

# Lower Rio Grande Valley-Tamaulipas Border Master Plan



## Appendix D Meeting Agendas and Minutes



# Agenda

## Lower Rio Grande Valley – Tamaulipas Border Master Plan

Tuesday, November 8<sup>th</sup>, 2011  
McAllen, Texas

8:30 - 10:00      Registration  
10:00 - 10:30      Welcome/Introductions  
10:30 - 12:00      Presentations/Remarks

### **JWC's Vision for Development of Border Master Plans**

*Secretaría de Comunicaciones y Transportes (SCT)*

Remarks by:

*Secretaría de Relaciones Exteriores (SRE)*

*U.S. Department of State (DOS)*

### **Lower Rio Grande Valley – Tamaulipas Border Master Plan**

*Center for Transportation Research*

Comments and Suggestions – Development of the Lower Rio Grande Valley – Tamaulipas Border Master Plan

12:00 - 1:00      Lunch\*  
1:00 – 3:00      Discussion/Voting  
                         Policy Advisory Committee and Technical Working Group  
                         Membership  
                         Study Area and Area of Influence  
                         Define Time Horizons (i.e., Short, Medium, and Long Term)  
3:00 – 3:30      Administrative Matters  
3:30                Adjourn

\* Lunch sponsored by the City of McAllen



**FIRST POLICY ADVISORY COMMITTEE MEETING  
LOWER RIO GRANDE VALLEY - TAMAULIPAS  
BORDER MASTER PLAN**



These meeting minutes document the outcome of the first Policy Advisory Committee (PAC) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP). The meeting took place in McAllen, Texas, on November 8, 2011, at the McAllen Convention Center. The list of meeting participants is provided as Appendix A.

**Welcome and Introductions**

The binational meeting officially started at 10:05 a.m. as Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT) welcomed attendees to the first PAC meeting of the Lower Rio Grande Valley-Tamaulipas BMP. In doing so, he provided the context for this BMP's development. He concluded by making pertinent introductions and communicated that the BMP would be funded by the Texas Department of Transportation (TxDOT).

Mr. De La Rosa was followed by Mr. Mario Jorge (District Engineer, TxDOT Pharr District), who further expressed gratitude for all participants attending this important meeting.

Then, Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) explained her role as the project director of this study, welcomed all attendees, and thanked the day's sponsors. She then communicated that the representative from the Secretaría de Comunicaciones y Transportes would not be able to present today and that Ms. Sylvia Grijalva (US/Border Planning Coordinator of the Office of Interstate and Border Planning, Federal Highway Administration) and Mr. Mikhail Pavlov (Field Operation Management Office, U.S. Customs and Border Protection) would be providing insight and the background to the development of the BMPs.

**Presentations/Remarks**

Ms. Grijalva provided insight into how BMPs originated in 2006 with the development of the California-Baja California BMP. The purpose of the BMP was to inventory existing and planned ports of entry (POE) and transportation infrastructure serving POEs, develop criteria for project prioritization, develop a list of planned project priorities, and establish a process to institutionalize dialogue. Ms. Grijalva shared with the participants how California determined the evaluation criteria used for prioritizing POE projects, roadway projects, interchange projects, and rail projects. She stated that in ranking the different types of projects, the more data provided, the better the decisions that can be made.

In conclusion, Ms. Grijalva communicated her conviction that the region knows its needs best and encouraged the participants to work together and agree on its priorities, as it will be more likely to achieve goals in this manner than to wait for a decision from Washington. For the development of the BMP, she advised that the participants use the information that is on hand now, and then with time, planning, and implementation, the BMP can be improved subsequently. Supporting her point, she shared a quote in this regard from Donald Rumsfeld: *"Go to war with the army you have."*

Then, Mr. Pavlov began his presentation by sharing that POE facilities are not in a desired state and to meet present day POE requirements, major funding is needed. Specifically, he relayed that the estimated cost is USD \$6 billion or approximately \$600 million annually. To date, in terms of actual funding allocation, only about one quarter is being supplied to address POE requirements. He then elaborated that even if donations are made towards meeting the POE requirements, operational costs will still need to be covered. Furthermore, the General Services Administration (GSA) is required to recoup the replacement cost of donated facilities in the rent charged to Customs and Border Patrol (CBP).

Mr. Pavlov then explained that Congress is currently reviewing the lack of funding for FY 2011 and FY 2012. CBP is under statutory limitations that prevent the acceptance of donations to cover operating and staffing costs. CBP can only accept private donations of land and property. Outside of this scenario, approval is required from Congress for a private donation. The existing statutory language is being reviewed, but a change to the current legislation is not foreseen over the short term. This is why BMPs are necessary to prioritize POE projects. He concluded his presentation by affirming the commitment to and involvement of CBP in developing this BMP.

At this point, Mr. Pavlov allowed for participants' questions and comments. The first question, from the Anzalduas Bridge representatives, pertained to a specific situation in which additional funds had been requested and the response was that the project for which the funds were requested was not part of a BMP. The response

provided was that the participant should promote his project needs, in terms of specific data, and ensure that it is included in the BMP.

The second question concerned what type of priority was being assessed and how that priority level was demonstrated. The answer provided was that the regional representatives were to decide their priorities for POEs and transportation infrastructure serving those POEs. For the BMP, criteria for project prioritization will be agreed upon by the Technical Working Group (TWG) and endorsed by the PAC. These two committees represent federal, state, and local agencies, and modal stakeholders on both sides of the border.

A question was posed on how federal dollars flow to TxDOT for mobility issues and how these efforts interface with other agencies, such as CBP. Ms. Grijalva responded that if the data support a specific project, then agreements can be structured to fund one project over another. Mr. Pavlov commented that more coordination is needed.

The next question was “What year are we really looking at projects starting?” Mr. Pavlov responded that this was not known and that it was up to Congress to decide which project moves forward and which does not. Ms. Grijalva reiterated that the region’s ranking of projects would help promote the implementation of high priority projects.

Mr. Jesse Medina (Bridge Director, City of Pharr) asked what happens to the projects that began several years ago. Mr. Pavlov commented that this is the forum to decide. Then, Ms. Grijalva responded further that perhaps the participants should include project readiness as a prioritization criterion to advance the priority of projects that have already started.

The next question was about the status of private and public coordination for POE border projects. Mr. Pavlov stated that a change to current legislation would be necessary before certain private donations could be accepted. Ms. Grijalva relayed that there has been some effort in California to change some of the laws, but that there was a need for a binational planning approach—to plan as a region—that involved working together.

Mr. Jim King (Director of GSA Southern Border, GSA) concluded the period of questions/comments by stating that donations are very limited, and that several projects have been started but were only partially funded.

Next, Lic. Sean Carlos Cázares Ahearne (General Director for Border Affairs/Directorate General for North America, SRE) began his presentation by thanking the participants for their attendance and active engagement thus far. He then explained how binational efforts could be established across agencies on the U.S. and

Mexican sides. Admitting there were several issues that have resulted in projects not being implemented to date, he encouraged the audience to establish a process for border infrastructure development that considers the economies of both the U.S. and Mexico.

He then stated to the audience that their role would be in attaining infrastructure development, emphasizing that the region should establish its priorities. He expressed the importance of the participants being convinced of the importance and necessity of this BMP. Specifically, he stressed the importance of engaging in a dialogue for developing the criteria for prioritization. The success of the BMP depends on this dialogue between the U.S. and Mexico.

In developing and communicating prioritization criteria, he encouraged the participants to provide the necessary data and information, make their interests known, and contribute to establishing project prioritization. Admitting that political cycles pose a challenge, creating ever-changing priorities as elected personnel changes, he argued that a clear list of priorities be available to new incumbents. In this manner, we can start implementing the shared, established priorities for border project infrastructure. His presentation was followed by questions and comments.

In response to a comment from the audience, Lic. Cázares Ahearne clarified that he not only refers to new POEs, but also planned initiatives for existing POEs. Giving examples, he explained that the cost and benefit to invest money in infrastructure improvements versus new POEs needs to be assessed.

Mr. Samuel Valley (President, Starr Camargo Bridge Company) expressed frustration with the current planning processes, referencing planning that had taken place in a hotel when he was young. He stated that the plans are no better currently. In response, another participant expressed that it was frustrating for him as well.

Ms. Lydia Nesbitt-Arronte (Regional Coordinator, The Border Trade Alliance-The Paso del Norte Group) asked about the decision-making process among the state, municipal, and federal levels of government. The answer provided was that it is shared among the different levels of government and that dialogue between the U.S. Department of State and the Mexican Chancellor is certain.

Mr. Joseph Leal (Design Support Section, TxDOT Pharr District) commented that if projects are ranked priority 1 or 2 it does not necessarily mean that they will be implemented in that order, citing California as an example. He encouraged further ideas to be expressed on this topic at any of the future TWG meetings or any other meetings.

Ms. Angela Palazzolo (Border Affairs Officer at the Office of Mexican Affairs, U.S. Department of State) presented on the need to prioritize planned projects. Given

that administrations and people change, promoting a BMP with specific priorities will provide a cohesive plan to ensure that decisions can be made in this constrained environment. Binational efforts are required to ensure that the “roads meet” between the U.S. and Mexico, even down to the exact GPS coordinates. She then communicated to the participants that the process is not done in a vacuum. Rather, the process is carried out by real people, and as frustrating as that may seem, it is all the more important to align and communicate priorities and come to an agreement on these matters as this is indeed the point of this meeting. She encouraged all to participate in the process and stay involved even when there are feelings of frustration.

Ms. Jolanda Prozzi then presented on the BMPs that are being developed for Texas. She relayed to the audience that three BMPs are/will be developed for Texas as follows: Laredo- Coahuila/Nuevo León/Tamaulipas BMP (TxDOT Laredo District), Lower Rio Grande Valley-Tamaulipas BMP (TxDOT Pharr District), and the El Paso-Chihuahua BMP (TxDOT El Paso District). She then communicated that the objectives of the BMPs are to

- design a stakeholder involvement process that ensures participation;
- increase understanding of POE and transportation planning processes on both sides of the border;
- prioritize and promote POE and related transportation projects, and;
- establish a process to ensure continued coordination among federal, state, regional, and local stakeholders in Texas and Mexico.

Ms. Prozzi then introduced each of the study team members present: Ms. Migdalia Carrion, Ms. Sara Shoquist, and Dr. Jorge Prozzi (Associate Professor and Fellow, The University of Texas at Austin). Her presentation continued by detailing the specifics of the development of the Lower Rio Grande Valley-Tamaulipas BMP. She went into detail as to the study approach, study team, work plan, and progress to date. The presentation was concluded with what the study team regards as the requirements for developing a successful BMP. The latter was being presented as stakeholder participation and the provision of data and information to describe the existing infrastructure and the planned future projects, as well as to allow for the prioritization of the planned future projects.

Two questions were posed. The first asked why it takes 20 months to determine the project priorities and complete a BMP. Ms. Prozzi addressed this question by stating the most difficult aspect in developing a BMP is to determine a date that most stakeholders are available and can participate. In the study team’s experience, this process resulted in long lead times. The second question was whether financial criteria could be included as criteria for project prioritization. Ms. Prozzi replied that if the stakeholders agree, financial criteria can be included. Ms. Palazzolo suggested that the

participants include financial criteria as part of the project readiness category, in addition to coordination.

At this point, Ms. Prozzi concluded her presentation by thanking the City of McAllen, Mr. Teclo Garcia (Director of Government Affairs), and Mr. Rene Ramirez (Pathfinder) for their sponsorship of the meeting's meals. Ms. Prozzi also communicated the schedule for the rest of the meeting.

Upon completion of the lunch break, Mr. David Randolph, representing the Port of Brownsville, presented briefly on the Port of Brownsville, providing a handout and showing a short video clip. The Lower Rio Grande Valley-Tamaulipas meeting reconvened at 1:30 p.m. with Ms. Prozzi referring to the contents of the participant folder and providing specific mention/instruction for participants on the need to complete and return the Attachment A (PAC and TWG membership form) to Ms. Migdalia Carrion before departure. That way, the study team could identify who would represent the various agencies at the subsequent TWG and PAC meetings.

Ms. Prozzi transitioned into the period of voting by communicating to all attendees which stakeholders have the mandate to vote. Guidance was also provided to attendees who were representing a PAC Member that could not be present at the meeting. She explained that these attendees would vote on behalf of their agency, and asked that if they do not have an I-Clicker to exit the meeting room and obtain an I-Clicker from the registration desk. A short demonstration on how to use the I-Clicker was provided to the audience. Thirty-five I-Clickers were distributed.

### **Stakeholder Input**

Ms. Prozzi provided an overview of the first subject for voting, the *Area of Influence*. In terms of the *Area of Influence*, attendees were provided the following options:

- Option A: Pharr District and corresponding Mexican municipalities
- Option B: 60 miles/100 kilometers north and south ("California Option")
- Option C: 200 miles/320 kilometers north and south

A question was raised if the *Area of Influence* of Laredo's BMP would overlap geographically with this BMP. The answer provided was that it would not.

Next, Mr. De La Rosa responded to a question as to how Option A and Option B differed. Under Option A, the study area will cover the border counties of TxDOT's Pharr District, where the county lines are less than 40 miles north of the border. The border municipalities, on the other hand, reached as far south as 66 miles from the border.

Then a participant asked why the *Area of Influence* and the *Focused Study Area* should be different. The answer provided was that the study team collects different information for the *Area of Influence* and the *Focused Study Area*. Only the identified planned projects in the *Focused Study Area* will be prioritized. For the *Area of Influence*, Ms. Prozzi stated that the collected information includes income, population, change in income; trade that passes through POEs; and traffic patterns. Trade that originates in major urban centers beyond the *Area of Influence* (e.g., Monterrey and Dallas-Fort Worth) is captured in the corridors that enter the *Focused Study Area*.

A participant asked whether Option B would include the checkpoints. A comment was made that checkpoints should be taken into account because the treatment of people and merchandise differs before and after the checkpoint. Another participant offered that although checkpoints are important, they are not the main purpose of this BMP—rather, the POEs are—and that checkpoints would not impact binational dialogue. To this end, the closer the *Area of Influence* to the border, the better.

Ms. Prozzi encouraged the participants to recommend three or four other options if these were not satisfactory choices.

A participant then advised that the wider you make this *Area of Influence*, the more decision-making rights are granted to other regions.

A participant agreed with Ms. Prozzi, offering that it would be ideal that the lines follow the county and municipal boundaries.

