

**Date:**

October 17, 2019

**Case:**

TxDOT BTAC MEETING

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TRANSCRIPTION OF  
TEXAS DEPARTMENT OF TRANSPORTATION  
BORDER TRADE ADVISORY COMMITTEE MEETING  
THURSDAY, OCTOBER 17, 2019  
9:00 A.M.  
GREER BUILDING  
125 EAST 11TH STREET  
AUSTIN, TEXAS 78701

REPORTED BY: PAIGE S. WATTS, TEXAS CSR NO. 8311

<p style="text-align: right;">Page 2</p> <p>1 APPEARANCES</p> <p>2</p> <p>3 ADVISORY COMMITTEE MEMBERS PRESENT:</p> <p>4 Texas Secretary of State Ruth R. Hughs, Chair</p> <p>5 Rafael Aldrete, Texas A&amp;M Transportation Institute</p> <p>6 Julian Alvarez, III, Texas Workforce Commission</p> <p>7 Pedro "Pete" Alvarez, TxDOT Pharr District</p> <p>8 Jon Barela, Borderplex Alliance</p> <p>9 Eduardo Calvo, El Paso MPO</p> <p>10 Eduardo A. Campirano, Port of Brownsville</p> <p>11 Andrew Canon, Hidalgo MPO</p> <p>12 Ramsey English Cantu, City of Eagle Pass</p> <p>13 David A. Coronado, El Paso International Bridge System</p> <p>14 Paul Cristina (Represented by Megan Shea), BNSF</p> <p>15 Noé Fernando Garza Flores, Nuevo Leon</p> <p>16 Josue Garcia, Jr., Cameron County Bridge System</p> <p>17 Jake Giesbrecht, Presido International Port Authority</p> <p>18 Humberto Gonzales, TxDOT Laredo District</p> <p>19 Claudia Lagos, State of Tamaulipas</p> <p>20 Lisa Loftus-Otway, UT-Center for Transportation Research</p> <p>21 Marga Lopez, Progreso International Bridge</p> <p>22 John B. Love, III, Permian Basin MPO</p> <p>23 Pablo Marentes, Consul General of Mexico in Austin</p> <p>24 Stan Meador, Texas-Pacifico Transportation Ltd.</p> <p>25 Mayor Pete Saenz (Rep. by Ramon Chavez), Laredo MPO</p>	<p style="text-align: right;">Page 4</p> <p>1 MEETING AGENDA</p> <p>2 9:00 to 10:00 - Welcome and Introductions</p> <p>3 10:00 to 10:05 - Adoption of May 21, 2019, Meeting Minutes</p> <p>4</p> <p>5 10:05 to 10:15 - Summary of BTAC Activities</p> <p>6</p> <p>7 10:15 to 11:50 - Discussion on the Texas-Mexico Border Transportation Master Plan</p> <p>8 11:50 to 12:00 - Open Discussion - Future Meetings and Topics</p> <p>9</p> <p>10 12:00 - Adjourn</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>
<p style="text-align: right;">Page 3</p> <p>1 ADVISORY COMMITTEE MEMBERS PRESENT:</p> <p>2 Jorge Salcido, Consul of Political Affairs</p> <p>3 Gerardo Schwebel, International Bank of Commerce</p> <p>4 Tomas Trevino, TxDOT El Paso District</p> <p>5 Sam Vale, Starr-Camargo Bridge Company</p> <p>6 Rigoberto Villarreal (Javier Villalobos), McAllen</p> <p>7</p> <p>8</p> <p>9 TxDOT EMPLOYEES PRESENT:</p> <p>10 Brian Barth</p> <p>11 Timoteo Juarez, Jr.</p> <p>12 Caroline Mays</p> <p>13 Peter Smith</p> <p>14 Marc Williams</p> <p>15</p> <p>16 HDR EMPLOYEES PRESENT:</p> <p>17 Alejandro Solis, PH.D.</p> <p>18 Donald Ludlow</p> <p>19 Steve Decker</p> <p>20 Stephanie White</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p style="text-align: right;">Page 5</p> <p>1 CHAIRWOMAN HUGHS: Good morning,</p> <p>2 everyone. Buenos dias. Thank you for taking your seat.</p> <p>3 I hope you've all had the opportunity to get some coffee</p> <p>4 and some treats. And at this time, we are very excited</p> <p>5 to start our meeting and we're going to start by turning</p> <p>6 it over -- by calling the meeting to order, of course,</p> <p>7 and then turning it over to Marc Williams. Good</p> <p>8 morning.</p> <p>9 MR. WILLIAMS: Good morning, Secretary.</p> <p>10 Thank you very much. And, Secretary Hughs, welcome. We</p> <p>11 are so excited to have you here and excited to have you</p> <p>12 join us here with the Border Trade Advisory Committee.</p> <p>13 As you will find out, this is a -- this is definitely a</p> <p>14 working committee.</p> <p>15 And for the members of the committee, we</p> <p>16 are honored and excited to have Secretary Hughs joining</p> <p>17 us and being part of this effort. I've had the</p> <p>18 opportunity to sit down and visit with the Secretary</p> <p>19 about the work of this committee, along with Caroline</p> <p>20 Mays and Brian Barth and some of our team and have</p> <p>21 really described to her about the great work that this</p> <p>22 committee does and the importance of this committee to</p> <p>23 not only the Texas Department of Transportation, but the</p> <p>24 State of Texas. And Secretary Hughs was very</p> <p>25 enthusiastic about getting this next committee meeting</p>

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1 on her calendar as soon as possible.  
2 As you all can imagine, coming in as  
3 Secretary of State, there's a lot of demands on your  
4 schedule and people that want to have some of your time  
5 and places to see and we were very honored that you were  
6 able to fit this in as quickly as you were onto what is  
7 a very busy schedule; but I am confident that you'll see  
8 the value and importance as we go through this  
9 conversation today and very much look forward to our  
10 discussions. So, Secretary, thank you so much for  
11 joining us today.  
12 CHAIRWOMAN HUGHS: Thank you. And I want  
13 to thank you and your team on putting this together.  
14 Caroline has been amazing and this is a top priority for  
15 myself and for my office and so I'm very grateful to be  
16 here.  
17 Can everyone hear me okay? The  
18 microphone is on. I don't think I can control the  
19 volume here. Can every -- okay, great.  
20 Well, good morning. It's nice to have  
21 you all here in Austin for our Border Trade Advisory  
22 Committee Meeting, or BTAC. For those of you who don't  
23 know me yet, I am glad that I can put a face to the  
24 name. My name is Ruth Hughs and I have the honor of  
25 serving as the 113th Secretary of State and also the

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1 honor of chairing this very important committee.  
2 I want to thank our partners, of course,  
3 at TxDOT and the distinguished Commissioners for their  
4 service and their commitment to ensuring that Texas'  
5 trade relationship with Mexico grows even stronger.  
6 In the short time that I've been in this  
7 position, I've had the privilege of visiting with  
8 several of you either here in Austin or in my travels  
9 across the state. And in the past month, I was very  
10 pleased to be able to join a trade mission to Mexico  
11 City where I was able to meet with members of the U.S.  
12 State Department, the Mexican Ministry of Foreign  
13 Affairs, as well as Mexican (inaudible). In our  
14 discussions we talked about the importance of -- I'm not  
15 usually accused of not being able to be heard. So,  
16 okay.  
17 This is much better, right?  
18 Okay, thank you. My apologies.  
19 In our discussions there, we spoke about  
20 the importance of further strengthening the strong  
21 cross-border relationships between the U.S. and Mexico.  
22 And just last week, I had the opportunity to visit the  
23 border. I've been, of course, before; but this was the  
24 first visit in my role as Secretary of State when I went  
25 to Laredo.

