TEXAS – MEXICO TRANSPORTATION BORDER MASTER PLAN UPDATE

Border Trade Advisory Committee
Previous border master plans (2013 / 2014)

Primarily focused on Border Crossings only

Discussed the procurement schedule

Discussed proposed scope of work

Includes a pro-active Bi-National Public Involvement Process

Received input from BTAC members and various bi-national partners and stakeholders
Border Master Plan Update

- Border Trade Advisory Committee will lead the effort
- Regularly scheduled meetings
- Provide feedback and guidance
- Assist with stakeholder outreach
- Lead development of the plan
- Lead implementation of the plan
The Texas – Mexico Transportation Border Master Plan Update, is an update to the three previous Border Master Plans. All tasks outlined below will consider the previous border master plans.

- **Task 1: Project Management, Administration, and Quality Assurance**
  - Develop a comprehensive project management plan that includes a detailed schedule with major milestones and identifies resolution to project management conflicts.
  - Develop a Quality Assurance /Quality Control plan for use in the development and management of the Texas-Mexico Transportation Border Master Plan Update.
  - Develop and implement project tools to manage; monitor and evaluate performance measures and project effectiveness.
  - Coordinate work efforts with the Border Trade Advisory Committee (BTAC), Texas Department of Transportation (State), Federal Highway Administration (FHWA), and binational public and private sector partnering agencies and stakeholders.
Task 2: Stakeholder Engagement Plan

- Develop a comprehensive and inclusive stakeholder engagement plan that will lead to meaningful participation and partnership. The plan will be developed in coordination with BTAC, and binational public and private sector partnering agencies and stakeholders. Participants will be asked to provide information for the development of the Texas-Mexico Transportation Border Master Plan Update. To the degree practicable, the engagement plan should include and expand upon the list of stakeholders identified in the original border master plans.

- Identify stakeholder outreach and engagement process and strategies for the Texas-Mexico Transportation Border Master Plan Update for binational public and private sector partnering agencies and stakeholders.

- Develop a Stakeholder Engagement Plan to be used throughout the Texas-Mexico Transportation Border Master Plan Update to include methods, proposed schedule, and target groups and populations. Develop surveys and questionnaires for use at stakeholder meetings. Develop an electronic version to post on the study website.
Task 3: Goals and Objectives of the Plan

– Create a plan that identifies binational goals that increase the understanding of critical multimodal transportation systems, border crossings and support facilities.

– Develop criteria for prioritizing projects for existing and proposed multimodal transportation systems, border crossings and support facilities; rank short, medium and long-term investments.

– Create a plan that leads to prioritizing and advancing multimodal transportation system projects, border crossing projects and facility projects and related infrastructure projects.

– Develop a plan that enhances communication among local, state and federal stakeholders in the US and Mexico to understand the process to identify needs affecting border crossings and connecting multimodal transportation systems, and support facilities.
Task 4: Multimodal Data Collection and Inventory

- Conduct a comprehensive binational socioeconomic and demographic data collection and inventory for multimodal transportation systems, border crossings and support facilities for moving people and goods.

- Identify and address data needs and gaps for development of multimodal transportation systems, border crossings and support facilities for moving people and goods.

- Identify data needs and document the process for the approval of the methodology, collection and inventory of the data needs and gaps. Data will be collected, developed and inventoried from a multimodal and binational approach.

- Develop demographic and cross-border passenger travel by mode; goods movement by mode and commodity; for economic development.
Task 5: Multimodal Corridor identification and designation

- Identify existing integrated multimodal networks on a platform readily acceptable by the State, BTAC, FHWA and other Federal partners, binational public and private sector partnering agencies and stakeholders.
- Outline a multimodal network identified as the most critical for facilitating the movement of people and goods across the Texas-Mexico border determined by measurable and objective data.