*The outcome of the first item for vote defines the Area of Influence as the Pharr District's border counties and the corresponding Mexican municipalities, with voting results as follows<sup>1</sup>:*

- Option A: Pharr District and corresponding Mexican municipalities, 66%
- Option B: 60 miles/100 kilometers north and south (“California Option”), 20%
- Option C: 200 miles/320 kilometers north and south, 9%

Then, the participants moved to decide the geographic area for the *Focused Study Area*. In terms of the *Focused Study Area*, attendees were provided the following options:

- Option A: 10 miles/16 kilometers north and south (“California Option”)
- Option B: 15 miles/24 kilometers north and south
- Option C: 25 miles/40 kilometers north and south

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<sup>1</sup> One participant abstained from voting, and one inadvertent vote for Option E was cast, accounting for the remaining 6% of the voter tally.

A participant relayed the need to prioritize POEs and identify the transportation projects serving the POEs in this area and for participants to be cognizant of the fact that city streets do not serve the POEs. The results of the vote were as follows<sup>2</sup>:

- Option A: 10 miles/16 kilometers north and south (“California Option”), 29%
- Option B: 15 miles/24 kilometers north and south, 37%
- Option C: 25 miles/40 kilometers north and south, 31%

As there was no clear majority, discussion took place before a revote was held. Ms. Prozzi encouraged the participants to use this opportunity to convince other participants on their point of view.

Lic. Cázares Ahearne encouraged participants to focus on the most important area of impact, which is the closest geographically to the POE.

Mr. Alfonso Vallejo (MPO Planner, Brownsville MPO) argued for Option C, stating that within 25 miles it is a free trade zone and has access to the POE.

Ms. Grijalva asked the audience to identify any major road/area that was omitted in the options provided and a view map was requested. She encouraged the audience to think about the most important needs of the region and to vote to include this area.

A map was displayed at this point and discussion took place on what areas should be included in the options for voting.

Ms. Prozzi commented that the larger the *Focused Study Area*, the more time is required to isolate the existing and planned transportation infrastructure that serves the POEs in the region.

Mr. Oscar J. Garza (Field Supervisor, Federal Motor Carrier Administration) suggested eliminating Option C.

Ms. Prozzi asked if anyone could suggest a new option and that the motion be seconded. Mr. Mark Lund (MPO Director, Brownsville MPO) made a motion that the vote be between A and B only. However, interim voting results included Option C for the *Focused Study Area* and were as follows<sup>3</sup>:

- Option A: 12.5 miles/20 kilometers north and south (“California Option”), 37%,
- Option B: 15 miles/24 kilometers north and south, 34%
- Option C: 25 miles/40 kilometers north and south, 23%

One participant recommended that the boundaries of Option B be revised to include areas that are deemed critical. A “bump” was recommended. Mr. De La Rosa

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<sup>2</sup> One inadvertent vote was cast for Option E, accounting for the remaining 3% of the voter tally.

<sup>3</sup> Two participants abstained from voting, accounting for the remaining 6% of the voter tally.

agreed with a revised boundary line, citing Arizona as an example. Mr. Jorge suggested removing Option A. Then Option B was modified and Option C remained unaltered.

*The final outcome of the second item for vote defines the **Focused Study Area** as 15 miles/24 kilometers north and south (with geographical “bumps” included) and specific voting results as follows<sup>4</sup>:*

- Option B: 15 miles/24 kilometers north and south (revised), 91 %
- Option C: 25 miles/40 kilometers north and south, 6%

The final voting session of the day involved *defining time horizons*, in terms of the short, medium, and long term. The **Short Term** was presented as follows:

- Option A: Within 1 year
- Option B: Within 3 years
- Option C: Within 4 years

Voting for **Short Term** involved little to no discussion. *The final outcome of the third item for vote defines the Short Term as 3 years, with specific voting results as follows<sup>5</sup>:*

- Option A: 1 year, 9%
- Option B: 3 years, 60%
- Option C: 4 years, 29%

Then, the **Medium Term** was presented as follows:

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

The first round of voting for **Medium Term** yielded the following results<sup>6</sup>:

- Option A: 5 years, 40%
- Option B: 10 years, 57%
- Option C: 15 years, zero votes

This was followed by some remarks and discussion from the attendees. A participant communicated that in Mexico, the administrative cycle is six years. If a 10-year term is selected, it should be considered that in Mexico the long term is actually six years. Mr. Jim King stated that it takes 20 years to build a new port. Ms. Jolanda Prozzi commented on this statement by explaining that the short-, medium-, and long-range terms are the anticipated dates when projects will become operational.

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<sup>4</sup> One inadvertent vote was cast for Option E, accounting for the remaining 3% of the voter tally.

<sup>5</sup> One inadvertent vote was cast for Option E, accounting for the remaining 3% of the voter tally.

<sup>6</sup> One participant abstained from voting, accounting for the remaining 3% of the voter tally.

Ms. Grijalva proposed that the difference between the short and medium terms should involve a significant time difference, based on the reality of the situation.

Mr. Vallejo motioned that Option B be changed to 8 years, and the motion was seconded. Another participant motioned that Option C be eliminated and Mr. Vallejo seconded that motion.

*The final outcome of the third item for vote defines the timeframe for **Medium Term** as 8 years, with specific voting results as follows<sup>7</sup>:*

- Option A: 5 years, 29%
- Option B: 8 years, 69%

Then, the **Long Term** was presented as follows:

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

The initial voting results were as follows:

- Option A: 15 years, 49%
- Option B: 20 years, 43%
- Option C: 25 years, 9%

The options remained the same, but a revote was taken after discussion. Ms. Prozzi clarified that what is voted on is how the short-, medium-, and long-range terms were defined.

Ms. Rebecca Castillo (MPO Director, Harlingen-San Benito MPO) asked whether to change Option A from 15 to 18 years.

Mr. Andrew A. Canon (Director of Hidalgo County MPO) argued that the 25-year range was a good option, when you take into account the financial horizons as well.

*The final outcome of the third item for vote defines the timeframe for **Long Term** as 20 years, with specific voting results as follows<sup>8</sup>:*

- Option A: 15 years, 11%
- Option B: 20 years, 66%
- Option C: 25 years, 20%

### **Administrative Matters and Follow-Up Business**

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<sup>7</sup> One inadvertent vote for Option C was cast, accounting for the remaining 3% of the voter tally.

<sup>8</sup> One participant abstained from voting, accounting for the remaining 3% of the voter tally.

The meeting concluded with Ms. Prozzi thanking everyone for attending, explaining that the process followed today will be the process that will be followed in the future. She communicated some administrative instruction, reminding all to submit the Annex A form of the Charter to Ms. Migdalia Carrion. She shared the website where the Power Points, minutes, and other information will be communicated pertaining to this BMP. Ms. Prozzi offered her availability for any questions. The next TWG meeting will most likely be held in February. Again, Ms. Prozzi thanked all stakeholders for their participation and expressed gratitude for their input. The meeting adjourned at approximately 3:00 p.m.

**FIRST POLICY ADVISORY COMMITTEE MEETING  
LOWER RIO GRANDE VALLEY - TAMAULIPAS  
BORDER MASTER PLAN**



**APPENDIX A: ATTENDEE LIST**

Stakeholder Represented	Name
Administración General de Aduanas	Carlos Manuel Morales Tayavas
Administración General de Aduanas (Ciudad Camargo)	Miguel Ángel Aguilar Zamora
Administración General de Aduanas (Ciudad Reynosa)	Ricardo Díaz de la Serna
Brownsville MPO	Alfonso Vallejo
	Mark Lund
Burlington Northern Santa Fe Railway	T. Craig Morgan
Cameron County	Pete Sepulveda, Jr.
Cameron County Bridge	David Silva, Jr.
	Marty Pena
Camino y Puentes Federales (CAPUFE)	Américo Alvarado Linares
	Rafael Ferro Galicia
Center for Transportation Research (CTR)	Jolanda Prozzi
	Jorge Prozzi
	Migdalia Carrión Alers
	Sara Shoquist
City of Donna	Oscar Ramirez
City of Donna/City of Mercedes	Josue Garcia, Jr.
City of Edinburg	Fernando Martinez
	Jesus Saenz

Stakeholder Represented	Name
City of McAllen	Jeremy A. Santoscoy
	Ramon Navarro, IV
	Rigoberto Villarreal
	Tecló Garcia
City of Pharr	Jesse J. Medina
City of Rio Grande City	Juan F. Zuniga
City of Roma	Crisanto Salinas
	Freddy Guerra
Comisión Internacional de Límites y Aguas entre México y EEUU (CILA)	Felipe Chalons Jiménez Culebro
Consulado de México	Erasmus R. Martínez
	Magdalena Díaz
Federal Highway Administration, Office of Planning	Sylvia Grijalva
Federal Highway Administration, Texas Division	Shundreka R. Givan
Federal Motor Carrier Administration	Oscar J. Garza
Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Urbano y Medio Ambiente	Gonzalo Treviño
Gobierno del Estado de Tamaulipas - Secretaría de Obras Públicas	Rogelio F. Peñaloza Limón
Gobierno de Tamaulipas	Andrés Velázquez
Harlingen-San Benito MPO	Kara Alcocer
	Rebeca Castillo
Hidalgo County Judge's Office	Rick Alvarez
Hidalgo County MPO	Amanda Longoria
	Andrew A. Canon
	Maria Champine
	Sooraz Patro
Instituto de Administración de Avalúos de Bienes Nacionales (INDAABIN)	José Esparza Rosales
	Mónica Herrera Martín del Campo
Instituto Municipal de Planeación de Matamoros (IMPLAN)	Javier Núñez Gamez
Instituto Nacional de Migración (INAMI)	Carlos Franco

Stakeholder Represented	Name
	Pedro Alvarado Silva
International Boundary and Water Commission	Gabriel Duran
Kansas City Southern de México	Vladimir J. Róbles
McAllen Economic Development	Keith Patridge
Municipio de Guerrero	Edgar García
Municipio de Matamoros	Manuel García Garza
Municipio de Mier	Jose Alfredo Guerra Jr.
Municipio de Miguel Alemán	Juan T. Hinojosi
	Ramón Rodríguez Garza
	Arturo Niño Camacho
Municipio de Reynosa	Enrique Alva Estevez
	Sergio Villarreal Martínez
	Juan Zubiaga
Municipio de Valle Hermoso	Pedro Vega Cortes
	Tania I. Rodríguez Reyes
North American Development Bank	José M. Tellechea
Paso del Norte Group	Lydia Nesbitt-Arrunte
Pharr Bridge	Ezequiel Ordoñez, Sr.
Port of Brownsville and BRG	David Randolph
Public/Private Strategies	Randolph DeLay
Representación del Municipio de Reynosa en Texas	Sergio Gracia Badiola
Representative Aaron Peña	Maricela De León
Río Grande Guardian	Steve Taylor
Río Grande Valley Partnership	Linda Mckenne
SAGAR/SENASICA	Efrain Martinez
Secretaría de Comunicaciones y Transportes (SCT)	Nalleli Espinosa Viveros
Secretaría de Relaciones Exteriores (SRE)	Sean Carlos Cázares Ahearne
Starr Camargo Bridge Company	Jose A. Escamilla
Starr Camargo Bridge Company	Samuel Vale
Starr County Industrial Foundation	Nilda Elizondo
Texas Border Coalition	Monica Weisberg-Stewart
	Agustin De La Rosa
Texas Department of Transportation	Eduardo Hagert
	Jody Ellington

Stakeholder Represented	Name
	Joseph Leal
	Mario Jorge
Texas Senate District 27	Louie Sanchez
The Border Trade Alliance	Jesse Hereford
U.S. Consulate	Kevin Green
U.S. Consulate in Matamoros	Michael Barkin
U.S. Customs and Border Protection	David De Leon
	Joe G. Ramos
	Mikhail Pavlov
U.S. Department of State	Angela Palazzolo
U.S. General Services Administration	JD Salinas
	Jim King
	Ramon D. Riesgo
US Senator Hutchison	Julian Alvarez
	Beatriz Castro





# Agenda

## Lower Rio Grande Valley – Tamaulipas

### Border Master Plan

Thursday, February 23, 2012

Rio Grande City, Texas

South Texas College

- |               |  |
|---------------|--|
| 9:00 - 10:00  | Arrival/Registration   |
| 10:00 - 10:30 | Welcome/Introductions/Meeting Objectives   |
| 10:30 - 11:30 | Presentations <ul style="list-style-type: none"><li>Study objectives/Scope of services</li><li>Outcome of Policy Advisory Committee meeting</li><li>Policy Advisory Committee and Technical Working Group membership</li></ul> |
| 11:30 - 1:00  | Breakout Sessions to Review: <ul style="list-style-type: none"><li>Inventory of existing infrastructure</li></ul>  |
| 1:00 – 1:45   | Lunch  |
| 1:45 – 3:00   | Breakout Sessions to Review: <ul style="list-style-type: none"><li>Socioeconomic data</li><li>Planned projects</li><li>List of consultancy studies</li></ul>   |
| 3:00 – 3:15   | Administrative Matters/Follow Up Business/Adjourn  |

## LOWER RIO GRANDE VALLEY - TAMAULIPAS BORDER MASTER PLAN



These meeting minutes document the outcome of the first Technical Working Group (TWG) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan. The meeting took place in Rio Grande City, Texas, on February 23, 2012, in the Auditorium of South Texas College.

### **Welcome**

The binational meeting officially started at 10:10 a.m. as Judge Eloy Vera (Starr County Judge) welcomed all attendees to Starr County, Rio Grande City, and South Texas College. Subsequently, Mr. Mario Jorge (Pharr District Engineer, TxDOT) also welcomed participants to the first TWG meeting in the development of the Lower Rio Grande Valley-Tamaulipas Border Master Plan. Finally, Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT) welcomed the attendees and discussed the objectives of the Border Master Plan.

### **Presentations**

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

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

Participants were subsequently divided into two groups. U.S. stakeholders reviewed (i) data gathered regarding current infrastructure, (ii) the identified U.S. projects, and (iii) outstanding data needs. Mexican stakeholders reviewed (i) data gathered regarding current infrastructure, and (ii) outstanding data needs. Special emphasis was placed on asking all participants for data on Mexican transportation projects in the Focused Study Area.

The study team secured commitments from the attending stakeholders to provide the study team with the missing data.

### **Administrative Matters and Follow Up Business**

After lunch, both U.S. and Mexican participants gathered in the Auditorium and Ms. Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 2:30 p.m.