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1 Mayor Saenz and other local officials  
2 were very generous hosts and I was honored to have the  
3 opportunity to tour the World Trade International Bridge  
4 and see firsthand the impact that trade and our border  
5 communities have, not just on Texas, but truly our  
6 entire nation. I was also grateful to have the  
7 opportunity to speak with Mayor Saenz and local  
8 officials about the unique challenges and opportunities  
9 that your communities face in expanding the cross-border  
10 economic activity.  
11 And as I told the Mayor, this was my  
12 first trip to Laredo. It certainly will not be my last.  
13 And I appreciate IBC and everyone that were so wonderful  
14 in hosting me and welcoming me there and really sharing  
15 with me the challenges that you face in Laredo.  
16 My office has a meeting scheduled next  
17 week for El Paso. And in the weeks to come, we're going  
18 to continue to travel to the border to meet with  
19 stakeholders on issues that are critical to your  
20 communities. After having these experiences, I want you  
21 to know that I am committed to ensuring that I can be a  
22 voice for all of the border communities here in Austin  
23 and I've heard from all of you and and I agree, for  
24 example, that the longer wait times are affecting  
25 business along the border on both the Texas and the

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1 Mexico side. So it is one of my goals for this  
2 committee and my hope that we can work together to do  
3 all that we can do to have a positive impact on our  
4 border communities.  
5 By having a clear and well-defined Border  
6 Transportation Master Plan, we're going to communicate  
7 to our state, federal, and international counterparts  
8 our needs and priorities to help our border communities  
9 to thrive, understanding that truly your success is our  
10 success as a state.  
11 As we progress through today's meeting, I  
12 want to keep in mind a couple of questions that we can  
13 address in our open discussions later this morning. One  
14 is we'd love to hear: How have the changes in wait  
15 times affected business operations in your community?  
16 The second is: What are two or three of the top issues  
17 that you believe as a committee we need to address?  
18 Third: What are some of the solutions you believe can  
19 help alleviate some of that impact? And four: How can  
20 we at the state level more effectively communicate this  
21 information to the entities that can make a difference?  
22 I look forward to hearing from each and  
23 every one of you today and ask that you consider me an  
24 ally in Austin for the needs of your respective  
25 communities and stakeholders throughout the border

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1 region. Thank you for being here. I'm really looking  
2 forward to learning more about the different backgrounds  
3 as we go around the table for introductions. And before  
4 we move on, I'd like to recognize a few special guests  
5 participating in the meeting with us this morning who  
6 represent the strong bond of collaboration and  
7 friendship that we want to maintain with Mexico.  
8 First, let me start by recognizing  
9 someone who in a short time has become a friend and a  
10 strong ally in the daily work of strengthening the  
11 relationship between Texas and Mexico and that's Consul  
12 Pablo Marentes, who has been the new Consul General of  
13 Mexico in Austin since this summer and accompanying him  
14 is the Consul for Political Affairs, Jorge Salcido.  
15 Thank you for joining us today. Both of them were  
16 instrumental in making my first trip to Mexico as  
17 Secretary of State a huge success by facilitating some  
18 of the meetings that we are able to hold there. I'm  
19 very grateful to them for that.  
20 Furthermore today, we have two guests  
21 representing our neighboring states, Nuevo León and  
22 Tamaulipas. Please join me in recognizing Noé Fernando  
23 Garcia, General Director of CodeFront from Nuevo León,  
24 and Secretary Claudia Lagos, Deputy Secretary for  
25 Economic Growth from Tamaulipas. And since he's sitting

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1 right next to them, I need to give a shout out to my  
2 fellow Commissioner at the Workforce. Commissioner  
3 Alvarez, thank you for joining us today on BTAC.  
4 But I want to thank all of our special  
5 guests here for their continued participation and  
6 engagement in this committee. Please send my warmest  
7 regards to Governor Rodriguez of Nuevo León and Governor  
8 Garcia Cabeza de Vaco of Tamaulipas.  
9 So I'll begin our round of introductions  
10 with them and then at the end of today's discussion, I  
11 hope you can all stay after we have worked on this plan  
12 for the Texas-Mexico Border Transportation Master Plan  
13 for taking a group photo to commemorate our first  
14 meeting and thank you.  
15 At this time, I will turn the microphone  
16 over to Consul Marentes to let him introduce himself to  
17 the group and then we can begin going around the table.  
18 CONSUL MARENTES: Thank you. Muchas  
19 gracias, Secretary. Thanks a lot.  
20 This is a privilege for me, for a  
21 councilman from Mexico for (inaudible) also to be in  
22 such an important meeting that begins today (inaudible)  
23 by Secretary of State in a very, very short time. She  
24 gives her entire time to this wonderful dream that  
25 (inaudible) Mexicans and Americans. Even though some

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1 could not believe it, but we have always worked for the  
2 uniform effort in trade, in culture that the two  
3 bordering countries in this continent -- Mexico and the  
4 United States -- could do in regard to the experience  
5 that both countries have in international trade.  
6 I will take just one minute to say that  
7 one of the things that Mexico has not done is remember  
8 exactly, that's the longest living -- the duration of  
9 the longest trade route in the world, (Spanish spoken).  
10 This was the longest route, commissioned route, between  
11 two continents beginning with the route in Acapulco.  
12 That's why we're trying to say that we must remember the  
13 (Spanish spoken) Acapulco opened the trade with Asia by  
14 establishing a new port in the Philippines and that took  
15 about 360 years of everyday trade and the preparation  
16 for the (Spanish spoken) Acapulco to start the longest  
17 trade route in the world and one of the most successful  
18 ones and the training that our soldiers and sailors and  
19 constructors and technicians and people that could  
20 direct a route since the beginning without 1 millimeter  
21 of error in a straight line that they had to do in order  
22 to cross all the Pacific, is one of the greatest works  
23 for the joining of countries that has ever, ever  
24 happened in the world.  
25 So I'm very happy that the Secretary of

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1 State of the United States of -- and of Texas -- also  
2 has put their own effort and their own big memory and  
3 rights, intelligence to close up -- to close up the  
4 space that we have and make it, through friendship, one  
5 of the very tight relationships in the world in this  
6 very troublesome and conflicted world that we now live  
7 in.  
8 Thank you for much for all your efforts.  
9 Thank you very much, Secretary of State. Thank you very  
10 much. Gracias.  
11 (Round of applause)  
12 MR. SALCIDO: Jorge Salcido, Consul for  
13 Political Affairs here in Austin. I've been here for a  
14 few years already. I know some of you and I'm quite  
15 acquainted to the work of BTAC and a pleasure to be  
16 here.  
17 MR. JUAREZ, JR.: Good morning. I'm Tim  
18 Juarez, TxDOT Manager for International Trade and Border  
19 Planning.  
20 MS. LAGOS: Good morning. Claudia Lagos,  
21 from the State of Tamaulipas. And as I mentioned, so  
22 happy to be here with you and try to continue working  
23 and make the effort to have your projects and our  
24 projects in the same direction.  
25 MR. VALE: Sam Vale. Madam Secretary, it