Task 6: Needs Assessment

- Identify current and future needs of movement of people and goods and its demand on border crossings and transportation systems and support facilities.
- Address the impacts of multimodal movements of people and goods in and through the border region, state and nationwide.
- Identify and prioritize policy, program and other needs assessment related to the development and enhancement of a multimodal and integrated, binational, transportation systems, border crossings and support facilities.
Task 7: Forecasting – Twenty (20) year

- Develop binational 20-year forecast of multimodal movement of people and goods for border crossings, port to port, and by corridor for existing and forecasted demand.

- Develop binational 20 year forecast of existing and proposed passenger travel by mode; goods movement by mode and commodity; for border crossings, and by transportation systems, and support facilities.

- Identify and analyze demands of trade by commodity on the transportation systems and facilities to include imports and exports, intrastate, interstate by transportation systems, border crossings and support facilities, for the region, state and binational.

- Identify and analyze the demands on the transportation systems, border crossings, and supporting facilities of regional, statewide, and bi-national passenger movement by mode, including number of passenger operated vehicles and number of busses.
Task 8: Economic Analysis

- Develop economic profile(s) of current and future outlook of economic impacts of the US - Mexico trade to the border region, State and national in both Texas and Mexico.

- Develop economic profile(s) of current and future outlook of economic impacts of the movement of people across the Texas - Mexico border to the border region, State and Nation.

- Identify, develop and analyze the economic impact of border congestion, wait times, and underutilization of support facilities and capacity issues on the movement of passenger and goods to the border region, state and US – Mexico economies.

- Develop economic analysis, impacts, and cost-benefit analysis for short, mid and long term multimodal improvements at border crossings, and transportation systems and support facilities within the US-Mexico border regions.
Task 9: Recommendations and Investment Plan

- Develop comprehensive strategies to address Texas-Mexico transportation systems, border crossings and support facilities, to address the movement of people and goods, needs and issues.

- Develop multimodal border crossing transportation related policies, programs and projects that address the movement of people and goods.

- Prioritized multimodal and associated network improvements, associated project development process to the identified policies, programs and projects

- Identify the appropriate funding sources and responsible stakeholder for the prioritized multimodal improvements.

Task 10: Implementation Plan

- Develop a comprehensive multimodal implementation strategy – short, medium, and long-term.

- Develop a framework and guideline for border project planning, development, programming and implementation to assist Federal, State districts, divisions, MPOs, local governments and other binational public and private sector partnering agencies and stakeholders.

- Develop a border project management and tracking system as a compatible component of current and proposed State project information systems and that also meets federal requirements

Task 11: Final Report, Executive Summary, Brochure
# Anticipated Selection Timeframe

<table>
<thead>
<tr>
<th>Selection Milestone</th>
<th>Target Dates <em>(are subject to change)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-RFQ Meeting</td>
<td>✔ April 13, 2017</td>
</tr>
<tr>
<td>Request for Qualifications (RFQ)</td>
<td>✔ August 21, 2017</td>
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<tr>
<td>Posting</td>
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<tr>
<td>Statement of Qualifications (SOQ)</td>
<td>✔ September 11, 2017</td>
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<tr>
<td>Due</td>
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<tr>
<td>Notification of Short List</td>
<td>October 2, 2017</td>
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<tr>
<td>Interviews</td>
<td>Week of October 16, 2017</td>
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<tr>
<td>Selection Complete</td>
<td>October 2017</td>
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<tr>
<td>Negotiations Complete</td>
<td>December 2017</td>
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<tr>
<td>Contract Execution</td>
<td>February 2018</td>
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</table>
Caroline Mays
Director, Freight and International Trade
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Discussion

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Main Objective:

Enhance Texas' Economic Prosperity
Blueprint Goals

Enhance Texas' Economic Prosperity

- Achieve a comprehensive and unified vision for the Texas border
- Improve the operation, efficiency, and capacity of Texas’ trade gateways and corridors
- Increase public awareness and education
- Enhance binational communication, coordination, collaboration, and cooperation
- Improve connectivity within the Texas border regions and with the rest of the state and nation
<table>
<thead>
<tr>
<th>Blueprint Goal</th>
<th>Identified Challenge</th>
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</thead>
</table>
| Achieve a comprehensive and unified vision for the Texas border             | • No unified vision, goals, and objectives for the border region  
• Uncoordinated public and private sector goals along the border  
• No linkages between investments in Texas's trade gateways and transportation network to the state’s economic development goals  
• Lack of integration of individual community goals and objectives into border-wide ones |
| Increase Public Awareness and Education                                     | • Lack of awareness and understanding of trade and border region’s contribution to state and national economies  
• Lack of awareness of industry sectors that impact cross-border trade  
• Lack of awareness and understanding of border issues outside border region |
| Improve connectivity within the Texas border regions and with the rest of the state and nation | • Insufficient connectivity and capacity of network linking to border crossings (last mile)  
• Limited connectivity and capacity of transportation network linking border regions  
• Limited connectivity and capacity of key trade corridors  
• Inadequate robust data for appropriate decision making |
| Improve the Operation, Efficiency, and Capacity of Texas’s Trade Gateways (Border Crossings) | • Policy and regulatory impediments  
• Capacity constraints/congestion  
• Operational constraints  
• Lack of funding to invest in infrastructure and operations  
• Lack of cross-border workforce programs |
| Improve the operation, efficiency, and capacity of Texas’ trade gateways and corridors | • Lack of understanding of Institutions and Institutional frameworks in the U.S. and Mexico  
• Insufficient binational dialogue and coordination  
• Insufficient coordination between public and private sectors  
• Limited knowledge of Mexican investments that can impact trade |
Preliminary list of key recommendations based on input from Secretary of State:

- Establish a Texas-Mexico Trade Transportation Task Force
- Develop a Trade Lanes Program
- Develop a Public Awareness and Education Program
- Implement Technology and Innovative Binational Border Strategies
- Foster Private Sector Involvement
## Establish a Texas-Mexico Trade Transportation Task Force

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Objectives</th>
<th>Expected Outcomes</th>
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</thead>
</table>
| There is no binational forum to address Texas-Mexico cross-border trade and transportation issues and how to prioritize opportunities to improve the flow of trade between Texas and Mexico | ■ Promote regional cooperation, integration, and partnerships  
■ Facilitate binational data collection, sharing, and analysis to identify cross-border trade and transportation needs and investment strategies  
■ Facilitate communication among agencies responsible for transportation planning along the border at all levels  
■ Be a forum for discussing binational border transportation and economic development issues along the Texas-Mexico border region | ■ Improve collaboration and coordination of Texas’ and Mexico cross-border transportation plans, programs, funding, and operations  
■ A forum for binational coordination  
■ Increased information sharing  
■ Strengthened communication and consensus building  
■ Advise the Texas Secretary of State and TxDOT |
Task Force Membership

- Texas state agencies and federal and state agencies from Mexico
- Texas Secretary of State and Mexico’s Secretariat of Communications and Transportation (SCT) would be the task force co-chairs
- State and local government from Texas (e.g. Texas Governor’s Office, cities, economic development corporations)
- Mexican Customs and local transportation planning organizations
- Organizations that represent the private sector
- Observer organizations (e.g. FHWA, U.S. Department of State, Secretariat of Foreign Relations, etc.)
Establish a Texas-Mexico Trade Transportation Task Force

- **Implementation Strategy**
  1. Execute a Memorandum of Understanding (MOU)
  2. Develop Work Plan
  3. Hold Quarterly Meetings

CHAIRS

TXSOS TXDOT

SCT TAM NL COH CHI

Subcommittee Meetings

- Lower Rio Grande Valley-Tamaulipas Region Stakeholders
- Laredo-Tamaulipas-Coahuila Region Stakeholders
- El Paso-Chihuahua Region Stakeholders

Topic Subcommittee Meetings

Participants based on issue to be discussed. Could include members and invited stakeholders.
Establish a Texas-Mexico Trade Transportation Task Force

### Proposed Schedule

<table>
<thead>
<tr>
<th>Steps</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>1. Execute MOU</td>
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<td>2. Develop Work Plan</td>
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<tr>
<td>3. Meetings</td>
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September 19, 2017
Develop a Trade Lanes Program