**FIRST TECHNICAL WORKING GROUP MEETING  
LOWER RIO GRANDE VALLEY - TAMAULIPAS  
BORDER MASTER PLAN**

**Attendee List  
Rio Grande City, Texas  
February 23, 2012**

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Administración General de Aduanas – Ciudad Camargo	Miguel Ángel Aguilar
Administración General de Aduanas – Ciudad Reynosa	Ricardo Díaz de la Serna
Agencia Aduanal Juan Antonio Olague Ramírez	Juan Olague
Bioenergéticos Mexicanos, SAPI de CV	Manuel González
Brownsville & Rio Grande International Railroad	Norma Torres
Brownsville MPO	Alfonso Vallejo
	Mark Lund
Cameron County	David Garcia
Center for Transportation Research (CTR)	Alejandra Cruz
	Jolanda Prozzi
	Dan Seedah
	Pedro Serigos
City of Donna	Josué “Josh” Garcia, Jr.
	Oscar Ramirez
City of Edinburg	Fernando Martinez
City of McAllen	Mario Delgado
	Ramon Navarro, IV
	Jeremy A. Santoscoy
	Rigoberto Villarreal
City of Mission	Julio Cerda
	John Hernandez
	Roberto Salinas
City of Roma	Crisanto Salinas
	Joe Garza
City of Sullivan	Judy Davila

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
City of Weslaco	Leonardo Olivares
Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Económico y Turismo	Raúl Sepúlveda
Gobierno del Estado de Tamaulipas – Secretaría de Obras Públicas	Jaime Cano
	Andrés Velázquez
Harlingen-San Benito MPO	Kara Alcocer
Hidalgo County MPO	Maria Champine
L & G Engineering	Behrooz Badiozzamani
Lower Rio Grande Valley Development Council – Valley Metro	
	Luis Guajardo
Municipio de Camargo	Beatriz Castro
Municipio de Reynosa	Rogelio Peñaloza
Municipio de Valle Hermoso	Juan Obed Díaz
	Daniel Gutiérrez
North American Development Bank	Alex Hinojosa
Pathfinder Consulting/Anzaldúas Bridge	Erika Reyna
Pharr International Bridge	Ezequiel Ordoñez, Sr.
Port of Brownsville	Eduardo Campirano
	David Randolph
S & B Infrastructure	Gabriel Salinas
Secretaría de Comunicaciones y Transportes – Caminos y Puentes Federales de Ingresos y Servicios Conexos	Américo Alvarado
	Óscar García
	Ricardo Hernández
	Gerardo Saldívar
Secretaría de Comunicaciones y Transportes – Dirección General de Autotransporte Federal	Marco González
Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero	Francisco Calvario
Secretaría de Comunicaciones y Transportes – Instituto Mexicano de Transporte	Jorge Acha
Secretaría de la Función Pública – Instituto de Administración y Avalúos de Bienes Nacionales	José Esparza
Secretaría de Relaciones Exteriores – Dirección General para América del Norte	Juan Carlos Rivas
Senator John Cornyn’s Office	Ana Garcia

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Starr Camargo Bridge Company	Jose A. Escamilla
	Sam Vale
Starr County	Judge Eloy Vera
Starr County Industrial Foundation	Rose Benavidez
	Nilda Elizondo
	Meliton Villarreal
Texas Department of Transportation – International Relations Office	Agustin De La Rosa
	Eduardo Hagert
Texas Department of Transportation – Pharr District Office	Jody Ellington
	Mario Jorge
	Joseph Leal
The Border Trade Alliance	Jesse Hereford
U.S. Department of Homeland Security – Customs and Border Protection	Mikhail Pavlov
U.S. Department of Homeland Security – Customs and Border Protection – Laredo Field Office	David De Leon
	Joe Ramos
U.S. Department of Homeland Security – Customs and Border Protection – Rio Grande City	Severiano Solis
U.S. Department of State - Consulate General of the U.S. in Matamoros	Jennifer Nilson
U.S. Department of State – International Boundary and Water Commission	Gabriel Duran
U.S. Department of State – Office of Mexican Affairs	Andrea Brouillette-Rodriguez
U.S. Department of Transportation – Federal Highway Administration – Office of Planning	Travis Black
U.S. Department of Transportation – Federal Highway Administration – Texas Division	Shundreka Givan
U.S. Department of Transportation – Federal Motor Carrier Administration	Oscar Garza
U.S. General Services Administration	Michael Clardy



# Agenda

Lower Rio Grande Valley –  
Tamaulipas

**Border Master Plan**

Tuesday, June 26, 2012

Pharr, Texas

Tierra del Sol Golf Course

- |               |   |
|---------------|---|
| 9:00 - 10:00  | Registration  |
| 10:00 - 10:30 | Welcome/Introductions/Meeting Objectives  |
| 10:30 - 11:00 | Planning for Border Infrastructure  |
| 11:00 - 12:00 | Review:<br><br>Ranking Process and Ranking Categories, Criteria, and Weights Criteria<br>Lessons Learned regarding Criteria Selection |
| 12:00 - 1:00  | Lunch   |
| 1:00 - 3:00   | Review:<br><br>List of Proposed/Planned Projects<br>Technical Data Retrieved/Missing Data<br>Discuss Funded Projects Included in STIP |
| 3:00 - 3:30   | Administrative Matters/Follow Up Business   |
| 3:30          | Adjourn   |

*Meeting and Meal Kindly Sponsored by the City of Pharr*



# LOWER RIO GRANDE VALLEY – TAMAULIPAS BORDER MASTER PLAN



This document describes the second Technical Working Group (TWG) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) and is composed of the meeting minutes and the list of participants (see Appendix A). The meeting took place in Pharr, Texas, on June 26, 2012, at the Casa del Sol Golf Club.

## **Welcome and Introductions**

The binational meeting officially started at 10:00 a.m. as Mr. Adan Farias (Mayor Pro Tem, City of Pharr) welcomed attendees of the second TWG meeting in the development of the Lower Rio Grande Valley-Tamaulipas BMP. Mr. Farias discussed the objectives of the meeting and thanked everyone for their participation. Participants were provided with a microphone to introduce themselves and the agencies they represented.

## **Presentations**

Ms. Alejandra Cruz-Ross (Research Associate, Center for Transportation Research) gave the first presentation, which addressed U.S. and Mexico planning processes for border transportation infrastructure—both ports of entry (POEs) and supporting transportation facilities serving the POEs. In the United States, transportation planning consists of interactions between the Texas Department of Transportation (TxDOT), various metropolitan planning organizations, and various regional mobility authorities. In Mexico, these interactions occur at the federal level with the Secretaría de Comunicaciones y Transportes; at the state level with transportation, public works, and economic development agencies; and with other various agencies at the regional and local level.

Mr. Sam Vale (President, Star Camargo Bridge Company) then asked if the Department of State (DOS) was considering changes in its amendment procedures, and for clarification on the formal amendment procedure. Mr. Vale said that the DOS seemed to be more diligent now in authorizing new permits than it was when authorizing the permits for projects currently in progress. He also added that BMPs

need to become an established means to continue to update and modify project inventories at the border, which would require a continuous flow of information.

Ms. Jolanda Prozzi (Program Manager, Texas A&M Transportation Institute) proceeded to explain the methodology of ranking criteria, categories, weights, and scores. Ms. Andrea Brouillette-Rodriguez (Border Affairs Officer, Department of State) and Mr. Mikhail Pavlov (Field Operation Management Officer, Customs and Border Protection) logged in to the online presentation at this point in the meeting.

The meeting recessed for lunch.

After lunch, Ms. Cruz-Ross presented a list of planned projects in Mexico that would be voted on and prioritized in a subsequent meeting. Participants provided more information regarding which projects did not need to be considered, as well as additional planned projects that should be considered in the voting process.

Mr. Dan Seedah (Research Associate, Center for Transportation Research) then presented a list of U.S. transportation projects in various states of funding, planning, and construction. Mr. Mario Jorge (Pharr District Engineer, TxDOT) then suggested that the projects already under construction be removed entirely from the list. The projects in the planning phase would be divided according to whether or not they have secured funding. Projects that are not yet fully funded will be considered in the prioritization process, while funded projects will not be voted on.

The meeting adjourned at around 3:00 p.m.

## APPENDIX A: ATTENDANCE LIST

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Administración General de Aduanas – Ciudad Reynosa	Ricardo Díaz de la Serna
Brownsville & Rio Grande International Railroad	Norma Torres
Brownsville MPO	Alfonso Vallejo
	Mark Lund
Center for Transportation Research (CTR)	Alejandra Cruz-Ross
	Carlos Pizarro*
	Claire Guzman
	Dan Seedah
City of Donna	Jolanda Prozzi
	Fernando Flores
City of McAllen	Oscar Ramirez
	Jeremy A. Santoscoy
	Ramon Navarro, IV
City of Roma	Tecló Garcia
	Crisanto Salinas
City of Sullivan	Joe Garza
	Judy Davila
Comisión Internacional de Límites y Aguas	Felipe Chalons Jiménez
Dannenbaum Engineering	George Ramón
Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Económico y Turismo	Raúl Sepúlveda
Gobierno del Estado de Tamaulipas – Secretaría de Obras Públicas	Jaime Cano
	Andrés Velázquez
Hidalgo County MPO	Maria Champine
Hidalgo County Regional Mobility Authority	Pilar Rodriguez
Instituto de Administración y Avalúos de Bienes Nacionales	Fidel Castañeda
Instituto Municipal de Planeación – Municipio de Matamoros	Javier Núñez
Instituto Nacional de Migración	Guillermo Armendaríz
Kansas City Southern de México	Vladimir Robles
McAllen-Hidalgo & Anzalduas International Bridge	Juan Olaguibel

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Municipio de Camargo	Beatriz Castro
Municipio de Mier	Ramón Ríos
North American Development Bank	José M. Tellechea
Pathfinder Consulting/Anzaldúas Bridge	Erika Reyna
Pharr International Bridge	Cleo Salinas
	Ezequiel Ordoñez, Sr.
	Jesse J. Medina
Port of Brownsville	David Randolph
	Donna Eymard
Progreso International Bridge	Julie A. Guerra-Ramirez
S & B Infrastructure	Gabriel Salinas
Secretaría de Comunicaciones y Transportes – Caminos y Puentes Federales de Ingresos y Servicios Conexos	Américo Alvarado
	Benjamín Carrillo
	Gerardo Saldívar
Secretaría de Comunicaciones y Transportes – Dirección General de Autotransporte Federal	Marco González
Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero	José Carlos Zamora
Secretaría de Desarrollo Económico y Turismo	Raul Sepulveda
Secretaría de Desarrollo Económico – Municipio de Matamoros	Manuel García
Secretaría de Desarrollo Urbano y Medio Ambiente	Serafín Maya Sotelo
	Marco Polo Olivares
Secretaría de Relaciones Exteriores – Consulado en McAllen	Agustín Gutiérrez
Secretaría de Relaciones Exteriores – Dirección General para América del Norte	Juan Carlos Rivas
Starr Camargo Bridge Company	Jose A. Escamilla
	Sam Vale
Starr County Industrial Foundation	Nilda Elizondo
	Rose Benavidez
Texas Department of Transportation – Pharr District Office	Homer Bazan
	Jody Ellington
	Joseph Leal
	Mario Jorge
Texas Secretary of State	Alejandro Garcia

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
U.S. Department of Homeland Security – Customs and Border Protection	Joe Dudas Mikhail Pavlov*
U.S. Department of Homeland Security – Customs and Border Protection – Laredo Field Office	David De Leon Joe Ramos
U.S. Department of State - Consulate General of the U.S. in Matamoros	Jennifer Nilsen
U.S. Department of State – International Boundary and Water Commission	Jose A. Nuñez
U.S. Department of State – Office of Mexican Affairs	Andrea Brouillette-Rodriguez*
U.S. Department of Transportation – Federal Highway Administration – Office of Planning	Travis Black
U.S. General Services Administration	Michael Clardy

\*Attendance through Webinar/Conference Call



# Agenda

## Lower Rio Grande Valley – Tamaulipas

### Border Master Plan

Second Policy Advisory Committee Meeting

Wednesday, August 8, 2012

Donna, Texas

Best Western Donna Inn & Suites

- |               |   |
|---------------|---|
| 12:00 - 12:15 | Working Lunch: Welcome/Introductions/Meeting Objectives   |
| 12:15 - 12:30 | Working Lunch: Update on Progress for Border Master Plan Tasks  |
| 12:30 – 1:00  | Working Lunch: Presentation on Planning for Border Infrastructure   |
| 1:00 - 2:00   | Review:<br><br>Ranking Process and Ranking Categories, Criteria, and Weights Criteria<br>Lessons Learned Regarding Criteria Selection     |
| 2:00 - 3:30   | Review:<br><br>List of Proposed/Planned Projects<br>Technical Data Retrieved/Missing Data<br><br>Discuss Funded Projects Included in STIP |
| 3:30 - 4:00   | Administrative Matters/Follow Up Business   |
| 4:00          | Adjourn   |

*Meeting and Meal Kindly Sponsored by the City of Donna*



## LOWER RIO GRANDE VALLEY –TAMAULIPAS BORDER MASTER PLAN



This communication documents the second Policy Advisory Committee (PAC) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) and comprises the meeting minutes and the list of participants representing stakeholder agencies/companies (Appendix A). The meeting took place in Donna, Texas, on August 8, 2012, at the Best Western Donna Inn & Suites.

### **Welcome and Introductions**

The binational meeting officially started at 12:00 noon as Mr. Eduardo Hagert (Special Projects Coordinator, Texas Department of Transportation), welcomed attendees of the second PAC meeting in the development of the Lower Rio Grande Valley-Tamaulipas Border Master Plan. Subsequently, all attendees were asked to introduce themselves and state the agency/organization they represented.

### **Presentations**

During the working lunch, Ms. Jolanda Prozzi (Program Manager: Environment and Planning, Texas Transportation Institute) reviewed the objectives of this meeting. She also updated participants on the progress that had been made in developing the Border Master Plan and outlined the tasks that remained to be accomplished. Then, Ms. Alejandra Cruz Ross (Research Associate, Center for Transportation Research) gave a presentation on the processes involved in planning for border infrastructure.

Ms. Prozzi then gave a presentation describing the categories, criteria, and weighting and scoring process that will be used to rank the proposed transportation projects. She reminded participants of the importance of being able to provide concrete data to support the ranking process.