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1 was a pleasure meeting you earlier and I'm very pleased  
2 to hear that you've already been to Mexico. That's an  
3 unusually quick time for a Secretary to do that, and I  
4 compliment you on that. We look forward to working with  
5 you and for you.  
6 COMMISSIONER ALVAREZ, III: Good morning,  
7 everyone. My name is Julian Alvarez. I'm with the  
8 Texas Workforce Commission.  
9 MR. CAMPIRANO: Good morning. Eduardo  
10 Campirano with the Port of Brownsville.  
11 MR. GARCIA, JR.: Good morning. My name  
12 is Josue with Cameron County International Bridge  
13 System.  
14 MR. SCHWEBEL: Good morning, everyone.  
15 I'm Gerry Schwebel with IBC Bank here in Texas.  
16 MS. LOPEZ: Good morning. Marga Lopez,  
17 Progreso International Bridge.  
18 MR. GIESBRECHT: Good morning, everybody.  
19 I'm Jacob Giesbrecht from Presido.  
20 MR. CALVO: Good morning. I'm Eduardo  
21 Calvo, the Secretary of Director of the El Paso MPO.  
22 MR. ALVAREZ: Good morning. My name is  
23 Pete. I'm the TxDOT Pharr District Engineer.  
24 MR. GONZALEZ: Good morning. Humberto  
25 Gonzalez, Director of TP&D for the TxDOT Laredo

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1 District.  
2 MR. TREVINO: Good morning. I'm the  
3 TxDOT El Paso District Engineer.  
4 MR. MEADOR: Good morning. Stan Meador  
5 with Texas-Pacifico Transportation.  
6 COUNCILMAN LOVE, III: Good morning.  
7 John Love, the Mayor Pro Tem City of Midland and Permian  
8 Basin MPO.  
9 MR. BARELA: Good morning. Jon Barela,  
10 CEO of the Borderplex Alliance in El Paso.  
11 Madam Secretary, thank you for your  
12 service and for your leadership on the wait times. It's  
13 good to hear that you're working already and we  
14 appreciate your efforts. It was nice meeting you.  
15 MS. SHEA: Hello. My name is Megan Shea.  
16 I'm with BNSF Railway.  
17 MR. CHAVEZ: Good morning. My name is  
18 Ramon Chavez, City of Laredo Engineer on behalf of Mayor  
19 Pete Saenz who sends his regards, Madam Secretary. And  
20 we want to thank you for making the time last week to  
21 visit our great City of Laredo. Thank you.  
22 MS. LOFTUS-OTWAY: Good morning. I'm  
23 Lisa Loftus-Otway. I'm with the Center for  
24 Transportation Research at UT Austin.  
25 MR. CORONADO: Good morning. City of El

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1 Paso. David Coronado. Thank you for having us today  
2 here. We will, of course, see you in El Paso next week.  
3 MR. CANTU: Good morning, Madam Secretary  
4 and distinguished colleagues. Ramsey Cantu, Mayor for  
5 the City of Eagle Pass.  
6 MR. ALDRETE: Good morning. Rafael  
7 Aldrete with the Texas Transportation Institute in El  
8 Paso.  
9 MR. VILLALOBOS: Good morning. Javier  
10 Villalobos of the great Presidio County.  
11 MR. CANON: Good morning. Andrew Canon  
12 with the newly created and merged Rio Grande Valley MPO.  
13 MR. SMITH: Good morning. Peter Smith,  
14 TxDOT.  
15 MR. BARTH: Good morning. Brian Barth  
16 with TxDOT.  
17 MR. WILLIAMS: Marc Williams with TxDOT,  
18 as well.  
19 MS. MAYS: And Caroline Mays with TxDOT.  
20 I just want to welcome you, Secretary of  
21 State. Look forward to working with you. You once --  
22 I've known and worked for you. I'm really excited and  
23 appreciate your passion. We normally see that. We have  
24 a lot of passionate followers on the BTAC and TxDOT and  
25 around the state and the border region. So we just want

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1 to welcome you and we want to thank BTAC members for  
2 showing up for the meeting and look forward to the  
3 discussion today. And with that, I'll turn it to Marc  
4 for a few more comments.  
5 And I think what the Secretary wanted to  
6 do was after Marc makes comments, she wants to hear from  
7 you, take a few minutes to hear from you on some of the  
8 questions she asked earlier, she layed out, to give her  
9 some of your own words so you could give her some  
10 perspective on your involvement here and what you see  
11 kind of moving forward. So just kind of want to tee  
12 that up.  
13 MR. WILLIAMS: Thank you, Caroline.  
14 Looking through the agenda today, we're  
15 going to get into the weeds, get into a lot of technical  
16 details. This is -- as I mentioned before -- very much  
17 a working committee and I think we're going to exemplify  
18 that with the content that Caroline and her team have  
19 prepared for us today and I'm looking forward to the  
20 discussion.  
21 So I'm going to be very brief. And the  
22 one comment that I would like to make is to recognize  
23 one of the members of this committee. This week, Gerry  
24 Schwebel was recognized in College Station as the winner  
25 of the Russell H. Perry Award that the Texas Department

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1 of Transportation annually hands out to recognize an  
2 individual citizen for leadership in increasing public  
3 awareness of the need for and benefits of adequate  
4 highway and transportation facilities in the State of  
5 Texas.  
6       Some of the past award winners for this  
7 award have included former Secretary of State Hope  
8 Andrade and other individuals such as Judy Hawley from  
9 the Port of Corpus Christi formerly, State Senator --  
10 well, Ed Emmett, former county judge, and State Senator  
11 Robert Nichols just to name a few individuals that I  
12 think are familiar to members of this committee.  
13       Having had the privilege to work with  
14 Mr. Schwebel on a number of endeavors and I know that  
15 many of you are aware -- are also aware of the amount of  
16 time and energy and enthusiasm that Gerry brings to his  
17 service not only on this committees, but many other  
18 committees and functions on behalf of the State of  
19 Texas. Would you all just please join me in recognizing  
20 Gerry Schwebel.  
21       (Round of applause)  
22       MR. SCHWEBEL: Thank you very much, Marc.  
23 And I really -- it's not an individual effort. It's a  
24 group effort because everything I know, I learned from  
25 my colleagues and committees like the BTAC and the I-69

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1 Alliance and all the groups that have been involved in  
2 transportation issues and all the hard work of TxDOT.  
3 So we have a great relationship. Caroline, you know,  
4 has been, you know, the whip and I really am humbled by  
5 the award; but I truly believe that really it goes to  
6 everyone in this room who puts in the time and energy  
7 for our highways and our roads and really Texas  
8 infrastructure, the best state in the country. Thank  
9 you very much.  
10       CHAIRWOMAN HUGHS: Thank you so much for  
11 everything you do.  
12       And I do think, you know, obviously all  
13 of this takes a team for -- as everyone here knows and  
14 so I do want to just take a moment to recognize my team  
15 at SOS. Our Deputy Joe Esparza is with us here today.  
16 Stephen Chang you'll see taking photos over there to the  
17 left is our Communications Director and, of course,  
18 David Zapata who is right here behind me and I know very  
19 familiar to many of you. I'm very grateful for all of  
20 the work that they do so that we can be of service and  
21 can be available to all of you. So I wanted to take a  
22 moment to say that.  
23       I'm very excited about the work we're  
24 going to be able to accomplish in this committee and I  
25 do want to begin the official business of the committee.