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Objectives</th>
<th>Expected Outcomes</th>
</tr>
</thead>
</table>
| There is no program that focuses on addressing the needs of and investment strategies for Texas-Mexico cross-border trade transportation | - Enhance economic prosperity  
- Outline a comprehensive program for addressing trade transportation needs and investments  
- Improve transportation network connections to Texas’ border crossings and between Texas border regions and the rest of the state and nation  
- Improve the flow of trade between Texas and Mexico by clearly identifying strategic cross-border trade transportation needs and investments | - A comprehensive evaluation of projects under development and current investments  
- Identification of system gaps and needs  
- Development of region-wide criteria for analysis, prioritization, and development of system improvements  
- Identification of available funding and implementation of system needs |
Develop a Trade Lanes Program

- **Trade Lanes Program Implementation Strategy**
  1. Formalize Trade Lanes Program
  2. Review Projects and Investments
  3. Identify Critical Trade Centers and Corridors
  4. Identify System Gaps
  5. Develop Analysis Criteria
  6. Review and Identify Funding
  7. Develop Recommendations
Develop a Trade Lanes Program

### Proposed Schedule

<table>
<thead>
<tr>
<th>Steps</th>
<th>Months</th>
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</thead>
<tbody>
<tr>
<td>1. Formalize Trade Lanes Program</td>
<td>1-3</td>
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<tr>
<td>2. Review Projects and Investments</td>
<td>4-5</td>
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<tr>
<td>3. Identify Critical Trade Centers and Corridors</td>
<td>6-8</td>
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<tr>
<td>4. Identify System Gaps</td>
<td>9-10</td>
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<tr>
<td>5. Develop Analysis Criteria</td>
<td>11-12</td>
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<tr>
<td>6. Review and Identify Funding</td>
<td>13</td>
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<tr>
<td>7. Develop Recommendations</td>
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</tbody>
</table>
## Develop a Public Awareness and Education Program

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Objectives</th>
<th>Expected Outcomes</th>
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</thead>
</table>
| There is a general lack of awareness and understanding of border issues and the border region’s contributions to the state and national economies. | ■ Communicate national economic benefits of the Texas-Mexico border  
  - Tell the border story  
  ■ Communicate the importance of trade with Mexico to the Texas economy to decision makers and the public  
  ■ Outline challenges and potential strategies on trade issues  
  ■ Communicate the criticality of maintaining connections to border crossings  
  ■ Communicate the need to allocate funding to the border region | ■ Program that tells Texas-Mexico border story using:  
  • Forums  
  • Fact Sheets  
  • Webpage  
  • Newsletters  
  • Social media |
Develop a Public Awareness and Education Program

- **Forums Implementation Strategy**
  1. Prepare Forum Materials
  2. Formalize Relationship with Partners and Organize Forums

- **Fact Sheets Implementation Strategy**
  1. Develop and Deliver Fact Sheet Content
  2. Review Fact Sheet Drafts, Produce, and Disseminate

- **Webpage Implementation Strategy**
  1. Develop Webpage
Develop a Public Awareness and Education Program

- **Newsletter Implementation Strategy**
  1. Develop Newsletter Content
  2. Produce and Deliver Newsletters

- **Social Media Implementation Strategy**
  1. Develop Social Media Approach
  2. Setup Accounts
  3. Develop and Schedule Social Media Campaigns
  4. Effectiveness Evaluation
# Develop a Public Awareness and Education Program