Next, Mr. Dan Seedah (Research Fellow, Center for Transportation Research) presented a list of proposed projects for the U.S. side of the study area. Mr. Jody Ellington (Deputy Director of the Pharr District, Texas Department of Transportation) clarified which projects should be included in the plan. It was decided that only projects that were unfunded and produced a significant change in transportation would be included. Routine maintenance projects and/or projects that are already fully funded would be excluded from the ranking process. Ms. Cruz then presented the list of proposed projects for the Mexican side of the study area.

### **Administrative Matters and Follow-Up Business**

At the conclusion of the meeting, the study team thanked all attendees for their participation and input and reminded them of the importance of the next PAC meeting/workshop on September 13 in McAllen, Texas. The meeting was adjourned at 4:00 p.m.

**APPENDIX A**  
**Attendance List**

Stakeholder Represented	Name
Administración General de Aduanas (Ciudad Camargo)	Miguel Ángel Aguilar Zamora
Brownsville MPO	Alfonso Vallejo
Brownsville & Rio Grande Railroad	Norma Torres
Cameron County	Pete Sepulveda, Jr.
Camino y Puentes Federales (CAPUFE)	Benjamin Carrillo G.
	Gerardo Saldivar
Center for Transportation Research (CTR)	Alejandra Cruz Ross
	Claire Guzman
	Jolanda Prozzi
	Dan Seedah
City of Donna	Michael Estrada
	Fernando Flores
	Oscar Ramirez
City of McAllen	Ramon Navarro, IV
City of Roma	Joe Garza
Comisión Internacional de Limites y Aguas (CILA)	Felipe Chalons Jiménez
	Alejandro Díaz
Dannenbaum Engineering	George Ramon
Donna International Bridge	Josue Garcia, Jr.
Federal Highway Administration (FHWA), Office of Planning	Sylvia Grijalva
Federal Highway Administration (FHWA), Texas Division	Georgi Ann Jasenovic
Gobierno del Estado de Tamaulipas - Secretaría de Obras Públicas	Rogelio F. Peñaloza Limón
Gobierno del Estado de Tamaulipas	Jaime Felipe
Harlingen-San Benito MPO	Rebeca Castillo
Hidalgo County MPO	Andrew Canon
	Linda De La Fuente
	Luis Diaz
	Karina Maldonado

Stakeholder Represented	Name
Instituto Municipal de Planeación de Matamoros (IMPLAN)	Gricelda Elizondo
Instituto Nacional de Migración (INAMI)	Alondra Parra
International Boundary and Water Commission (IBWC)	Saul Barrera
Municipio de Reynosa	Enrique Alva Estevez
	Armando Grajales
Pathfinder Public Affairs	Erika Reyna
Pharr International Bridge	Ezequiel Ordoñez, Sr.
Port of Brownsville	Eduardo A. Campirano
	David Randolph
Progreso International Bridge	Elizabeth Johnson
Rhodes Enterprises	Jorge Velasco
Secretaría de Desarrollo Económico y Turismo	Raúl Sepulveda Garza
Silva, Otting, & Silva, L.L.C.	Ernesto S. Silva
Starr Camargo Bridge Company	Jose A. Escamilla
Starr County Industrial Foundation	Rose Benavidez
	Nilda Elizondo
Texas Department of Transportation	Agustin De La Rosa
	Eduardo Hagert
	Jody Ellington
	Joseph Leal
The Border Trade Alliance	Jesse Hereford
U.S. Consulate in Matamoros	Jennifer Nilson
U.S. Customs and Border Protection	David De Leon
	Joe G. Ramos
	Mikhail Pavlov
U.S. General Services Administration	Victoria Hartke
	Sylvia Hernandez
	Jim King
	Ramon Riesgo



# Agenda

## Lower Rio Grande Valley – Tamaulipas Border Master Plan

Third Technical Working Group Meeting  
August 22 and 23, 2012

Brownsville, Texas

Amigoland Convention Center

### August 22, 2012

- 8:00 - 8:30      Arrival and registration
- 8:30 - 10:00    Welcome and introductions  
Review of Border Master Plan objectives  
Review of Border Mater Plan ranking framework
- 10:00 - 10:15   Break
- 10:15 - 1:00    Introduction to potential categories  
Facilitated discussion and voting on categories
- 1:00 - 1:45      Lunch
- 1:45 - 3:00    Introduction to potential category weights  
Facilitated discussion and voting on category weights
- 3:00 – 4:00    Introduction to potential criteria
- 4:00 – 4:15    Break
- 4:15 – 5:30    Introduction to potential criteria (cont'd)  
Facilitated discussion and voting on criteria

*Meeting and meal kindly sponsored by the City of Brownsville*





# Agenda

## Lower Rio Grande Valley – Tamaulipas Border Master Plan

Third Technical Working Group Meeting

August 22 and 23, 2012

Brownsville, Texas

Amigoland Convention Center

### August 23, 2012

8:00 - 8:30 Arrival and registration

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

10:30 - 10:45 Break

10:45 - 12:45 Introduction to potential criteria (cont'd)  
Facilitated discussion and voting on criteria

12:45 - 1:30 Lunch

1:30 - 4:00 Breakout sessions to review:

Group One:

- \* *Introduction to potential criteria weights*
- \* *Facilitated discussion and voting on criteria weights*

Group Two:

- \* *Introduction to potential scoring metrics*
- \* *Facilitated discussion on scoring metrics*

4:00 – 4:30 Administrative matters and follow-up business  
Adjourn

*Meeting and meal kindly sponsored by the City of Brownsville*



## LOWER RIO GRANDE VALLEY – TAMAULIPAS BORDER MASTER PLAN



This communication documents the third Technical Working Group (TWG) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) and comprises (i) the meeting minutes, (ii) the list of participants (Appendix A), (iii) a glossary of participating stakeholder agencies/companies (Appendix B), (iv) the list of agencies and rail companies with voting rights (Appendix C), and (v) the final Scoring Metrics Document agreed upon by the TWG members (Appendix D). This two-day workshop took place in Brownsville, Texas, on August 22 and 23, 2012, at the Amigoland Events Center.

### **Welcome, Introductions, and Overview Presentation**

The binational meeting officially started at 8:40 a.m. when Mr. Agustin de la Rosa (Director, International Relations Office, TxDOT) welcomed everyone to the third TWG meeting of the BMP.

Ms. Jolanda Prozzi (Assistant Director, CTR) thanked the City of Brownsville for sponsoring the lunches and coffee breaks at this binational meeting. Subsequently, Ms. Prozzi briefly reviewed the objectives of the BMP and each of the work plan tasks of the study. Ms. Prozzi reminded the participants of the importance of this two-day workshop. She provided information regarding the prioritization process and reviewed all categories and potential criteria.

### **Voting on Categories and Category Weights**

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

The categories presented were (i) Capacity/Congestion, (ii) Demand, (iii) Cost Effectiveness/Project Readiness, (iv) Safety, and (v) Regional Impacts. All stakeholders were cautioned that if a category is chosen for which no data is currently available, the study team would interpret this action as a commitment from the stakeholders to provide the study team with the necessary information to rank the projects.

The final categories that were agreed upon for road/interchange, rail, and marine port projects are as follows:

CATEGORIES
Capacity/Congestion
Demand
Cost Effectiveness/Project Readiness
Safety
Regional Impacts

The final categories that were agreed upon for port of entry (POE) projects are as follows:

CATEGORIES
Capacity/Congestion
Demand
Cost Effectiveness/Project Readiness
Safety
Regional Impacts
Binational Coordination

Stakeholders then proceeded to vote upon the weights for each category. The final results for road/interchange, rail, and marine port projects are as follows:

Category	Final Weight
Capacity/Congestion	25%
Demand	19%
Cost Effectiveness/Project Readiness	17%
Safety	16%
Regional Impacts	22%

The final results for POE projects are as follows:

Category	Final Weight
<b>Capacity/Congestion</b>	21%
<b>Demand</b>	16%
<b>Cost Effectiveness/Project Readiness</b>	15%
<b>Safety</b>	9%
<b>Regional Impacts</b>	22%
<b>Binational Coordination</b>	17%

### **Voting on Potential Criteria and Criterion Weights**

Dr. Prozzi facilitated the discussion and voting on the proposed criteria during the afternoon of August 22 and the morning of August 23. During the afternoon of August 23 (i.e., after lunch) participants were divided into two groups. One group voted and reached consensus on the criteria weights and the second group discussed and reached consensus on the metrics to score the selected criteria. This section of the minutes summarizes the outcome of the criteria and criterion weighting sessions.

(i) Congestion/Capacity

*Road and Interchange Projects*

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

- Change in Number of Lanes
- Final Level of Service
- Number of POEs Served
- Alleviate Congestion Locally
- Alleviate Congestion Elsewhere

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

<b>CAPACITY/CONGESTION CRITERIA</b>
<b>Change in Number of Lanes</b>
<b>Final Level of Service</b>
<b>Number of POEs Served</b>
<b>Connectivity</b>

Stakeholders voted upon the weights for each Capacity/Congestion criterion on the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Capacity/Congestion Criteria (25%)	Final Weight
<b>Change in Number of Lanes</b>	26%
<b>Final level of Service</b>	26%
<b>Number of POEs Served</b>	24%
<b>Connectivity</b>	24%

*Rail Projects*

Participants were presented with the following Congestion/Capacity criteria for rail projects:

- Change in Number of Tracks
- Average Travel Speed
- Change in Modes Served
- Alleviates Rail Congestion Locally

The discussion on the rail criteria was led by the rail stakeholders.

The final criteria that were agreed upon are as follows:

CAPACITY/CONGESTION CRITERIA
<b>Change in Number of Tracks</b>
<b>Average Travel Speed*</b>
<b>Alleviates Congestion Locally</b>

Stakeholders voted upon the weights for each Capacity/Congestion criterion in the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Capacity/Congestion Criteria (25%)	Final Weight
<b>Change in Number of Tracks</b>	30%
<b>Average Travel Speed</b>	30%

<b>Alleviates Congestion Locally</b>	40%
--------------------------------------	-----

Note that in the Scoring Metrics Group session, rail stakeholders stated that Existing Delay Time more clearly indicates a need for improvement to rail transportation than does Average Travel speed. Thus, the final criteria and weights are as follows:

Capacity/Congestion Criteria (25%)	Final Weight
<b>Change in Number of Tracks</b>	30%
<b>Existing Delay Time*</b>	30%
<b>Alleviates Congestion Locally</b>	40%

\*Replaced Average Travel Speed

*POE Projects*

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

- Change in Number of Booths
- Secure Lanes
- Wait Times
- Alleviates POE Congestion Locally
- Alleviates POE Congestion Elsewhere
- Change in Modes Served

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

CAPACITY/CONGESTION CRITERIA
<b>Change in Number of fully operational lanes</b>
<b>Improve throughput through use of technology</b>
<b>Alleviates Congestion</b>
<b>Increase in number of modes served</b>

Stakeholders voted upon the weights for each Capacity/Congestion criterion on the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Capacity/Congestion Criteria (21%)	Final Weight
------------------------------------	--------------

<b>Change in Number of fully operational lanes</b>	32%
<b>Improve throughput through use of technology</b>	20%
<b>Alleviates Congestion</b>	29%
<b>Increase in number of modes served</b>	19%

*Marine Port Projects*

Participants were presented with the following congestion/capacity criteria for marine port projects:

- Ship Unload Rate (Time/Ton)
- Ship Load Rate (Time/Ton)
- Storage Capacity Utilization
- Vessel Size Ratio

The final Marine Port criteria that were agreed upon are as follows:

<b>CAPACITY/CONGESTION CRITERIA</b>
<b>Vessel Size</b>
<b>Channel Capacity</b>
<b>Number of Docks</b>

Stakeholders voted upon the weights for each Capacity/Congestion criterion on the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Capacity/Congestion Criteria (25%)	Final Weight
<b>Vessel Size</b>	24%
<b>Channel Capacity</b>	45%
<b>Number of Docks</b>	31%

(ii) Demand

*Road and Interchange Projects*

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

- Change in Annual Average Daily Traffic (AADT)
- Percentage Trucks
- Multiple Mode Demand

The final road and interchange criteria that were thus agreed upon are as follows:

DEMAND CRITERIA
<b>Change in AADT</b>
<b>Percentage Trucks</b>
<b>Multiple Mode Demand</b>
<b>Estimated Demand in 20/30 years</b>

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Demand Criteria (19%)	Final Weight
<b>Change in AADT</b>	34%
<b>Percentage Trucks</b>	26%
<b>Multiple Mode Demand</b>	21%
<b>Estimated Demand in 20/30 years</b>	19%

### *Rail Projects*

Participants were presented with the following demand criteria for rail projects:

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

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

DEMAND CRITERIA
<b>Change in Average Annual Daily Rail Cars</b>
<b>Cross-border tonnage by Rail</b>

**Multiple Mode Demand**

**Additional Hours of Interchange**

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Demand Criteria (19%)	Final Weight
<b>Change in Average Annual Daily Rail Cars</b>	30%
<b>Cross-border tonnage by Rail</b>	17%
<b>Multiple Mode Demand</b>	14%
<b>Additional Hours of Interchange</b>	39%

*POE Projects*

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

- Change in Average Annual Daily Crossings
- Multiple Mode Demand

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

DEMAND CRITERIA
<b>Change in Average Annual Daily Crossings</b>
<b>Multiple Mode Demand</b>

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Demand Criteria (16%)	Final Weight
<b>Change in Average Annual Daily Crossings</b>	60%
<b>Multiple Mode Demand</b>	40%

*Marine Port Projects*

Participants were presented with the following Demand criteria for marine port projects:

- Annual Tons per Crane
- Annual Tons per Berth
- Port Tonnage/Value Handled

The final Marine Port criteria that were thus agreed upon are as follows:

<b>DEMAND CRITERIA</b>
<b>Annual Tonnage</b>
<b>Multiple Mode Demand</b>
<b>Cross-border Tonnage</b>

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Demand Criteria (19%)	Final Weight
<b>Annual Tonnage</b>	54%
<b>Multiple Mode Demand</b>	15%
<b>Cross-border Tonnage</b>	32%

(iii) Cost Effectiveness/Project Readiness

*All Projects*

Participants were presented with the following Cost Effectiveness/Project Readiness criteria for all projects:

- Cost Effectiveness (i.e., Cost/Capacity and Cost/Demand)
- Land Availability

Ultimately, the stakeholders agreed upon the Cost Effectiveness/Project Readiness criteria as follows:

<b>COST EFFECTIVENESS/PROJECT READINESS CRITERIA</b>
<b>Cost/Capacity</b>

**Cost/Demand**

**Land Availability**

**Partially Funded Project**

**Phase of Project Development**

Stakeholders voted upon the weights for the two Financial criteria \ the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

Cost Effectiveness/Project Readiness Criteria (15% for POE, 17% for all other projects)	Final Weight
<b>Cost/Capacity</b>	23%
<b>Cost/Demand</b>	18%
<b>Land Availability</b>	27%
<b>Partially Funded Project</b>	20%
<b>Phase of Project Development</b>	12%

(iv) Safety

*Road, Interchange, and Rail Projects*

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

- Accident Rates
- Diversion of Hazardous Materials

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

**SAFETY CRITERIA**

**Annual Accident Rate per mile**

**Diversion/Handling of Hazardous Materials**

Stakeholders voted upon the weights for the two Safety criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

Safety Criteria (16%)	Final Weight
<b>Annual Accident Rate per mile</b>	58%
<b>Diversion/Handling of Hazardous Materials</b>	42%

*POE Projects*

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

- Diversion of Hazardous Materials
- Binational Coordination
- Diversion of Commercial Traffic Separation of Traffic by Type

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

SAFETY CRITERIA
<b>Diversion of commercial traffic / separation of traffic by type</b>
<b>Safe Handling of Hazardous Materials</b>

Stakeholders voted upon the weights for the two Safety criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

Safety Criteria (9%)	Final Weight
<b>Diversion of commercial traffic / separation of traffic by type</b>	61%
<b>Safe Handling of Hazardous Materials</b>	39%

*Marine Port Projects*

Participants were presented with the following Safety criteria for marine port projects:

- Hazardous Spills by Vessels
- Value of Cargo Lost or Damaged

The final Marine Port criteria that were thus agreed upon are as follows:

SAFETY CRITERIA
<b>Diversion of commercial traffic /</b>

**separation of traffic by type**

**Safe Handling of Hazardous Materials**

Stakeholders voted upon the weights for the two Safety criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

Safety Criteria (16%)	Final Weight
<b>Diversion of commercial traffic / separation of traffic by type</b>	61%
<b>Safe Handling of Hazardous Materials</b>	39%

(v) Regional Impacts

*All Projects*

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

- Environmental Impacts
- Socio-Economic Impacts
- Modal Diversion

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

REGIONAL IMPACTS CRITERIA
<b>Job Creation</b>
<b>Wider geographic impacts</b>
<b>General development</b>

Stakeholders voted upon the weights for the Regional Impacts criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

Regional Impacts Criteria (22%)	Final Weight
<b>Job Creation</b>	30%
<b>Wider geographic impacts</b>	35%

<b>General development</b>	35%
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(vi) Binational Coordination

*POE Projects Only*

The final Binational Coordination criteria that were thus agreed upon are as follows:

<b>BINATIONAL COORDINATION CRITERIA</b>
<b>Binational Coordination</b>

Stakeholders voted upon the weights for the Regional Impacts criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

<b>Binational Coordination Criteria (17%)</b>	<b>Final Weight</b>
<b>Binational Coordination</b>	100%

**Scoring Metrics Group**

As mentioned before, participants were divided into two groups during the afternoon of August 23 (after lunch). One group voted and reached consensus on the criterion weights and the second group was tasked with discussing and reaching consensus on the metrics to score the selected criteria. The following stakeholders formed part of the Scoring Metrics Group:

- Jorge Acha, SCT-IMT
- Américo Alvarado, SCT-CAPUFE
- Homero Bazan, TxDOT-Pharr
- Eduardo Campirano, Port of Brownsville
- Felipe Chalons, CILA
- Maria Champine, HCMPO
- Gus De La Rosa, TxDOT-IRO
- Humberto Dragustinovis, Tamaulipas
- Jose Escamilla, Starr Camargo Bridge
- Román Fernández, SRE
- Edgar Garza, Aduanas
- Georgi Jasenovec, FHWA
- Mark Lund, Brownsville MPO
- Luis Enrique Mendez, INDAABIN
- Craig Morgan, BNSF

- Ramon Navarro, McAllen
- Jennifer Nilsen, DOS
- Arturo Núñez, IMPLAN Matamoros
- Mikhail Pavlov, CBP
- Oscar Ramirez, Donna
- Jorge Velasco
- José Carlos Zamora, SCT
- John Hopkins, Union Pacific Railroad

The group discussed each criterion individually to determine how it should be scored.

- Capacity/Congestion criteria: Roads/Interchanges

#### *Change in Number of Lanes*

Mr. Ramon Navarro (Engineer, TxDOT) and Mr. Homer Bazan (Pharr District Manager, TxDOT) agreed that the length of the new lane should factor into the scoring, and units of lane-miles should possibly be used. Eventually it was not decided to include this in the scoring.

Mr. Mark Lund (Director, Brownsville MPO) asked why this group of projects is called “Roads and Interchanges.” He stated that “Interchange” implies a change in elevation, such as an overpass, and asked if this group did not include regular at-grade intersections. Dr. Prozzi replied that the title may need to be re-worded.

Ms. Maria Champine (Assistant Director, Hidalgo County MPO) stated that the option for scoring one lane should be removed or changed to the addition of a left-turn lane, because the only way to build one lane is to add a left turn lane; otherwise they will always build one lane in each direction.

A discussion then ensued regarding how an overpass should be weighted relative to just constructing a new lane. Representatives from TxDOT stated that an overpass is definitely more expensive and will probably relieve more traffic problems; hence, building an overpass is weighted the most heavily.

#### *Change in LOS*

This metric was mostly decided by Mr. Navarro and Mr. Bazan. They proposed that a matrix-type scoring metric be used, similar to the Laredo BMP but with a maximum score of 1.

#### *Number of POEs Served*

Many stakeholders expressed that this criterion was subjective, because a very long project such as the US83 expansion might receive a disproportionate score. An agreement was reached that three POEs should be the maximum.

#### *Connectivity*

There was general agreement that while this was a good criterion, it was difficult to score. Eventually it was decided to use gap closure versus a new connection, loop, or location to rank a project's connectivity.

- Capacity/congestion criteria: Rail

*Change in Number of Tracks*

Mr. John Hopkins (Union Pacific Railroad) stated that the addition of one track was equivalent to an expansion, and that an additional track was more valuable than relocation. For a rail yard project, he suggested that five or more new tracks receive the maximum score.

*Average Travel Speed*

This criterion was changed to Average Delay Time, as per Mr. Hopkins, because existing delay time more clearly indicates a need for improvement to rail transportation.

*Alleviates Congestion Locally*

There was quick agreement to keep the scoring metric from the Laredo BMP for this criterion.

- Capacity/Congestion: POE

*Change in Number of Fully Operational Lanes*

Mr. Mikhail Pavlov (Project Analyst, CBP) suggested that double-stacked booths, meaning two booths operating in one lane, be considered in this criterion. There was agreement that double-stacked booths and new lanes can be additive. For example, if a new lane has two booths, the score would be 0.53

*Improve Throughput through Use of Technology*

There was much discussion on the details of Ready, FAST, and SENTRI lanes. Mr. Pavlov suggested that FAST and SENTRI lanes shouldn't count because a bridge has to pay to use them. However, eventually all advanced lanes were lumped together.

*Alleviates Congestion*

Many stakeholders thought this criterion was subjective, but decided to use the same metric from the Laredo BMP.

*Increase in Number of Modes Served*

Participants quickly agreed that three additional modes should receive the maximum score.

- Capacity/Congestion: Marine Ports

*Vessel Size*

Mr. Eduardo Campirano (Director and CEO, Port of Brownsville) explained the various size classifications of water craft and suggested how the additional size accommodations should be scored.

*Channel Capacity*

After some discussion, Mr. Campirano stated that the width of a shipping channel is not as important as increased depth; therefore, this is the metric used to score this criterion.

*Number of Docks*

Mr. Campirano suggested using a non-linear scale for this criterion, because in the shipping industry, even one additional dock is a major improvement to a port.

*Vessel Size Ratio*

The stakeholders chose to delete this criterion.

- Demand: Roads/Interchanges

*Change in AADT*

Dr. Prozzi explained the concept of collecting data for all the projects and ranking the data into quartiles, then assigning a score based on that data. Participants quickly agreed to this.

*Percentage Trucks*

Participants quickly agreed to use the quartile scoring again for this criterion.

*Multiple Mode Demand*

After some discussion, Ms. Angela Palazzolo (Border Affairs Officer, CBP) suggested that it was easier to use Yes or No in measuring this criterion for whether a project will serve an additional mode.

*Estimated Demand at 20 Years*

Participants agreed to use the quartile scoring again for this criterion.

- Demand: Rail

### *Change in AADRC*

Participants agreed to use the quartile scoring again for this criterion.

### *Cross Border Tonnage*

Dr. Prozzi made a clarification that this criterion refers to total tonnage, not change in tonnage.

### *Demand for Multimodal Facility*

Mr. Hopkins suggested that this criterion be changed, because demand is not really for a mode but for a facility for that mode.

### *Additional Hours of Interchange*

A discussion ensued between Dr. Prozzi and Mr. Hopkins as to whether the additional hours are possible, and who makes the decision or guidelines for the hours of operation. Dr. Prozzi attempted to clarify whether a new project can bring about additional hours, or if the hours are driven by demand. Mr. Hopkins suggested that the criterion be scored according to additional hours of interchange provided by/for a project.

- Demand: POEs

### *Change in Annual Average Daily Crossings (AADDC)*

Some participants asked if bicycles and buses considered pedestrians or automobiles. Mr. Américo Alvarado (Subdelegado de Informática y Telecomunicaciones, CAPUFE) stated that the classifications were different in US and Mexico. Mr. Bazan then stated that ultimately decisions are not going to be made based on bicycle or bus demand so this was not gravely important.

### *Multiple Mode Demand*

Participants agreed to use the same metric suggested by Ms. Palazzolo for road/interchange projects.

- Demand: Marine Ports

### *Increase in Annual Tonnage*

Mr. Campirano suggested the brackets for the percentage increases in shipping tonnage for this criterion.

### *Multiple Mode Demand*

Participants agreed to use the same metric which was suggested by Ms. Palazzolo for road/interchange projects.

*Increase in cross border tonnage*

Dr. Prozzi clarified what was meant by “cross-border tonnage.” The brackets were again suggested by Mr. Campirano.

- Bi-National Coordination: POE Projects Only

Ms. Palazzolo stated that it would be acceptable to use the metric suggested by the study team that is printed in the handout in the folder. The items listed must happen in a specific order, so the score should increase as these requirements are accomplished.

Dr. Prozzi adjourned the meeting and stated that a Web conference would be necessary to determine the scoring metrics for the remaining criteria in the categories of Cost Effectiveness/Project Readiness, Safety, and Regional Impacts. The study team subsequently prepared a draft Scoring Metrics Document that captured the group’s scoring metrics for which consensus was reached. The document also provided suggestions for the outstanding metrics. This document was e-mailed to the participating stakeholders to verify the accuracy and to gather input on the suggested metrics. The Scoring Metrics Document was finalized during a scheduled conference call on April 26, 2011, from 10:00 a.m. to 1:00 p.m. The Scoring Metrics Document that was agreed upon is attached as Appendix D.

**Administrative Matters and Follow-Up Business**

At the conclusion of the meeting, the study team reminded the participants that the agreed-upon categories, criteria, and weights that emerged during the two-day workshop will be put forward for endorsement to the PAC at the next PAC meeting. Ms. Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 4:30 p.m. on August 23, 2011.

**APPENDIX A**  
**Attendance List: August 22, 2012**

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Administración General de Aduanas – Ciudad Camargo	Edgar A. Garza M.
Administración General de Aduanas – Ciudad Reynosa	Ricardo Díaz de la Serna
Brownsville & Rio Grande International Railroad	Norma Torres
Brownsville MPO	Mark Lund
	Alfonso Vallejo
Cameron County	David Garcia
	Pete Sepulveda, Jr. (by proxy)
	David Silva
Center for Transportation Research (CTR)	Alejandra Cruz
	Claire Guzman
	Carlos Pizarro
	Jorge Prozzi
	Dan Seedah
City of Brownsville	Charlie Cabler
	Carlos Lastra
	Ben Medina
City of Donna	Fernando Flores
	Josue Garcia, Jr.
	Oscar Ramirez
City of McAllen	Ramon Navarro, IV
	Juan Olaguibel
	Rigoberto Villarreal
City of Rio Grande	Juan F. Zuniga
City of Roma	Joe Garza
City of Sullivan	Judy Davila
Comisión Internacional de Limites y Aguas	Felipe Chalons
	Piro Alejandro Díaz Puente
Consulado de México	Rodolfo Quilantán
Dannenbaum Engineering	George Ramon
Donna International Bridge	Ernest Silva
Foundation Engineering	Alejandro Peña

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Gobierno del Estado de Tamaulipas	Jaime Cano
	Humberto Dragustinovis
Harlingen-San Benito MPO	Kara Alcocer
	Rebecca Castillo
Hidalgo County MPO	Maria Champine
Hidalgo County RMA	Pilar Rodriguez
Instituto Municipal de Planeación de Matamoros (IMPLAN)	Javier Nuñez G.
Instituto Nacional de Migración (INAMI)	Fernando Hernandez
Municipio de Camargo	Beatriz Castro
Port of Brownsville	Eduardo Campirano
	Randolph Delay
	David Randolph
Progreso International Bridge	Elizabeth Johnson
	Julie Ramirez
REI	Jorge Velasco
S & B Infrastructure	Gabriel Salinas
Secretaría de Comunicaciones y Transportes	Guillermo Rico
	José Carlos Zamora Jimenez
Secretaría de Comunicaciones y Transportes – Caminos y Puentes Federales de Ingresos y Servicios Conexos	Américo Alvarado
	Gerardo Saldívar
Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero	Juan Jose E. Garcia-Cano (by proxy)
Secretaría de Comunicaciones y Transportes – Instituto Mexicano de Transporte	Jorge Acha
Secretaría de la Función Pública – Instituto de Administración y Avalúos de Bienes Nacionales	Luis Enrique Mendez
	José Mendoza
Secretaría de Relaciones Exteriores	Sean Cázares
	Román Fernandez
Starr Camargo Bridge Company	Jose A. Escamilla
	Sam Vale
Starr County	Rose Benavidez (by proxy)
Texas Department of Transportation – International Relations Office	Agustin De La Rosa
	Eduardo Hagert
Texas Department of Transportation – Pharr District Office	Homero Bazán, Jr.
	Joseph Leal