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1 So please, again, just remember to state your name  
2 clearly in the microphone as you speak during the  
3 meeting. And the first order of business is adopting  
4 the minutes.  
5       Has everyone had an opportunity to review  
6 the minutes?  
7       Okay. Are there any questions about the  
8 minutes?  
9       Yes.  
10       UNIDENTIFIED SPEAKER: Move for approval.  
11       CHAIRWOMAN HUGHS: All right. Well, now  
12 that I have a motion to approve the minutes, do I have a  
13 second?  
14       MS. LOPEZ: Second.  
15       CHAIRWOMAN HUGHS: All right. It's been  
16 seconded.  
17       Everyone in favor?  
18       (Chorus of ayes)  
19       CHAIRWOMAN HUGHS: Any opposed?  
20       All right. The motion passes. Thank  
21 you.  
22       At this time with the minutes from our  
23 last meeting approved, I will turn it over to Caroline  
24 to provide us with a summary of the BTAC activities.  
25       MS. MAYS: Thank you, Secretary.

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1       Good morning, everybody. The last time  
2 BTAC met was back in May and, you know, again some of  
3 the slides you saw at the last meeting; but with  
4 Secretary Hughs, she asked that we kind of give a recap  
5 of what you guys have done last year and this year and  
6 then kind of where we're going.  
7       So as you can see up here, several things  
8 you all have done starting in 2018 and here I wanted to  
9 just capture what the role of BTAC is. You guys kind of  
10 know what your role is; but, you know, for the benefit  
11 of everybody in here, some of the key roles of BTAC is  
12 really to provide, one, help us identify the challenges  
13 and issues along the border, but to be a sounding board.  
14 As the Secretary mentioned earlier, this is a sounding  
15 board that talks about border issues, border policies,  
16 and also makes recommendations not just to TxDOT  
17 Commission, but also to the Governor. Through your  
18 work, everything you do here, to the Secretary and  
19 that's reported to the Governor. And then in this case,  
20 one other key elements of BTAC is going to be the Border  
21 Master Plan and the Border Master Plan will be sent to  
22 the commission for consideration and then also will be  
23 submitted to the Governor. So those are some of the  
24 roles.  
25       And here it just shows the members of

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1 BTAC. You know, as you can see here, a fairly numerous  
2 group of folks and dedicated and a lot of you have been  
3 on this committee for a very long time and we appreciate  
4 you all, you know, sticking around.

5         So looking at some of the accomplishments  
6 of you guys in 2018. We had several meetings. You guys  
7 participated in those meetings and some of the key  
8 things you helped us -- you know, there was really -- a  
9 lot of it was finalizing the blueprint, but also we  
10 started in 2018 the discussions on the Border Master  
11 Plan. We bounced the scope, got a lot of ideas, a lot  
12 of input from you all on the Border Master Plan schedule  
13 and actually started discussions on what it should look  
14 like. And great attendance from the members and really  
15 a lot of engagement from you all in 2018.

16         So one of the things that you all really  
17 helped us with was develop a vision for the border. The  
18 blueprint was the first really official document out of  
19 this committee that laid the foundation of what kind of  
20 what we're seeing in the Border Master Plan. Big  
21 picture, more strategic, what's the vision, what's the  
22 mission, et cetera. And we went through this exercise  
23 with you all and, you know, what you see up here is  
24 essentially, you know, built from your input and a lot  
25 of this is being carried into the Border Master Plan

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1 development. You know, so you see a lot of themes  
2 identified in the blueprint really, you know, are  
3 carried to that.

4         So then in terms of the blueprint  
5 development process, there were several elements. Like  
6 I mentioned earlier, you guys helped identify the  
7 challenges and those challenges are fairly consistent  
8 with what we heard from not just the public, but the  
9 stakeholders, you know, when we're going out to get  
10 information on the Border Master Plan. So you see a lot  
11 of the same things and some of the recommendations that  
12 you guys outlined in the blueprint, we're actually  
13 hearing the same thing from the stakeholders. So,  
14 again, it helps us align fairly well with what we're  
15 doing with the Border Master Plan.

16         And this here, you know, it's a little  
17 bit hard to read; but, you know, it really just shows,  
18 you know, what some of the goals or the challenges were  
19 versus kind of the actual issues and challenges and it's  
20 in your packet and I apologize again going through  
21 what's in your packet today after this. But it just  
22 shows some of the detailed things that were identified  
23 in the blueprint.

24         And as we developed the blueprint,  
25 Secretary, there were several committees and several

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1 groups that were formed and these were the leaders.  
2 These are the folks that help shepherd those different  
3 critical elements. So we have a lot of participation  
4 from BTAC to help flesh out this five key recommendation  
5 area. So, you know, really kudos to a lot of you here.

6         I know Sam led the private sector  
7 engagement, which the group felt that it was really  
8 necessary because, again, we needed to engage the  
9 private sector and we've seen that a lot when we've gone  
10 out to the regions for the meetings. We've actually had  
11 overwhelming attendance from the private sector on both  
12 the Texas side and the Mexican side. But also when we  
13 went into Mexico, really what Sam did and a lot of the  
14 committee members here, when we've gone to Mexico, we  
15 went to Mexico City one time in January. We met with  
16 over 40 people and most of them were private sector that  
17 came to the table and came to express some of the issues  
18 and their concerns of what they'd like to see in the  
19 Border Master Plan. So that's kind of one the things  
20 that this group has and continues to be a key component  
21 of what we do to reach out to the stakeholders.

22         Then the other element here is really  
23 awareness. We talked about being kind of an advocate  
24 and being a voice. It's creating awareness of why is  
25 the border important, telling the story. I think John

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1 Love has been very keen on that. He's like, "How can we  
2 better tell the story? How do we get the information  
3 out," whether it's on Facebook or Twitter, et cetera.

4 So those are some of the things that, you know, the  
5 committees have been able to really help us flesh out,  
6 just to name a few. But as you can see, there are  
7 several things and a lot of this still carries on into  
8 the Border Master Plan in one form or another.

9         And then really looking at 2019, as I  
10 mentioned earlier, we had one meeting. This is the  
11 second meeting for the year. And at the last meeting we  
12 held, a lot focus again on the Border Master Plan. As  
13 Marc mentioned, really that's the key activity for the  
14 committee. Today we'll be spending a lot of time  
15 talking about that and really we're going to see that  
16 moving into the next year -- because we have to get this  
17 plan completed by next year -- you're probably going to  
18 see a few more meetings held than what we're holding  
19 this year. We'll have two and the next year we'll have  
20 several meetings. Really the key goal there is to help  
21 us work through everything. Some of you were involved  
22 during when the plan was drafted and it was really a  
23 committee activity and we'll need you to provide input  
24 on some of the technical documents as we move forward.  
25 It's going to be critical.