## Proposed Schedule

<table>
<thead>
<tr>
<th>Steps</th>
<th>Months</th>
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</thead>
<tbody>
<tr>
<td>Forums</td>
<td></td>
</tr>
<tr>
<td>1. Prepare Forum Materials</td>
<td>4-5</td>
</tr>
<tr>
<td>2. Formalize relationship with partners and organize forums</td>
<td>6-12</td>
</tr>
<tr>
<td>Fact Sheets</td>
<td></td>
</tr>
<tr>
<td>1. Develop and deliver fact sheet content</td>
<td>1-4</td>
</tr>
<tr>
<td>2. Review fact sheet drafts, produce and disseminate</td>
<td>5-12</td>
</tr>
<tr>
<td>Webpage</td>
<td></td>
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<tr>
<td>1. Develop Webpage</td>
<td>1-2</td>
</tr>
<tr>
<td>Newsletters</td>
<td></td>
</tr>
<tr>
<td>1. Develop newsletter content</td>
<td>4-5</td>
</tr>
<tr>
<td>2. Produce and deliver newsletters</td>
<td>6-12</td>
</tr>
<tr>
<td>Social Media</td>
<td></td>
</tr>
<tr>
<td>1. Develop social media approach</td>
<td>1-2</td>
</tr>
<tr>
<td>2. Setup accounts</td>
<td>3-4</td>
</tr>
<tr>
<td>3. Develop and Schedule Social Media Campaigns</td>
<td>5-12</td>
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<tr>
<td>4. Effectiveness Evaluation</td>
<td>6-12</td>
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</tbody>
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### Implement Technology and Innovative Binational Border Strategies

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Objectives</th>
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</table>
| Increased U.S.-Mexico trade and security measures have translated into traffic volumes that exceed the capacity at some of Texas’ major border crossings at certain times of the day, resulting in long border wait and crossing times. | ■ Reduce cost of transportation and trade, enhance competiveness and economic development, as well as alleviate impacts on local communities.  
 ■ Initiate dialogue among U.S. and Mexican stakeholders to pilot technologies and strategies  
 ■ Advocate for pilot projects.  
 ■ Facilitate sharing of real-time data for binational traffic management.  
 ■ Identify public-private partnership opportunities. | ■ Unified cargo processing - Reduced waiting and processing times, shipment costs, and enhanced product quality (perishables).  
 ■ Shipment tracking technology - Reduced wait and processing times and transaction costs (e.g. Secure Origins program)  
 ■ Binational Traffic Management Centers – Real time sharing of data that allows truck drivers to divert to other border crossings with shorter wait times, better responsiveness to events |
Piloting Unified Cargo Processing (UCP) Implementation Strategy

1. Identify Stakeholders and Stakeholder Roles in Piloting UCP
2. Develop UCP Pilot(s) at Border Crossings on Texas-Mexico Border
3. Develop a Detailed Technology/Strategy Implementation Monitoring System
4. Report to BTAC and Texas-Mexico Trade Transportation Task Force
Implement Technology and Innovative Binational Border Strategies

- **Piloting Shipment Tracking Technology Implementation Strategy**
  1. Review Lessons Learned from Secure Origins Pilot
  2. Identify Stakeholders and Stakeholder Roles in Evaluating and Piloting Shipment Tracking Technologies
  3. Determine Industry Support
  4. Develop Pilot Implementation Plan
  5. Determine Pilot Effectiveness and Implementation Recommendation
  6. Develop a Detailed Technology/Strategy Implementation Monitoring System
  7. Report BTAC and Texas-Mexico Trade Transportation Task Force
Implement Technology and Innovative Binational Border Strategies

Implementing Binational Traffic Management Centers (TMCs)
Implementation Strategy

1. Identify Stakeholders and Stakeholder Roles in Implementing Binational TMCs
3. Develop Binational TMC Communications Architecture
4. Develop Binational TMC Implementation Plan
5. Develop Detailed Technology/Strategy Implementation Monitoring System
6. Report to BTAC and Texas-Mexico Transportation Task Force
## Implement Technology and Innovative Binational Border Strategies