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Texas Secretary of State	Alejandro Garcia
Texas Transportation Institute (TTI)	Jolanda Prozzi
U.S. Department of Homeland Security – Customs and Border Protection	Rosie Manzanares
	Mikhail Pavlov
U.S. Department of State	Angela Palazzolo
U.S. Department of State - Consulate General of the United States in Matamoros	Dorian Molina
	Jennifer Nilson
U.S. Department of State – International Boundary and Water Commission	Gabriel Duran
U.S. Department of Transportation – Federal Highway Administration	Travis Black
	Georgi Ann Jasenovec
U.S. General Services Administration	Michael Clardy
	Cecil Scroggins

### Attendance List: August 23, 2012

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
Administración General de Aduanas – Ciudad Camargo	Edgar A. Garza M.
Brownsville & Rio Grande International Railroad	Norma Torres
Brownsville MPO	Mark Lund
	Alfonso Vallejo
Burlington Northern Santa Fe Railway	Craig Morgan
Cameron County	Pete Sepulveda, Jr. (by proxy)
	David Silva
Center for Transportation Research (CTR)	Alejandra Cruz
	Claire Guzman
	Carlos Pizarro
	Jorge Prozzi
	Dan Seedah
City of Brownsville	Charlie Cabler (by proxy)
	Carlos Lastra
	Ben Medina
City of Donna	Josue Garcia, Jr.
	Oscar Ramirez
City of McAllen	Ramon Navarro, IV
	Juan Olaguibel
	Jeremy A. Santoscoy
City of Pharr	Fred Brouwen
City of Roma	Joe Garza
Comisión Internacional de Limites y Aguas	Felipe Chalons
	Piro Alejandro Díaz Puente
Gobierno del Estado de Tamaulipas	Jaime Cano
	Humberto Dragustinovis
Harlingen-San Benito MPO	Kara Alcocer
Hidalgo County MPO	Maria Champine
Instituto Municipal de Planeación de Matamoros (IMPLAN)	Javier Nuñez G.
Instituto Nacional de Migración (INAMI)	Fernando Hernandez
Municipio de Camargo	Beatriz Castro
Port of Brownsville	Eduardo Campirano

STAKEHOLDER REPRESENTED DEPENDENCIA O EMPRESA REPRESENTADA	Name Nombre
	David Randolph
S & B Infrastructure	Gabriel Salinas
Secretaría de Comunicaciones y Transportes	José Carlos Zamora Jimenez
Secretaría de Comunicaciones y Transportes – Caminos y Puentes Federales de Ingresos y Servicios Conexos	Américo Alvarado
	Gerardo Saldívar
Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero	Juan Jose E. Garcia-Cano (by proxy)
Secretaría de Comunicaciones y Transportes – Instituto Mexicano de Transporte	Jorge Acha
Secretaría de la Función Pública – Instituto de Administración y Avalúos de Bienes Nacionales	Luis Enrique Mendez
Secretaría de Relaciones Exteriores	Sean Cázares
	Román Fernandez
Starr Camargo Bridge Company	Jose A. Escamilla
Starr County	Rose Benavidez
	Nilda Elizondo
Texas Department of Transportation – International Relations Office	Agustin De La Rosa
	Eduardo Hagert
Texas Department of Transportation – Pharr District Office	Homero Bazán, Jr.
	Joseph Leal
Texas Secretary of State	Alejandro Garcia
Texas Transportation Institute (TTI)	Jolanda Prozzi
U.S. Department of Homeland Security – Customs and Border Protection	Rosie Manzanares
	Mikhail Pavlov
U.S. Department of State	Angela Palazzolo
U.S. Department of State - Consulate General of the United States in Matamoros	Jennifer Nilson
U.S. Department of Transportation – Federal Highway Administration	Travis Black
	Georgi Ann Jasenovec
U.S. General Services Administration	Michael Clardy
	Cecil Scroggins
Union Pacific Railroad	John Hopkins
Universidad Nacional Autónoma de México	Luis Chias Becerril
	Hector Resendiz Lopez

## APPENDIX B ACRONYMS LIST

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

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

**APPENDIX C**  
**LIST OF STAKEHOLDERS WITH VOTING RIGHTS**

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

 <b>United States Stakeholder</b>	Votos -- Votes	 <b>Dependencia/participante de México</b>
N/A	1	<b>Administración General de Aduanas</b> Acuña <i>Miembro GTT identificado: Ernesto Manuel Montiel</i>
N/A	1	<b>Administración General de Aduanas</b> Piedras Negras <i>Miembro GTT identificado: Ernesto Alonso González</i>
N/A	1	<b>Administración General de Aduanas</b> Colombia/Solidaridad <i>Miembro GTT identificado: Karina López</i>
N/A	1	<b>Administración General de Aduanas</b> Nuevo Laredo <i>Miembro GTT identificado: Miguel Ángel Aguilar</i>
<b>General Services Administration</b> Southern Border <i>Identified TWG member: Michael Clardy</i>	1	<b>Instituto de Administración y Avalúos de Bienes Nacionales</b> Jefe de Departamento de Diseño <i>Miembro GTT identificado: Fidel Castañeda</i>
N/A	1	<b>Instituto Nacional de Migración</b> <i>Miembro GTT identificado: no se tiene identificado, favor de contactarnos antes de la reunión</i>
N/A	1	<b>Secretaría de Desarrollo Social</b> Dirección General de Desarrollo Urbano y Suelo <i>Miembro GTT identificado: Juan Manuel Mondragón</i>
N/A	1	<b>Secretaría de Medio Ambiente y Recursos Naturales</b> Subdirector del Sector Vías Generales Zona Norte <i>Miembro GTT identificado: Jesús Armando Moreno</i>
<b>Texas Department of Transportation</b> Laredo District Planning Coordinator <i>Identified TWG member: Melisa Montemayor</i>	1	<b>Gobierno del Estado de Coahuila</b> Secretaría de Obras Públicas <i>Miembro GTT identificado: Noé García</i>
<b>Texas Department of Transportation</b> Rail Division <i>Identified TWG member: Mark Werner</i>	1	<b>Gobierno del Estado de Nuevo León</b> CODEFRONT <i>Miembro GTT identificado: Juan Carlos Gastelum</i>
<b>Texas Department of Transportation</b> International Relations Office <i>Identified TWG member: Gus de la Rosa</i>	1	<b>Gobierno del Estado de Tamaulipas</b> Secretaría de Obras Públicas <i>Miembro GTT identificado: Vicente Saint Martin</i>
<b>Department of Public Safety</b> Commercial Vehicle Enforcement <i>Identified TWG member: Christopher Nordloh</i>	1	N/A
<b>City of Laredo</b> Assistant City Manager <i>Identified TWG member: Horacio De Leon</i>	1	<b>Municipio de Nuevo Laredo</b> Dirección de Obras Públicas <i>Miembro GTT identificado: Luis Martínez</i>
<b>City of Laredo</b> Bridge Director <i>Identified TWG member: Mario Maldonado</i>	1	<b>Camino y Puentes Federales</b> Subdelegado de Operación <i>Miembro GTT identificado: Alberto González</i>

 <b>United States Stakeholder</b>	Votos -- Votos	 <b>Dependencia/participante de México</b>
<b>Laredo MPO</b> Transportation Planner <i>Identified TWG member: Vanessa Guerra</i>	1	<b>Municipio de Nuevo Laredo</b> IMPLADU <i>Miembro GTT identificado: Carlos De Anda</i>
<b>Webb County</b> Executive Assistant <i>Identified TWG member: Leroy Medford</i>	1	N/A
<b>City of Eagle Pass</b> Director of Planning and Community Development <i>Identified TWG member: (TBD)</i>	1	<b>Municipio de Piedras Negras</b> Dirección de Obras Públicas <i>Miembro GTT identificado: Fernando Purón</i>
<b>City of Eagle Pass</b> Bridge Director <i>Identified TWG member: Marga Lopez</i>	1	N/A
<b>Maverick County</b> Administrative Assistant <i>Identified TWG member: Roberto Ruiz</i>	1	N/A
<b>City of Del Rio</b> City Manager <i>Identified TWG member: Robert Eads</i>	1	<b>Municipio de Acuña</b> Director de Planeación Municipal y Desarrollo Urbano <i>Miembro GTT identificado: Gabriel Ramos</i>
<b>City of Del Rio</b> Bridge Director <i>Identified TWG member: Margie Montez</i>	1	N/A
<b>Val Verde County</b> County Judge <i>Identified TWG member: TBD</i>	1	N/A
<b>Kansas City Southern</b> <i>Identified TWG member: Robert Wimbish</i>	1	<b>Kansas City Southern de México</b> <i>Miembro GTT identificado: Vladimir Robles</i>
<b>Union Pacific</b> <i>Identified TWG member: Ivan Jaime</i>	1	N/A
<b>Burlington Northern Santa Fe</b> <i>Identified TWG member: Frank Hernandez</i>	1	<b>Ferrocarriles Mexicanos</b> <i>Miembro GTT identificado: Guillermo García</i>

## APPENDIX D SCORING METRICS DOCUMENT

### CAPACITY / CONGESTION CATEGORY

#### Road and Interchange Projects

##### 1. Change in Number of Lanes

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

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

##### 2. Final Level of Service (LOS)

Level of Service (“LOS”) is a measure of the level of congestion experienced on different segments of transportation infrastructure. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the final LOS, the higher the score assigned. The road and interchange projects will thus be scored as:

Final LOS	Score
F	0.00
E	0.25
D	0.50
C	0.75
A or B	1.00

##### 3. Change in Level of Service (LOS)

A change in the LOS measures a change in congestion experienced. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the change in LOS achieved (e.g., from LOS F to LOS A or B), the higher the score assigned. The road and interchange projects will thus be scored as follows:

		to LOS				
		F	E	D	C	A or B
Change in LOS from	F	0.0	1.0	1.7	2.2	2.5
	E	-	0.0	0.7	1.2	1.5
	D	-	-	0.0	0.5	0.8
	C	-	-	-	0.0	0.3

A or B - - - - 0.0

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

4. Number of Ports of Entry (“POEs”) served

This Criterion measures how many POEs are served by a proposed project by directly connecting to the POE or by connecting to a POE road. The higher the number of POEs served (directly or indirectly), the higher the score assigned. The road and interchange projects will thus be scored as follows:

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

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

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

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

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

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

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

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

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

Rail Projects

1. Change in Number of Tracks

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

Rail Track Projects will be scored as follows:

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

Rail Yard Projects will be scored as follows:

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

2. Change in Level of Service

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

3. Average Travel Speed

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

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

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

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

		<b>Eliminates Rail Crossings</b>		
		<b>No</b>	<b>Some</b>	<b>All</b>
<b>Removes Rail Traffic from Developed Areas</b>	<b>No</b>	0.00	0.25	0.50
	<b>Some</b>	0.25	0.50	0.75
	<b>All</b>	0.50	0.75	1.00

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

5. Change in Modes Served

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

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

Port of Entry Projects

1. Change in Number of Booths

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

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

2. Secure Lanes

Secure lanes (i.e., Fast or SENTRI lanes) facilitates the throughput of different modes thereby enhancing the capacity of the POE. POE projects will thus be scored as follows:

<b>Number of Secure Lanes</b>	<b>Score</b>
None	0.0
1 lane	0.2
2 lanes	0.4
3 lanes	0.6
4 lanes	0.8
More than 4 lanes	1.0

### 3. Wait Times

Wait times is as a measure of POE congestion and can be expressed as a weighted average wait time given the different modes (i.e., vehicles, commercial vehicles, and pedestrians) handled by a POE. The POE projects will be scored given the POE wait times by mode and the weight assigned to each mode as follows:

		<b>Score</b>			
<b>Mode Weight</b>	<b>Mode</b>	<b>0.25</b>	<b>0.50</b>	<b>0.75</b>	<b>1.00</b>
<b>0.25</b>	Pedestrians	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
<b>0.30</b>	Automobiles	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
<b>0.45</b>	Trucks	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile

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

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

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

<b>Change in Congestion</b>	<b>Score</b>
No Impact	0.0
Some Improvement	0.5
Substantial Improvement	1.0

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

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

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

<b>Change in Congestion</b>	<b>Score</b>
No Impact	0.0

Some Improvement	0.5
Substantial Improvement	1.0

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

#### 6. Change in Modes Served

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

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

### **DEMAND CATEGORY**

#### Road and Interchange Projects

##### 1. Change in Average Annual Daily Traffic

Annual Average Daily Traffic (“AADT”) is a measure of travel demand or usage of a facility and is calculated by dividing the total annual vehicle traffic by 365 days. A change in the AADT (“Δ AADT”) is a measure of the demand satisfied or additional usage of the facility. In the case of new road or interchange projects, the final AADT equals the Δ AADT. The change in AADT will be calculated as the difference between the expected AADT in 2030 and the current AADT. The higher the change in AADT, the higher the demand satisfied or additional usage of the facility. The road and interchange projects will thus be scored as follows:

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

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

##### 2. Percentage of Trucks

The percentage of trucks is share of the AADT that are trucks and is an indicator of the importance of the road or interchange to goods movement. The higher the percentage of trucks, the higher the importance of the road or interchange to goods movement. The road and interchange projects will thus be scored as follows:

<b>Percentage of Trucks</b>	<b>Score</b>
-----------------------------	--------------

No change	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

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

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

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

<b>Expressed Public Demand</b>	<b>Score</b>
No demand	0.0
Some demand	0.5
High demand	1.0

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

### Rail Projects

#### 1. Change in Average Annual Daily Rail Cars

Average Annual Daily Rail Cars (“AADRC”) is a measure of rail demand or usage of a rail facility and is calculated by dividing the total annual number of rail cars by 365 days. A change in the Average Annual Daily Rail Cars (“AAADRC”) is a measure of the demand satisfied or additional usage of the rail facility. In the case of new rail projects, the final Average Annual Daily Rail Cars equals the change in Average Annual Daily Rail Cars. The change in AADRC will be calculated as the difference between the expected AADRC in 2030 and the current AADRC. The higher the change in AADRC, the higher the demand satisfied or additional usage of the facility. The rail projects will thus be scored as follows:

<b>Change in AADRC</b>	<b>Score</b>
No change	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

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

2. Cross-border tonnage by rail

This Criterion measures the current total tonnage of goods moved by rail across the border. The higher the total tonnage moved by rail across the border, the higher the score assigned. The rail projects will thus be scored as follows:

<b>Current Tonnage by Rail</b>	<b>Score</b>
No data	0.00
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

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

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

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

<b>Expressed Support / Demand for New Mode</b>	<b>Score</b>
None	0.0
Some	0.5
Substantial	1.0

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

Port of Entry Projects

1. Change in Average Annual Daily Crossings

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

		<b>Score</b>			
<b>Mode Weight</b>	<b>Mode</b>	<b>0.25</b>	<b>0.50</b>	<b>0.75</b>	<b>1.00</b>
<b>0.25</b>	Pedestrians	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
<b>0.30</b>	Automobiles	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
<b>0.45</b>	Trucks	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile

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

## 2. Multiple Mode Demand

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

<b>Expressed Level of Public Demand / Support</b>	<b>Score</b>
No demand	0.0
Some demand	0.5
High demand	1.0

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

## **FINANCIAL / PROJECT READINESS CATEGORY**

### Roads, Interchange, Rail, and Port of Entry Projects

#### 1. Cost Effectiveness (\$/Capacity Criterion)

The cost effectiveness Criterion is defined as the public cost (i.e., project cost – private participation, \$) of the project per lane-mile (for roads and interchanges), per track-mile (for rail projects), and per number of booths (for POE projects). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

<b>Cost Effectiveness</b>	<b>Score</b>
No change	0.00
4 <sup>th</sup> Quartile	0.25
3 <sup>rd</sup> Quartile	0.50
2 <sup>nd</sup> Quartile	0.75
1 <sup>st</sup> Quartile	1.00

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

#### 2. Cost Effectiveness (\$/Demand Criterion)

The cost effectiveness Criterion is defined as the public cost (i.e., project cost – private participation, \$) of the project divided by change in AADT (for roads and interchanges), by the change in AADRC (for rail projects), and by the change in number of booths (for POE projects). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

<b>Cost Effectiveness</b>	<b>Score</b>
No change	0.00
4 <sup>th</sup> Quartile	0.25
3 <sup>rd</sup> Quartile	0.50
2 <sup>nd</sup> Quartile	0.75

1<sup>st</sup> Quartile          1.00

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

## **SAFETY CATEGORY**

### Road, Interchange and Rail Projects

#### 1. Accident Rate per Mile

The accident rate per mile Criteria is a measure of the “level of safety” experienced on a given facility. The higher the accident rate per mile on an existing facility, the higher the need for a project to improve the “level of safety” on the facility and the higher the score assigned. In the case of a new project the accident rate per mile on a parallel and similar road, interchange or rail facility respectively will be used. The road and interchange and rail projects will be scored as follows:

<b>Accident Rate per mile</b>	<b>Score</b>
1 <sup>st</sup> Quartile	0.25
2 <sup>nd</sup> Quartile	0.50
3 <sup>rd</sup> Quartile	0.75
4 <sup>th</sup> Quartile	1.00

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

#### 2. Diversion of Hazardous Materials

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

<b>Diversion of Hazmat</b>	<b>Score</b>
No	0.00
Yes	1.00

### Port of Entry Projects

#### 1. Border Security / Safety

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

<b>Safety / Security</b>	<b>Score</b>
No improvements	0.00
Some improvements	0.50
Substantial improvements	1.00

## 2. Diversion of Hazardous Materials

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

<b>Diversion of Hazmat</b>	<b>Score</b>
Prepared	0.00
Not prepared	1.00

## **REGIONAL IMPACTS CATEGORY**

### Road, Interchange, Rail, and Port of Entry Projects

#### 1. Environmental Impacts

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

<b>Environmental Impact</b>	<b>Score</b>
High Burden	0.00
Medium Burden	0.25
Neutral	0.50
Medium Benefit	0.75
High Benefit	1.00

#### 2. Socio-Economic Impacts

The socio-economic impacts Criterion is a qualitative assessment of the socio-economic impacts on proposed / planned projects in terms of community safety and access, the creation of jobs, increase in industry, and impact on trade corridors. The project sponsor will need to describe in detail to the study team how the proposed project impacts the socio-economic characteristics of the area. The projects will thus be scored as follows:

<b>Socio-Economic Impact</b>	<b>Score</b>
High Burden	0.00
Medium Burden	0.25
Neutral	0.50
Medium Benefit	0.75
High Benefit	1.00

#### 3. Modal Diversion

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

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

#### 4. Land Availability

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

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

## Appendix 1 – Quartiles

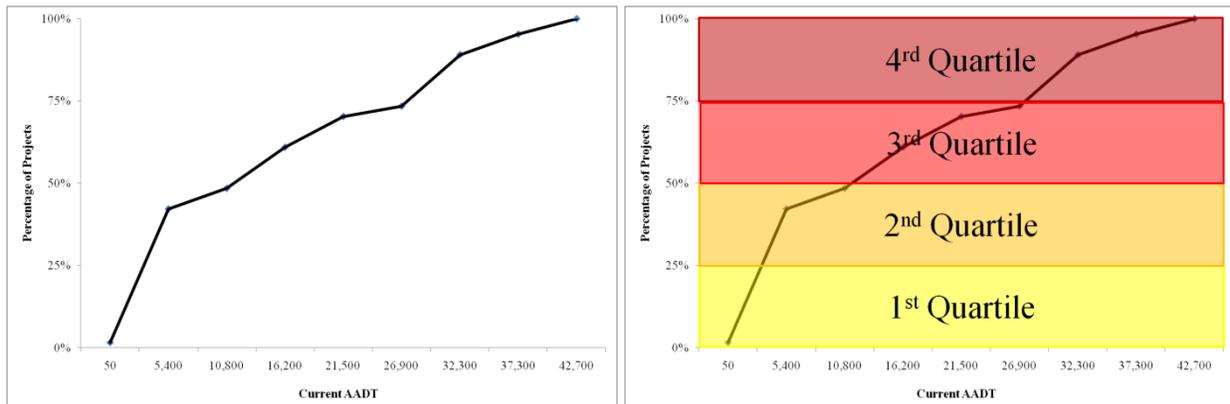
A quartile is a statistical term corresponding to one of three points, that divide a ranked data set into equal groups, each representing a fourth of the data points.

The three points are:

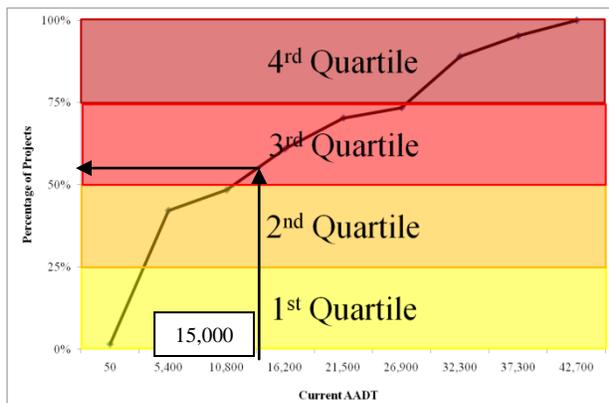
- The 1<sup>st</sup> Quartile (Q1) or lower quartile is the value in the ranked data set for which 25% of the values are lower and 75% of the values are higher. The Q1 also corresponds to the 25<sup>th</sup> Percentile.
- The 2<sup>nd</sup> Quartile (Q2) or median, corresponds to the value in the ranked data set that divides the ranked data in half. The Q2 also corresponds to the 50<sup>th</sup> Percentile.
- The 3<sup>rd</sup> Quartile (Q3) or upper quartile is the value in the ranked data set for which 75% of the values are lower and 25% of the values are higher. The Q3 corresponds to the 75<sup>th</sup> Percentile.

Example – Average Annual Daily Traffic (AADT)

The following figure illustrates the AADT values for 65 projects.



When Q1, Q2, and Q3 are estimated, the data set is divided into 4 sets, corresponding to the data between the 0<sup>th</sup> and 25<sup>th</sup> Percentiles, 25<sup>th</sup> and 50<sup>th</sup> Percentiles, 50<sup>th</sup> and 75<sup>th</sup> Percentiles, and 75<sup>th</sup> and 100<sup>th</sup> Percentiles. For the Criterion that use quartiles, the projects will be scored depending on which of the four data sets include the project's Criteria value. For example, if a project has an AADT of 15,000,



The AADT value will fall within the 3<sup>rd</sup> data set and consequently a score corresponding to Q3 will be assigned to the proposed project for this Criterion.



# Agenda

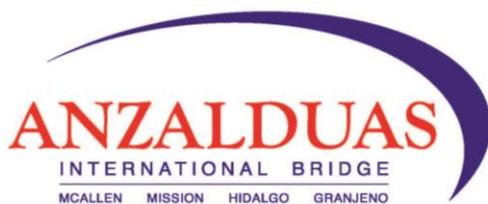
## Lower Rio Grande Valley – Tamaulipas Border Master Plan

Third Policy Advisory Committee Meeting  
September 13, 2012

McAllen, Texas - McAllen Convention Center  
Meeting Room 102 ABC

- |               |   |
|---------------|---|
| 8:00 - 8:30   | Arrival and registration  |
| 8:30 - 9:00   | Welcome and introductions<br>Review of meeting objectives                     |
| 9:00 - 10:15  | Outcome of the 3rd Technical Working Group Workshop                           |
| 10:15 - 10:30 | Break   |
| 10:30 - 12:15 | Endorse/Reject Categories, Category Weights, Criteria, and Criterion Weights  |
| 12:15 - 1:00  | Lunch   |
| 1:00 - 3:00   | Voting and Facilitated Discussion on Rejected Criteria and Weights            |
| 3:00 - 3:15   | Break   |
| 3:15 - 4:30   | Voting and Facilitated Discussion on Rejected Categories and Category Weights |
| 4:30 - 5:00   | Administrative Matters and Follow-up Business<br>Adjourn                      |

*Lunch and break kindly sponsored by:*



**LOWER RIO GRANDE VALLEY - TAMAULIPAS  
BORDER MASTER PLAN  
POLICY ADVISORY COMMITTEE MEETING**



These meeting minutes document the outcome of the third Policy Advisory Committee (PAC) meeting within the framework of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) effort. The meeting took place in McAllen, Texas, on September 13, 2012, at the McAllen Convention Center in Meeting Room 102 ABC. Please refer to the attendance and acronym list included in Appendix A of this document for agency/company acronyms and names listed throughout this document.

**Welcome and Introductions**

The binational meeting officially started at 8:30 a.m. as Mr. Homero Bazán, Jr. (TxDOT) welcomed attendees to the third PAC Meeting in the development of the Lower Rio Grande Valley-Tamaulipas BMP. He also thanked participants for attending and made the appropriate introductions.

**Presentations**

Ms. Jolanda Prozzi (Program Manager: Environment and Planning, Texas Transportation Institute) started by thanking the meeting sponsors. She then provided a summary of the outcome of the third TWG meeting (held August 22 and 23), which was the development of the Draft Ranking Framework.

**Discussion**

Ms. Sylvia Grijalva (FHWA) was under the impression that the Connectivity criterion for road and interchange projects would determine the percentage of vehicles going across the border, and she asked how this would be measured.

Dr. Jorge Prozzi (CTR) affirmed that there is no data to indicate if traffic is going to a port of entry (POE). He clarified that the Connectivity criterion was proposed to capture how the project has a wider impact on traffic in the region.

With regard to marine port projects, Mr. Eduardo A. Campirano (Port of Brownsville) suggested that Cost/Vessel would be a good metric for the cost effectiveness of a project because this affects the cost of cargo.

The discussion proceeded to the Regional Impacts Category, and Mr. Sean Cázares (SRE) stated that objective of construction is not to create jobs; this is a consequence or a secondary benefit. Ms. Grijalva countered that it is acceptable to judge projects based on economic impacts but supporting data is crucial.

Regarding the Binational Coordination category for POE projects, Ms. Grijalva stated that even a concept can be on the Bilateral Bridges and Border Crossing Group agenda, but the Presidential Permit is more important.

Ms. Jennifer Nilson (DOS, US Consulate in Matamoros) read the current definition of Binational Coordination found in the Draft Scoring Metric.

### **Endorsement/Rejection of Categories, Category Weights, Criteria, and Criteria Weights**

Dr. Prozzi then began to facilitate the discussion on the endorsement of categories and category weights. He reminded voters that a two-thirds majority was needed to reject a category or category weight as it was.

Participants subsequently approved all categories for inclusion in the BMP, and proceeded to vote on the category weights.

Mr. Cázares expressed concerned about the low percentage assigned to the Binational Coordination category. "We cannot have half a bridge, which has happened before," he said. "American cities are constitutionally enabled to form international agreements; in Mexico this is exclusively a federal task with some concession to states or municipalities." He thus proposed swapping the weights of Regional Impacts and Binational Coordination.

Ms. Nilson stated that the US DOS was content with the weight as it was, but would also approve if the Binational Coordination weight was increased.

Mr. Gabirel Duran (IBWC) agreed with increasing the weight of Binational Coordination, because it is essential in the beginning phase of a project to allow time to complete relevant hydraulic studies.

Mr. Mikahil Pavlov (CBP) stated that the Capacity/Congestion category should have the highest weight, followed by Demand and then Cost Effectiveness/Project Readiness. He added that Regional Impacts should be more important than Binational Coordination.

Mr. Sam Vale (President, Starr Camargo Bridge Company) stated that all categories are equally important in this process, but stressed that coordination is crucial.

Dr. Prozzi then called for a vote to approve all existing category weights, and a majority of participants were in favor. The discussion then progressed to voting to endorse the existing criteria, going by category through each of the four types of projects and then moving on to the next category.

With regard to the Number of POEs Served criterion for roadway projects, Ms. Grijalva asked if relevant data was available. Ms. Prozzi replied that TxDOT was responsible for providing this data.

With no other discussion, participants voted to approve the criteria weights for the Capacity/Congestion Category for Road and Interchange projects.

For rail projects, Ms. Grijalva asked whether the Average Delay Time criterion measures a reduction in delay time or just existing delay time. Ms. Prozzi replied that Average Delay Time measures the need for a proposed project that will address that need. Mr. Vale added that there are three types of delays—infrastructure deficiency, personnel shortage, and inefficient use of personnel—and thus different types of projects to address these needs.