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1 So I mentioned the Border Master Plan  
2 today. These are some of the things you kind of helped  
3 us with already to do. I mentioned you helped us on the  
4 scope. You helped us to develop the goals and  
5 objectives. You're going to see that here on the final  
6 goals today. You're going to see the data collection,  
7 some development, and some of the preliminary analysis  
8 that was done as part of your input and really helping  
9 us gather the data; but also telling us what are some of  
10 the things that are important for us to analyze. So  
11 you're going to see a lot of that today.  
12 And then finally, as I mentioned, you  
13 know, these are the meeting dates, you know, for this  
14 year. This is pretty much the last meeting. The next  
15 one will be January. And as you can see, we're going to  
16 have a little bit more frequent meetings next year so  
17 that we can get to the finish line for the Border Master  
18 Plan development. So we'll keep you posted on the  
19 specific dates; but as you can see in terms of at least  
20 months, it gives you an idea of when those will occur.  
21 So with that, Secretary, I think that's  
22 my last slide and I'll leave that up here for a minute.  
23 Any questions? Anybody want to add  
24 anything? Everybody is good? I see you shaking your  
25 head.

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1 So go ahead and open your packet. We're  
2 going to walk through what's in the packet. It's fairly  
3 heavy. So you should have the agenda. It looks like  
4 that. So that's the agenda. And then you should have  
5 two PowerPoint -- a couple of PowerPoint presentations.  
6 One should have been what I just presented right now and  
7 then the second PowerPoint should say, "Welcome and  
8 Introductions" and then the third PowerPoint should say,  
9 "Task 5, Binational and Multimodal Corridor and System  
10 Identification and Designation." So you should have  
11 these PowerPoints there.  
12 And then you should have the meeting  
13 minutes that you all adopted a few minutes earlier and  
14 then you should have several handouts -- Handout 1,  
15 Handout 2, Handout 3, Handout 4, and Handout 5A and  
16 Handout 5B. And mine has Handout 7 -- so six and seven.  
17 Okay. Oh, yeah, I missed six. Six and seven. So you  
18 should have seven handouts in total.  
19 MR. CANON: That's a lot of trees.  
20 MS. MAYS: Yes. But it's important that  
21 we provide you guys with the technical information  
22 behind what we're going to discuss today.  
23 So with that, Secretary -- so with that,  
24 Secretary, we can...  
25 CHAIRWOMAN HUGHS: It looks like we may

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1 be a little ahead of schedule on our agenda. But having  
2 finished the summary of activities, we'll move onto the  
3 discussion on the Texas-Mexico Border Transportation  
4 Master Plan. And I think if you wouldn't mind  
5 entertaining some of the questions I posed in my  
6 introduction, maybe we can just start with what the  
7 changes in wait times, have they affected business  
8 operations in your community and maybe we could just  
9 speak to that. If you'd like to contribute, we'll have  
10 an open dialogue and kind of move along the questions  
11 and then Caroline will let me know when she wants to  
12 take the microphone back. So, thank you.  
13 MR. VALE: As one of the points of entry,  
14 but earlier on we received the last -- I guess it's been  
15 about a year, Claudia -- Unified Cargo Processing and  
16 what we have found is it improves the throughput and the  
17 efficiency of the port anywhere from 30 to 40 percent.  
18 And the primary obstacles to it not even being more are  
19 generally local infrastructure issues.  
20 It is kind of very modern to realize that  
21 you actually exit and enter -- exit Mexico and enter the  
22 United States at the exact same time and that eliminates  
23 a whole stop somewhere on the other side. And so by  
24 working through the Unified Cargo Processing mechanism,  
25 we think that we need to find to take it even further to

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1 where we understand that ultimately a goal should be  
2 that we're operating on both sides as if we were one  
3 point of entry servicing the legal needs of each country  
4 at the same time and that would even be better. But the  
5 throughput is the number one issue.  
6 I look less at wait times than how much  
7 is coming out the door. Because wait time tells you how  
8 long it takes you to get to the door and I find that  
9 manufacturers have a better idea in that they measure  
10 not what goes into their warehouses, they measure what  
11 leaves to the customer and that is very important for  
12 what we're looking at. So I want to encourage us to be  
13 as supportive of our respective federal government's  
14 processes so that we can make this happen better.  
15 Our highways need to be -- for the first  
16 time, I think we've got four states in Mexico that  
17 participate with us here and I think that's a huge  
18 advancement; but I think we need to continue working  
19 directly through them to get to their Secretaries of  
20 Transportation and to federal Secretaries -- because the  
21 money in Mexico is funded very differently than the way  
22 we do it in the United States -- so that we can  
23 coordinate that.  
24 I think that process is very important,  
25 Madam Secretary, that we not try to dictate; but try to

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1 encourage that the knowledge we share, so that when  
2 we're building on both sides, we will be -- and these  
3 are things that Gerry and a lot of us have been talking  
4 about for a long time; but now there's an opportunity to  
5 do it.

6 CHAIRWOMAN HUGHS: Thank you.

7 MR. VALE: Claudia, she can express the  
8 Mexican view very well.

9 MS. LAGOS: Yes. Thank you, Mr. Sam.  
10 Exactly, that's important. I think  
11 that's the main part of our participation in this group,  
12 it's to understand like how different our governments or  
13 systems are and it's really important for the states,  
14 the state borders to participate; but also the federal  
15 level. I'm glad that you already met with the SAG  
16 people and (inaudible) in Mexico City because they are  
17 like the main ones to make decisions in this kind of  
18 tables. And on our side, exactly the ones that can --  
19 that have the final word for any infrastructure  
20 (inaudible).

21 So it's really important to have them  
22 participating not just the state levels. We are  
23 important, but we are not the final words in these kind  
24 of decisions and so that will be helpful. And it's  
25 important for the region to have the -- like the Unified

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1 Cargo Process at the port of entry because that reduces  
2 times and we have just one process that are important  
3 for both countries because if we speak with SAG, they  
4 will say that they're part is really important and CBP  
5 will say the same. But if he have both at the same  
6 facility, that reduces costs and times for the users of  
7 the ports.

8 CHAIRWOMAN HUGHS: Thank you.  
9 Gerry.

10 MS. MAYS: If I could just please remind  
11 everyone, please state your name before you make your  
12 remarks because we have a transcriber. So it makes it  
13 hard; otherwise, it tells us that it's unknown, the  
14 speaker. So, thank you.

15 MR. SCHWEBEL: Thank you, Caroline.  
16 This is Gerry Schwebel. I'd like to  
17 cover a couple of things, you know, following up on  
18 Sam's comments. The newest outlier we have in our  
19 points of entry regarding wait times is, of course, the  
20 asylum seeker situation that we have at our points of  
21 entry and the reallocation or staffing of our inspectors  
22 who support the asylum seekers. So that has -- that  
23 definitely impacted our point of entry operations.  
24 It did create havoc at the beginning of  
25 the year. As a result and I guess private sector input

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1 and dialogue with our friends from CBP and all the  
2 authorities -- state and federal level -- we were able  
3 to bring that to some form of normalcy. We are not  
4 there yet. The fact is that the situation -- the tents  
5 that are in cities like Laredo and other cities -- is  
6 going to continue to be a new element that we have to  
7 contend with.

8 We've seen the examples of some of the  
9 challenges at the Pharr Bridge and in El Paso and Laredo  
10 as a result of some of these policies. So that's an  
11 element we need to watch very closely.