### Proposed Schedule

<table>
<thead>
<tr>
<th>Technologies</th>
<th>Months</th>
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<tbody>
<tr>
<td><strong>Unified Cargo Processing (UCP) Pilot(s)</strong></td>
<td></td>
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<tr>
<td>1. Identify Stakeholders and Stakeholder Roles</td>
<td>1-4</td>
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<tr>
<td>2. Develop UCP Pilot(s)</td>
<td>5-8</td>
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<tr>
<td>3. Develop Detailed Technology Implementation Monitoring System</td>
<td>9-12</td>
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<tr>
<td>4. Report to BTAC and Texas-Mexico Trade Transportation Task Force</td>
<td>12</td>
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<tr>
<td><strong>Shipment Tracking Technology Pilot(s)</strong></td>
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<tr>
<td>1. Review Lessons Learned from Secure Origins Pilot</td>
<td>1-3</td>
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<tr>
<td>2. Identify Stakeholders and Stakeholder Roles</td>
<td>4-6</td>
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<tr>
<td>3. Determine Industry Support</td>
<td>7-10</td>
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<tr>
<td>4. Develop Pilot Implementation Plan</td>
<td>11-12</td>
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<tr>
<td>5. Determine Pilot Effectiveness and Implementation Recommendation</td>
<td>12</td>
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<tr>
<td>6. Develop a Detailed Technology Implementation Monitoring System</td>
<td>12</td>
</tr>
<tr>
<td>7. Report to BTAC and Texas-Mexico Trade Transportation Task Force</td>
<td>12</td>
</tr>
<tr>
<td><strong>Implementing Binational Traffic Management Centers (TMCs)</strong></td>
<td></td>
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<tr>
<td>1. Identify Stakeholders and Stakeholder Roles</td>
<td>1-3</td>
</tr>
<tr>
<td>2. Assess Existing Systems and Needs, Develop Concept of Operations, and Prepare System Security Design</td>
<td>4-6</td>
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<tr>
<td>3. Develop Binational TMC Communications Architecture</td>
<td>7-9</td>
</tr>
<tr>
<td>4. Develop Binational TMC Implementation Plan</td>
<td>10-12</td>
</tr>
<tr>
<td>5. Develop a Detailed Technology Implementation Monitoring System</td>
<td>12</td>
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<tr>
<td>6. Report to BTAC and Texas-Mexico Trade Transportation Task Force</td>
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Foster Private Sector Involvement

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<tr>
<th>Challenge</th>
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<th>Expected Outcomes</th>
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| Historically, there has been a limited amount of coordination between the public and private sector along the Texas-Mexico border. As trade volumes grow, it will become increasingly important to coordinate public and private stakeholders | ■ Expand and improve engagement of private sector stakeholders during freight transportation planning and implementation  
■ Disseminate information directly to private sector stakeholders and receive information and feedback  
■ Develop a deeper knowledge of private sector freight transportation issues in each border community  
■ Coordinate private sector influence with public sector initiatives | ■ An effective two-way exchange of information and ideas between public and private sector stakeholders  
■ Targeted and robust solutions to freight transportation issues along the border  
■ Tangible outcomes that benefit the private sector  
■ Better synchronization of public sector border initiatives with private sector interests, capabilities, and constraints |
Foster Private Sector Involvement

- Form Binational Private Sector Stakeholders Networks Implementation Strategy
  1. Identify Private Sector Stakeholders
  2. Form the Stakeholder Network
  3. Conduct Listening Sessions and Round Table Events
  4. Categorize, Evaluate, and Prioritize Findings
  5. Present Prioritized Findings to the BTAC for Approval

- Develop an Information Sharing Platform with the Stakeholder Network Implementation Strategy
  1. Create an Information Sub-Committee
  2. Identify Approaches for Public and Private Stakeholders to Enhance Information Gathering, Sharing, and Presentation
Foster Private Sector Involvement

- **Coordinate Public Sector Initiatives with Private Sector Activities**

**Implementation Strategy**

1. Support Private-Sector Organizations to Enhance Funding Opportunities
2. Identify Private Sector Infrastructure Development and Notification

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**Proposed Schedule**

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<thead>
<tr>
<th>Steps</th>
<th>Months</th>
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<tbody>
<tr>
<td>1. Form a private sector stakeholder’s network in Border Cities</td>
<td>1</td>
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<tr>
<td>2. Develop a data sharing platform with the stakeholder network</td>
<td>5</td>
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<tr>
<td>3. Coordinate public and private sector activities</td>
<td>9</td>
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QUESTIONS OR COMMENTS