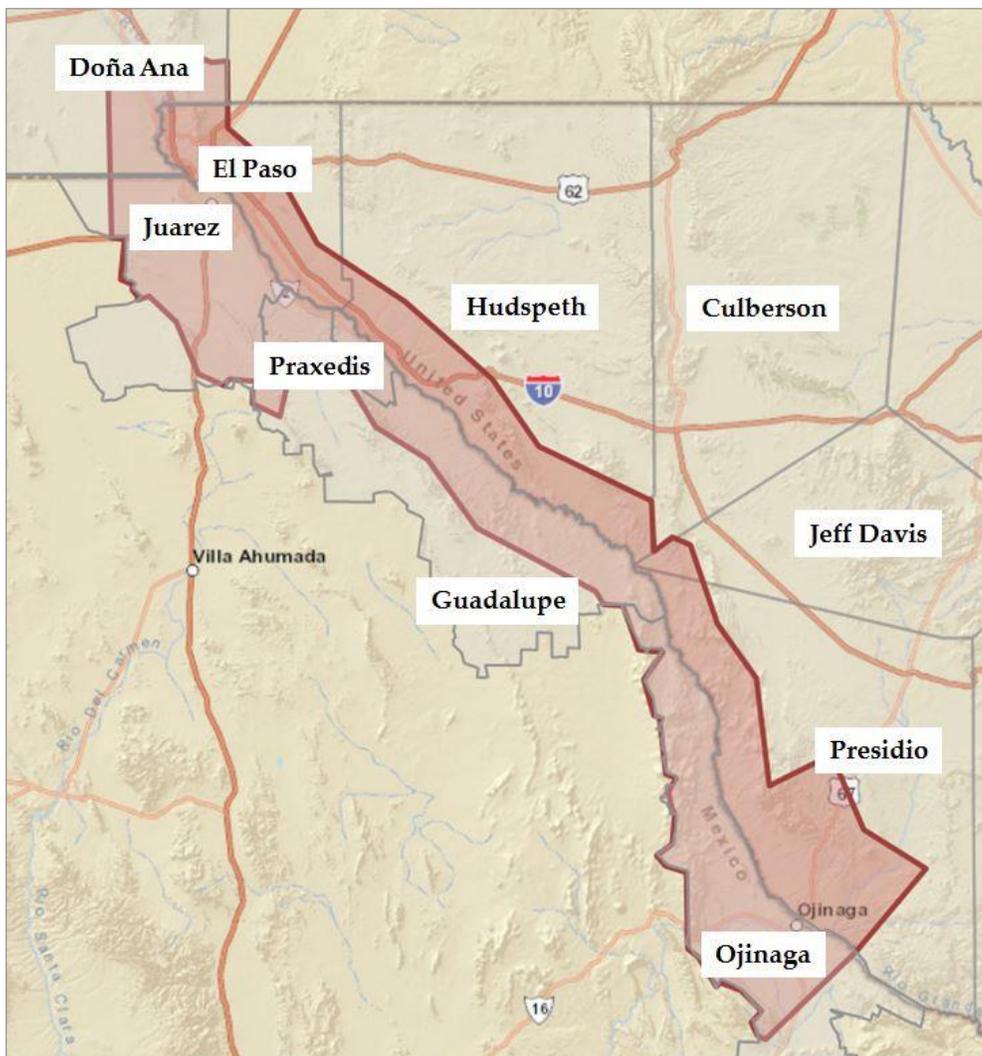


Figure 1.1: Border Master Plan Study Area

1.4.2 Planning Horizons

In the United States, transportation and POE planning documents tend to have a long-term planning horizon of 20 to 30 years. In Mexico, Federal, State, regional, and municipal plans usually have a planning horizon of 3 to 25 years. BNAC discussed planning horizons, and on May 23, 2012, the BNAC voting members approved the following planning horizons for the El Paso/Santa Teresa–Chihuahua Border Master Plan:

- 3 years as the time horizon for short-term planning.
- 10 years as the time horizon for medium-term planning.
- 25 years as the time horizon for long-term planning.

1.5 Organization of This Report

Chapter 2 documents current planning practices used by Federal, State, regional, and local agencies to determine transportation and POE infrastructure needs, as well as the establishment of priorities for project implementation.

Chapter 3 provides an overview of the current and projected demographic and socio-economic information obtained for the El Paso/Santa Teresa–Chihuahua study area. The chapter summarizes available population, employment, income, and land use data for the study area in Texas, Mexico, and the combined Texas-Mexico study area. The chapter also includes the salient information on major trade corridors that traverse the study area.

Chapter 4 describes the current POEs in the study area and the transportation infrastructure serving those POEs.

Chapter 5 provides summarized information about the criteria that were used in prioritizing the identified projects in the Focused Study Area. The chapter also lists the priority road and interchange, transit, POE, and rail projects submitted by stakeholders.

Chapter 6 summarizes the study effort. The chapter also includes a number of observations regarding the development of successful border master plans and recommendations to maintain and enhance dialog 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.

¹ The U.S./Mexico Joint Working Committee is a binational group whose primary focus is cooperating on land transportation planning and the facilitation of efficient, safe, and economic

cross-border transportation movements. The group is chaired by the U.S. Federal Highway Administration and the Mexican Secretariat of Communications and Transportation.

2 Border master plans have been largely infrastructure plans and therefore have not considered operational improvements, such as an increase in port-of-entry staffing levels, which are ultimately a major factor in the capacity of ports of entry.

3 Please refer to <http://www.nmprc.state.nm.us/docs/Posted%20EC%20agenda%209-23-11.pdf>.

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

5 The International Boundary and Water Commission (U.S. section) is included as a voting BNAC member, and Presidio County is included as a non-voting BNAC member. Please refer to <http://www.elpasompo.org/2012Minutes/FebruaryTPBminutes.pdf>.

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

7 The Federal highway system in Mexico is denoted with the letters MEX.