12 The other element that I'd like to point  
13 out is in regards to the staffing situation in our  
14 points of entry that impacts wait time. We have a lot  
15 of legacy CBP officers that are retiring and we have a  
16 new element of new inspectors that perhaps come with a  
17 different mentality or -- I don't know if it's a  
18 training issue or what it is, we've had these  
19 conversations at the local level -- that impacts the  
20 time of questioning at the primary lanes versus at the  
21 secondary lanes and that's something I think we need to  
22 monitor also very closely. The number of questions and  
23 the number of time a vehicle spends at the primary  
24 inspection station. I'm talking about vehicular versus  
25 commercial.

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1 We have elements of experiences in Laredo  
2 where we now have inspectors at the mid bridge point as  
3 perhaps the first queue of review of the vehicles and  
4 individuals in those vehicles and then they come up to  
5 the primary lane and that process begins and if that  
6 vehicle needs to be sent to secondary, they'll put a  
7 cone in front of that vehicle and that inspector will  
8 escort that vehicle to the secondary inspection point.  
9 Those are delays and it may delay that one vehicle five  
10 minutes, four minutes; but you multiply it times 100 or  
11 300 cars behind them and that also is having an impact  
12 for vehicular traffic at our points of entry.

13 So the dialogue at the local level -- and  
14 I don't know if that experience is happening at other  
15 points of entry, I assume it may be as well because  
16 policies are coming down from the top -- but I think  
17 that's also going to be something that we did not --  
18 those that cross every day or families' livelihoods at  
19 our points of entries are being impacted in those wait  
20 times.

21 And I think the final point I'll say  
22 about wait times is that one of the things that we've  
23 also asked is for more dialogue between the stakeholders  
24 and CBP. Not on an annual basis or as a crisis happens,  
25 but on an ongoing basis. In the past, we would have

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1 meetings on a quarterly basis with our counterparts in  
2 Nuevo Laredo and in Laredo to address local issues and  
3 how they're affecting our flow of commerce and people.  
4 And I've seen that we distance ourselves sometimes. I  
5 don't know if other cities have examples, Eagle Pass or  
6 others. But we in Laredo have gotten away from that and  
7 I think that's contributed perhaps to some of the  
8 challenges that we've been facing.  
9 I've encouraged CBP to go back to that  
10 type of ongoing discussion so we can address and react  
11 on a faster, more timely basis, rather than wait until  
12 there's a crisis or something bad happens at our points  
13 of entry where we're reacting. So it's more of a  
14 proactive measure that we would like to encourage and  
15 push harder at the border, as well.  
16 CHAIRWOMAN HUGHS: Thank you for that.  
17 John.  
18 COUNCILMAN LOVE, III: Thank you, Madam  
19 Secretary.  
20 MR. BARELA: There's a lot of Johns.  
21 CHAIRWOMAN HUGHS: Please state your name  
22 before your comments and then pass it over to --  
23 COUNCILMAN LOVE, III: Sorry about that.  
24 John Love, Mayor Pro Tem City of Midland. I think it  
25 may be a shock to some of you that Midland-Odessa is

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1 actually not on the border; but we're affected by it  
2 still drastically.  
3 The cost of living with respect to the  
4 oil and gas industry is extremely, extremely high. Our  
5 food produce, our construction costs. As a matter of  
6 fact to come down here, I drove to Abilene to rent a car  
7 to drive down here because the car rental prices were  
8 double. So the wait times -- the wait times are -- the  
9 reduction of them are essential to our service workers,  
10 our first responders, our teachers. Those wait times  
11 affect goods, produce, which makes a difference in their  
12 lives. So that's what's happening in Midland-Odessa.  
13 That's how those wait times affect us.  
14 Midland has embarked upon a project  
15 called "Priority Midland." And one of their goals is to  
16 reduce the truck traffic impact of the oil and gas  
17 industry. We're encouraging more pipelines to ship oil  
18 and gas out of the Permian Basin and begin helping to  
19 make our roads safer.  
20 What would be a solution? The issue that  
21 we have is the same as the solution and that is we  
22 really need to get that bridge at Presidio finished.  
23 That's the issue and that's also the solution because if  
24 you finish that bridge, it takes a lot of pressure off  
25 of the other ports. More importantly, it allows those

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1 goods to flow a little bit more freely into the Permian  
2 Basin.  
3 And I think you're last question was:  
4 What can we do to communicate? I think that this  
5 organization embarking upon a social media strategy and  
6 just communicating what we do out of this organization  
7 because it's going to be extremely, extremely helpful.  
8 Citizens/constituents do not know the issues or what's  
9 happening. And unfortunately, they get a lot of their  
10 information from Facebook or Twitter and usually it is  
11 wrong. So we won't be able to inform everyone or change  
12 everybody's mind to the direction we're heading in with  
13 respect to border issues, but our story needs to be  
14 known and we need to say it loudly and I think that  
15 those that are interested in this issue will find that  
16 information and just make all the difference in the  
17 world.  
18 CHAIRWOMAN HUGHS: Thank you.  
19 MR. BARELA: Madam Secretary, Jon Barela,  
20 Borderplex Alliance El Paso. You know, uncertainty is  
21 the enemy of investment jobs and optimizing economic  
22 development and the wait times that we're experiencing  
23 at the bridge are creating uncertainty. Part of the  
24 Borderplex Alliance's mission is to create jobs, to  
25 bring leads to the City of El Paso, the State of Texas

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1 with private sector investment. Fortunately, the good  
2 news is that we are at a record level for vetted leads  
3 in our region, to include Ciudad Juarez and bordering  
4 New Mexico.  
5 The bad news is that virtually every  
6 business -- at least in the manufacturing sector -- has  
7 asked us not once, but many times if they come to visit:  
8 What are the wait times like, and will the wait times be  
9 abated any time soon?  
10 A real life example of a region that is  
11 very, very symbiotically related is that one of every  
12 four jobs in El Paso is created because of jobs created  
13 in Ciudad Juarez. If the manufacturing sector -- which  
14 by the way, we are now the fourth largest manufacturing  
15 sector in the entire country according to jobs, 300,000  
16 of which are related to manufacturing. If we cannot get  
17 cargo to and from our friends from manufacturing, the  
18 plants in Ciudad Juarez to the U.S. to logistic  
19 operations in the U.S. or vice versa, then our  
20 optimization of job creation is limited not only in our  
21 region, but throughout the entire State of Texas.  
22 Real life example of where jobs in the  
23 worst case scenario get lost has occurred. I know of  
24 one medical device manufacturer that has permanently  
25 moved jobs to Slovenia of all places because there is

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1 some predictability and certainty with respect to the  
2 supply chains and getting the material that they need to  
3 get to other operations throughout the U.S. And there  
4 are other examples.  
5       So it's absolutely critical that we  
6 understand the impact, the adverse impact it could  
7 potentially have to this manufacturing boom that we are  
8 experiencing, frankly, on both sides of the border and  
9 the economic development that we're seeing in the State  
10 of Texas. It's absolutely critical that we get this  
11 issue solved.  
12       The second sector that's being adversely  
13 impacted in El Paso with respect to this is retail.  
14 Yes, we know that there are cargo containers and  
15 shipments from manufacturing that's delayed; but this is  
16 also having an impact in El Paso's retail sector. It's  
17 been estimated during the time of year, exchange rates  
18 and whatnot, between 15 and maybe as high as 25 percent  
19 of the retail trade that takes place in El Paso is due  
20 to Mexican nationals coming across the border. The  
21 burgeoning middle class is helping spur that wonderful  
22 opportunity that we see in retail in El Paso and in  
23 southern New Mexico.  
24       But when you have pedestrians and  
25 noncommercial vehicles that have to wait two or three