For POE projects, regarding the Alleviate Congestion criterion, Mr. Pavlov asked if this criterion measured reduction in wait time or queue length, and added that level of service is tied to border wait times. Ms. Grijalva replied that CBP has data on border wait times, and that this information should be utilized. Mr. Pavlov also questioned what defined “some improvement” versus “substantial improvement,” and suggested that these be measured in terms of percent reduction.

Participants voted to reject the Alleviate Congestion criterion for POE projects and revisit this criterion and its weight later in the day. They also voted to retain the other criteria and respective weights.

Regarding marine port projects, some confusion was expressed regarding the difference between Vessel Size and Channel Capacity. Mr. Eduardo A. Campirano (Port of Brownsville) clarified that greater depth means greater capacity. He stated that the greatest improvement is achieved by adding depth, but some improvements such may be made without adding depth. He added that in most cases adding one or two docks is a huge undertaking for any port, but channel depth and capacity are still the most important issues.

Participants then voted to endorse the Marine Port Capacity/Congestion criteria and their weights.

As discussion began on the Demand category, Dr. Prozzi re-explained the concept of quartiles used to score the Change in Traffic criterion. Ms. Grijalva suggested that the final report contain the specific numbers that represent the quartiles for this BMP.

With regard to the Multiple Mode Demand criterion, Mr. Bazán asked for clarification as to what constituted expressed public demand. Ms. Prozzi replied that in the Laredo BMP, stakeholders would present news articles as evidence of expressed demand, but there is still subjectivity involved. Mr. Bazán also stated that the FHWA encourages the accommodation of pedestrians and bicyclists, and Dr. Prozzi added that usually TxDOT will not add a new mode without expressed demand.

Ms. Prozzi suggested that a project be scored according to whether or not it accommodates an alternative mode or serves a need for that mode. In spite of this discussion, participants still endorsed all the Demand criteria for road and interchange projects.

As for the weights of the Demand criteria for road and interchange projects, Mr. Bazán felt that the weight of the Multiple Mode Demand criterion was too high, especially for being very subjective, and the weight of the Estimated Demand in 20/30 Years criterion was too low considering that these projections are readily available. Ultimately, however, there was no change in the criteria weights.

During lunch, Mr. Duran gave a presentation describing the history and function of the IBWC and the process for obtaining a permit for work along the Rio Grande.

After lunch, voters accepted the Demand criteria for rail projects and the respective criteria weights.

Regarding the Change in Average Annual Daily Crossings, Mr. David Randolph (BRG) stated that this criterion inadvertently penalizes a bridge that doesn't allow the crossing of all three modes and recommended that it be rejected. Mr. Vale added that transportation authorities are now moving towards separating the modes, and this criterion lumps them all together. Ms. Grijalva suggested normalizing the score to the existing modes crossing a bridge. Additional concern was raised that this criterion only weights existing POEs. Dr. Prozzi suggested that this criterion be renamed Percentage Annual Daily Crossings and redefined as the total number of crossings at a bridge projected in 2030, divided by the total crossings from the region in 2011. A participant asked if a bus counted as one vehicle crossing or 40 individual crossings. Stakeholders then agreed to use vehicle counts, not person counts, and also agreed to keep the modified version of the criterion.

With regard to the Multiple Mode Demand criterion, Mr. Cázares stated that almost all POEs accommodate buses and pedestrians, so almost all projects will earn points. Dr. Prozzi posed the question of whether the plan would score the addition of new modes or score the existing accommodation of multiple modes. Mr. Pavlov stated that the criterion should encourage modal diversity and give points to incremental demand for new modes. Participants voted on keeping the criterion, resulting in a near tie, and Dr. Prozzi asked for new discussion on the topic. Mr. Bazán stated that originally this criterion was meant to give credit for the addition of new modes. Ultimately, stakeholders agreed to endorse this criterion and the weights for both Demand criteria for POE projects.

Participants endorsed all of the Demand criteria for marine port projects and their respective weights.

Regarding the Partially Funded Project criterion for the Cost Effectiveness/Project Readiness category, Mr. Bazán voiced the opinion that even a small amount of earmarked funding can allow a project to move forward, and advocated that projects with any amount of secured funding receive some points.

There was also some discussion as to the procession of the development phases for projects in the United States and Mexico. Concerns were raised that the phases may not occur exactly as they appear in the Draft Scoring Metric.

Participants then endorsed the Cost Effectiveness/Project Readiness criteria, including the aforementioned minor modifications as well as the existing criteria weights.

Participants also endorsed the Safety criteria for road and interchange and rail projects as well as their respective Weights.

While discussing the Safety criteria for POE projects, Mr. Pavlov commented that the Diversion of Commercial Traffic/Separation of Traffic by Type criterion conflicts with the Multiple Mode Demand criterion by encouraging the separation of modes. Ms. Grijalva responded that there are two means of modal separation: physically separating commercial trucks on the bridge, or routing commercial traffic to a different POE. She added that while accommodating additional modes is encouraged, it does cause safety issues.

Regarding the Safe Handling of HazMat criterion, Ms. Grijalva stated that a POE has to be designated as capable of handling hazardous materials in its presidential permit. She also stated that assigning 40 percent to the Safe Handling of HazMat criterion is unfair to POEs that are not designated as such. Nonetheless, voters endorsed the existing criteria and criteria weights.

With regard to the Regional Impacts category, Mr. Bazán stated that it is difficult to quantify the Job Creation criterion. Ms. Prozzi added that job creation is important, but if there is no data, then all projects score zero and it is a useless criterion. In the first round of voting, 12 people endorsed this criterion. Dr. Prozzi called on the supporters to specify data that can be provided, and called for another vote.

A participant stated that the remaining Regional Impacts criteria are more difficult to measure than Job Creation. Ms. Grijalva responded that it is possible to measure the costs of border wait times and truck delays; it's not that these criteria can't be measured, but that there are many different ways to measure them. Ms. Linda De La Fuente (Hidalgo County MPO) suggested that transportation reinvestment zones can be used to track economic growth by estimating the number of establishments that will conduct business from a new highway. Voters ultimately chose to retain all of Regional Impacts criteria as well as the existing weights for all three.

Participants then endorsed the Binational Coordination criterion for POE projects and its relative weight.

### **Voting and Facilitated Discussion on Rejected Criteria and Weights**

Only one criterion needed to be revisited: Alleviates Congestion for POE projects. Ms. Grijalva suggested that reduction in border wait times be used; even a new POE will reduce wait times at another existing POE. Mr. Pavlov agreed that this was the most available data. Participants ultimately agreed to use the quartile approach and rank projects based on a POE's wait time divided by the regional average in 2011. New projects would be scored using wait times from an existing, similar POE.

## Results

The table below provides the prioritization criteria and weights for road and interchange projects endorsed by the PAC. In total, 18 criteria were endorsed for prioritizing the road and interchange projects.

### Road and Interchange Project Prioritization Criteria

Category	Criteria	Weight
Capacity/Congestion (weight = 25.3%)	Change in number of lanes	26.0%
	Change in Level of Service	25.6%
	Number of POEs served	24.2%
	Connectivity	24.2%
Demand (weight = 19.2%)	Change in Average Annual Daily Traffic	34.4%
	Percentage of trucks	25.6%
	Multiple mode demand	21.4%
	Estimated Demand in 20/30 years	18.6%
Cost-Effectiveness/ Project Readiness (weight = 16.9%)	Cost/Capacity Criterion	23.4%
	Cost/Demand Criterion	18.2%
	Land availability	26.5%
	Partially funded project	19.8%
	Phase of project development	12.1%
Safety (weight = 16.3%)	Annual Accident Rate per mile	57.6%
	Diversion (Handling) of Hazardous Materials	42.4%
Regional Impacts (weight = 22.3%)	Job creation	30.0%
	Wider geographic impacts	34.8%
	General development	35.2%

The table below provides the prioritization criteria and weights for rail projects endorsed by the PAC. In total, 17 criteria were endorsed for prioritizing the rail projects.

**Rail Project Prioritization Criteria**

<b>Category</b>	<b>Criteria</b>	<b>Weight</b>
<b>Capacity/Congestion</b> (weight = 25.3%)	Change in number of tracks	30.5%
	Average Delay Time	29.8%
	Alleviates congestion locally	39.7%
<b>Demand</b> (weight = 19.2%)	Change in Average Annual Daily Rail Cars	30.0%
	Cross-border tonnage by rail	17.4%
	Multiple mode demand	13.6%
	Additional Hours of Interchange	39.0%
<b>Cost-Effectiveness/ Project Readiness</b> (weight = 16.9%)	Cost/Capacity Criterion	23.4%
	Cost/Demand Criterion	18.2%
	Land availability	26.5%
	Partially funded project	19.8%
<b>Safety</b> (weight = 16.3%)	Phase of project development	12.1%
	Annual Accident Rate per mile	57.6%
<b>Regional Impacts</b> (weight = 22.3%)	Diversion (Handling) of Hazardous Materials	42.4%
	Job creation	30.0%
	Wider geographic impacts	34.8%
	General development	35.2%

The table below provides the prioritization criteria and weights for POE projects endorsed by the PAC. In total, 17 criteria were endorsed for prioritizing the POE projects.

**POE Project Prioritization Criteria**

<b>Category</b>	<b>Criteria</b>	<b>Weight</b>
<b>Capacity/Congestion</b> (weight = 21.0%)	Change in # of fully operational lanes	32.2%
	Improve throughput through the use of technology	19.6%
	Alleviate congestion	29.2%
	Increase in number of modes served	19.0%
<b>Demand</b> (weight = 16.0%)	Change in Average Annual Daily Crossings	59.6%
	Multiple mode demand	40.4%
<b>Cost-Effectiveness/ Project Readiness</b> (weight = 15.0%)	Cost/Capacity Criterion	23.4%
	Cost/Demand Criterion	18.2%
	Land availability	26.5%
	Partially funded project	19.8%
	Phase of project development	12.1%
<b>Safety</b> (weight = 9.0%)	Diversion of commercial traffic / separation of traffic by type	61.0%
	Safe Handling of HazMat	39.0%
<b>Regional Impacts</b> (weight = 22.0%)	Job creation	30.0%
	Wider geographic impacts	34.8%
	General development	35.2%
<b>Binational Coordination</b> (weight = 17.0%)	Binational Coordination	100.0%

The table below provides the prioritization criteria and weights for marine port projects endorsed by the PAC. In total, 16 criteria were endorsed for prioritizing the marine port projects.

#### Marine Port Project Prioritization Criteria

Category	Criteria	Weight
Capacity/Congestion (weight = 25.3%)	Vessel size	24.0%
	Channel Capacity (depth, width)	45.0%
	Number and Types of Docks	31.0%
Demand (weight = 19.2%)	Increase in Total Annual Tonnage	53.5%
	Multiple mode demand	14.8%
	Increase in cross-border tonnage	31.7%
Cost-Effectiveness/ Project Readiness (weight = 16.9%)	Cost/Capacity Criterion	23.4%
	Cost/Demand Criterion	18.2%
	Land availability	26.5%
	Partially funded project	19.8%
	Phase of project development	12.1%
Safety (weight = 16.3%)	Diversion of commercial traffic / separation of traffic by type	61.0%
	Safe Handling of HazMat	39.0%
Regional Impacts (weight = 22.3%)	Job creation	30.0%
	Wider geographic impacts	34.8%
	General development	35.2%

#### Administrative Matters and Follow-Up Business

Ms. Prozzi thanked all attendees for their participation, input, and time. The meeting was adjourned at around 4:30 PM.

**APPENDIX A**  
**Attendance List**

Stakeholder Represented	Name
Administración General de Aduanas (Ciudad Camargo)	Edgar A. Garza M.
Brownsville MPO	Larry A. Brown
Brownsville & Rio Grande Railroad (BRG)	David Randolph
	Norma Torres (by proxy)
Camino y Puentes Federales (CAPUFE)	Americo Alvarado
	Gerardo Saldivar
Center for Transportation Research (CTR)	Alejandra Cruz Ross
	Jolanda Prozzi
	Jorge Prozzi
	Dan Seedah
City of Donna	Oscar Ramirez
	Jorge Velasco
City of McAllen	Brent Branham
	Ramon Navarro, IV
	Juan Olaguibel
City of Rio Grande	Juan F. Zuniga
City of Roma	Joe Garza
Comisión Internacional de Limites y Aguas (CILA)	Alejandro Díaz
Dannenbaum Engineering	George Ramon
Donna International Bridge	Josue Garcia, Jr.
Federal Highway Administration (FHWA)	Shundreka R. Givan
	Sylvia Grijalva
Gobierno del Estado de Tamaulipas - Secretaría de Comunicaciones y Transportes (SCT)	Carlos Zamora Jimenez
Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Económico y Turismo (SEDET)	Raul Sepulveda G.
Gobierno del Estado de Tamaulipas - Secretaría de Relaciones Exteriores (SRE)	Sean Cázares A.
Gobierno del Estado de Tamaulipas	Jaime Cano
	Serafín Maya
	Marco Polo Olivares

Stakeholder Represented	Name
Harlingen-San Benito MPO	Kara Alcocer
	Rebeca Castillo
Hidalgo County	Michael Leo
Hidalgo County Commuter Rail District	Jim Edge
Hidalgo County MPO	Linda De La Fuente
Instituto de Administración y Avalúos de Bienes Nacionales (INDAABIN)	Fernando Valdés Lucio
Instituto Municipal de Planeación de Matamoros (IMPLAN)	Javier Nuñez
International Boundary and Water Commission (IBWC)	Gabriel Duran
Municipio de Camargo	Beatríz Castro
Municipio de Valle Hermoso	Eleuterio Contreras
Pathfinder Public Affairs	Erika Reyna
Pharr International Bridge	Ezequiel Ordoñez, Sr.
Port of Brownsville	Eduardo A. Campirano
Silva, Otting, & Silva, L.L.C.	Ernesto S. Silva
Starr Camargo Bridge Company	Jose A. Escamilla
	Sam Vale
Starr County Industrial Foundation	Rose Benavidez
	Nilda Elizondo
Texas Department of Transportation	Homero Bazán, Jr.
	Eduardo Hagert
	Joseph Leal
The Border Trade Alliance	Jesse Hereford
U.S. Department of State, Consulate in Matamoros	Jennifer Nilson
U.S. Customs and Border Protection	Joe G. Ramos
	Mikhail Pavlov
U.S. General Services Administration	Jim King
	H. Ovidio Arguello A.