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1 hours to cross the border, that has an absolutely  
2 chilling effect on retail trade in our area, in our  
3 region. So we need to solve this. According to the  
4 General Accountability Office in Washington, D.C., at  
5 least \$5 billion is required to support infrastructure  
6 throughout all of the southern ports on the southern  
7 border from Brownsville all the way to San Diego.  
8 \$5 billion at least that needs to be spent. It needs to  
9 spent on more personnel, more lanes, more bridges, and  
10 technology.  
11       Yes, this is a federal responsibility;  
12 but the States need to take the lead in making the  
13 arguments and articulating the arguments and the reasons  
14 why we need to have this problem solved. I think we  
15 have some great opportunities. There's one thing in  
16 Washington, D.C., that there seems to be some sort of  
17 bipartisan support on. It's infrastructure. And I hope  
18 as we move forward in the next few months, despite the  
19 acrimony that occurs right now in Washington, that we  
20 can get beyond the partisanship on this issue and truly  
21 reach bipartisan solutions on how we solve this because  
22 in the end, border security facilitating legitimate  
23 trade are not incompatible ideas and there seems to be a  
24 lot of support for getting this infrastructure solution  
25 done.

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1       My last comment is that we can have the  
2 best trade deal in the world and God willing, we'll get  
3 this done. You know, guys like Gerry have been working  
4 very, very hard on this and I thank you. If we can get  
5 this done I hope before Thanksgiving; but if we don't  
6 have the infrastructure to support that increased trade,  
7 we're putting an artificial limit or a real limit on  
8 optimizing job growth and economic development  
9 opportunities in this state and throughout our country.  
10       I'm happy to say that the Texas  
11 congressional delegation is working this issue as we  
12 speak to make sure that we can get our share of  
13 infrastructure funding and I, for one, am optimistic  
14 that we can get this issue resolved. But we all need to  
15 pitch in and help and take a leadership role on this and  
16 I tend to do that through your office, Madam Secretary,  
17 and through this organization.  
18       I appreciate the efforts made by  
19 everybody here to get this done and thank you for the  
20 opportunity to say a few words on it.  
21       CHAIRWOMAN HUGHS: Thank you.  
22       MR. CORONADO: Good morning. Thank you.  
23 David Coronado, City of El Paso. In El Paso, we were  
24 the hardest hit along the U.S.-Mexico border with the  
25 crisis in the spring of this year. We have trucks

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1 waiting at Juarez to cross overnight. That takes  
2 security to safeguard the shipments on the city streets  
3 of Juarez. And so the drivers have to wait, switch  
4 shifts in the queue, sleep in the truck, and then to  
5 cross the next day. So that was in the first week or so  
6 in the spring.  
7       Working in El Paso with our stakeholders,  
8 we work with CBP to adjust the schedules at (inaudible)  
9 and Zaragoza to work better with the schedules with the  
10 private sector. We've made a lot of progress in doing  
11 that and so now, wait times have sort of stabilized to  
12 normal levels, which is still high. I mean, two-,  
13 three-, four-hour wait times for trucks to cross. But  
14 El Paso, working with the stakeholders, we've made a lot  
15 of progress on coordinating schedules, with staffing.  
16       The City of El Paso is one of the leading  
17 communities in the U.S. funding overtime for CBP agents  
18 to open more lanes and reduce wait times not only for  
19 cargo, but also for vehicles and pedestrians. And so  
20 that program, the 559, allows the City to donate  
21 overtime hours and also improvement projects within the  
22 property funded by (inaudible). So the City of El Paso  
23 tolls (inaudible) to CBP to donate improvements, to  
24 donate hours for more agents, reduces wait times. And  
25 so I think that program, we need to work with

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1 (inaudible), with SSFA, with the Mexican authorities  
2 enhancing that framework so they can create that same  
3 program on the Mexican side to allow the private sector,  
4 to allow the City of Juarez, the State of Chihuahua, and  
5 other ports along the border to donate improvements,  
6 donate staff time to (inaudible) to have a dual program  
7 on both sides of the border.  
8         If we have all lanes open on the U.S.  
9 side, if there's a strain on the (inaudible), it's  
10 pointless, right? The whole system needs to work. And  
11 so I think one solution is to work with Congress in  
12 Mexico City to get that program started and copy the  
13 U.S. program. So that's on the cargo side.  
14         On the POE side, to further add onto what  
15 Jon was saying, the City of El Paso is also working on a  
16 new survey at the bridges on the Juarez side to  
17 understand crossing behavior on the pedestrian side and  
18 vehicle side year-round. So this survey, we're funding  
19 it also via P3 via the tolls to be able to understand  
20 the cross behavior -- how often people cross? What  
21 impact their choice model to cross walking or in a  
22 vehicle? What bridge they use? Whether they go to  
23 school, go to shop, go to work for both U.S. residents  
24 and Juarez residents. So this survey has not been done  
25 along the U.S.-Mexican border and especially not a

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1 year-round survey. We're looking at surveying on the  
2 Juarez side from 6:00 a.m. in the morning until  
3 10:00 p.m. at night, talking to crossers and really  
4 trying to see how El Paso benefits from the economic  
5 impact of those shoppers that cross into El Paso from  
6 Juarez, from Chihuahua, from other states in Mexico.  
7 That will help us a lot to understand that behavior and  
8 how wait times impact their experience to cross.  
9         So I think that's all I have to say. In  
10 El Paso, we have a really strong committee among  
11 stakeholders working together on these projects. So the  
12 City is leading that effort and it's proven successful,  
13 a good model for us to use in other communities we work  
14 with on the Juarez side and El Paso side and it's helped  
15 a lot. So thank you for your time. Appreciate it.  
16         CHAIRWOMAN HUGHS: Thank you for that  
17 update.  
18         MR. GARCIA, JR.: Josue Garcia with  
19 Cameron County. You know, we had a situation last week  
20 in which asylum seekers, you know, closed down one of  
21 our biggest pedestrian bridges. You know, we cross  
22 about seven or 8,000 people a day. You know, they  
23 were -- it was closed for about 18 hours and so the key  
24 there was to find the right party to talk to in Mexico  
25 to help us out, which is (inaudible). But we're calling

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1 the Governor's Office in Tamaulipas and also the federal  
2 government, but finally we got through that. But, you  
3 know, there has to be a better way for both countries to  
4 work better together to not have a major crossing port  
5 be closed down for that long.  
6         One of the things, you know, that Cameron  
7 County is doing, is doing a lot of projects for  
8 (inaudible) acceptance in which, you know, the county,  
9 you know, along with TxDOT, you know, put up moneys to  
10 do infrastructure with some of the things that, you  
11 know, effectively the federal government doesn't have a  
12 line item for infrastructure. So we have to kick in and  
13 create those. And so part of that work that we've been  
14 doing is working with CBP as far as doing what they call  
15 non-intrusive inspection and they have a pilot program  
16 going in which equipment is going to be installed that's  
17 going to have facial recognition for people coming  
18 through, especially commercial traffic starting out  
19 with. So that's one of the points that, you know, that  
20 you're really going to be helping, you know, everybody  
21 along the border because that's something that, you  
22 know, within 45 seconds somebody will come through. You  
23 know, they'll have a picture of who it is. They're  
24 going through the Fast Program, those that are approved.  
25 So those folks will be able to go from Point A to, you

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1 know, Point B as Sam was talking about, you know, in a  
2 matter of minutes instead of having to wait, you know, a  
3 long time.  
4         And, you know, there is a distinction  
5 between wait times and crossing times. Wait times is  
6 what the government gives you. Crossing times is when  
7 the people actually form lines. Many times, as Jon just  
8 talked about, it's on the Mexican side. So, you know,  
9 CBP doesn't count that. So that's a crossing time.  
10 That's a total -- that's a total cross, you know, time  
11 it takes for people to be able to, you know, cross the  
12 border.  
13         So, you know, the solution obviously has  
14 to be technology. It has to infrastructure. And so  
15 that's something that we, as a group, need to be working  
16 towards trying to get more of that to happen as far as,  
17 you know, at the points of entry. Thank you very much.  
18         CHAIRWOMAN HUGHS: Thank you.  
19         Let's just go around the table. Yes.  
20         MR. GIESBRECHT: Madam Secretary, thank  
21 you so much and thank you for what you do, Caroline, the  
22 committee. We have -- I'm Jake Giesbrecht from Presidio  
23 and Caroline and her team were in Presidio a couple of  
24 days ago. It seems to me like a couple of days ago. So  
25 she helped us out. We did a workshop, and I thought it

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1 was very interesting what you said that wait time issues  
2 and solutions and what we can do at each level. In  
3 Presidio, we went over some exercises and the wait times  
4 in Presidio are calculated sometimes differently too and  
5 I'm glad that you guys all agree that the wait time is  
6 from the middle of the bridge. That's what we do in  
7 Presidio.

8 On the Mexican side, it's a different  
9 story. But there's open businesses there, people that  
10 sell burritos have. But I think that's one of the  
11 advantage of wait times. That's the only one I can see.  
12 We have some very simple solutions that we are looking  
13 at in Presidio and one of them came out of the workgroup  
14 is -- were economic development (inaudible) is the time  
15 change. We're in a different time zone in Presidio. So  
16 that really cuts us off because CBP in Presidio is out  
17 of El Paso. So it's a different time zone. So they're  
18 always running on El Paso time. They start early and  
19 close earlier. Ojinaga has a different time. We start  
20 late and close late. So really in effect, we only have  
21 five or six hours that we can work the commercial port.

22 So those are the issues. Solutions I  
23 think would be very simple. I know Caroline is probably  
24 looking at the change in time, but that would be a  
25 tremendous thing for us in Presidio.

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1 CHAIRWOMAN HUGHES: She's making a note  
2 now: Change the time.

3 MR. GIESBRECHT: And another one is the  
4 infrastructure issue of the bridge. I know it's rainy  
5 season, so that's probably one of the issues out there  
6 (inaudible); but we have some issues there and we could  
7 really use the Secretary's intervention and help and the  
8 State of Texas and TxDOT. And thank you for everything  
9 you do for us in Presidio.

10 CHAIRWOMAN HUGHES: Anyone else?  
11 Yes.

12 MR. MEADOR: Thank you, Madam Secretary.  
13 This is Stan Meador with Texas-Pacifico and I just  
14 wanted to take from Jake's comments and Jon's, as well,  
15 the -- just update the group since we last met in May.  
16 Construction on that bridge in Presidio has been  
17 completed as of late July and the infrastructure --  
18 there is a bridge there today, which we have not been  
19 able to say for many years. That is not to say that the  
20 bridge is opening and functioning -- opened and  
21 functioning at this point and we're working diligently  
22 with CBP, our partners here at TxDOT to take the final  
23 steps to actually see trains move over that bridge as  
24 quickly as we can.

25 There's obviously people sitting around

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1 this table and many more out there who have a keen  
2 interest in seeing that happening as soon as possible,  
3 not the least of which is a commercial directive  
4 Texas-Pacifico. I want to see that happen. That would  
5 make my job a lot easier. So just wanted to take this  
6 opportunity to update everyone on that point. So, thank  
7 you.

8 CHAIRWOMAN HUGHES: Thank you.  
9 MR. GIESBRECHT: Can I just add to that?  
10 He's talking about rail. We have two bridges. There's  
11 two bridges under construction and we're -- Jon and I  
12 were talking about --

13 MR. MEADOR: Yeah, that's true. I  
14 apologize. Thanks for the clarification. You can tell  
15 what I'm focused on.

16 CHAIRWOMAN HUGHES: Anyone else?  
17 Yes.

18 MR. CAMPIRANO: Just kind of a comment.  
19 I mean, I think there's a lot of agreement on the issues  
20 when you go around the table. Obviously, I'm from the  
21 maritime side of the discussion. Probably the one that  
22 gets least discussed and so there are some things  
23 happening that I think is important to point out, the  
24 work that's being done by TxDOT and Caroline and her  
25 team.

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1 You know, the comments made about  
2 Midland-Odessa, the connectivity, the issues caused  
3 there, especially in two ports. You're familiar with  
4 ports being from Corpus Christi. You know, you've  
5 visited many. But one of the things that's important I  
6 think is as all of these efforts between various  
7 parties -- I mean, I'm on the Port Authority Advisory  
8 Committee, as well. We had a discussion about a couple  
9 of other transportation plans that TxDOT is doing and,  
10 in fact, the introduction of this plan.

11 One of the things that's really important  
12 in my opinion is that the messaging be consistent in all  
13 those transportation studies because at the end of the  
14 day, we all share the same issue. Wait times at the  
15 port may be driven by wait times at the port or, you  
16 know, where does the commodity enter the country or  
17 where does it leave. I mean, in many respects, you  
18 know, everything we do at the Port of Brownsville is  
19 driven by Mexico. 90 percent of what we do is import  
20 commodities from foreign countries to export commodities  
21 to foreign countries, which is Mexico.

22 I mean, that's all we do. But I do think  
23 it's very important that when we talk about these  
24 issues, we may talk about them in different settings;  
25 but they're all relevant, that the messaging in there be

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1 consistent. So when we go to our federal government,  
2 which we seem to believe that they're the save-all.  
3 I share your comments about commonality  
4 about, you know, bipartisanship about addressing  
5 infrastructural; but that's been the case for a long  
6 time. But yet, we don't have a plan on how to. And  
7 certainly the maritime piece is one of those that is  
8 kind of left behind and, you know, in this country --  
9 well, Texas for example is a maritime port, whether we  
10 realize it or not. Texas leads the nation in maritime  
11 commerce. More commerce originates or is passed through  
12 by Texas by volume than any other state in the country.  
13 Channel deepening is a huge issue. The  
14 sustainability of the industry and what it contributes  
15 to the state is a huge issue. Texas has five projects  
16 that are authorized for deepening and yet only one of  
17 three in the nation that is even receiving any federal  
18 support to do so. You know, that's one area  
19 internationally as a country we're falling woefully  
20 behind everybody else and that is how do you address  
21 that issue in the maritime sector. But there is a lot  
22 of good work going on and I think it's important that  
23 when we get into these discussions, we may not be at the  
24 table at the same time; but the issues are very relevant  
25 and the messaging needs to be consistent so we're all

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1 telling the same story.  
2 I certainly know that we will be meeting  
3 as a port industry with Caroline and her team to talk  
4 about these issues, but it's very relevant to this  
5 discussion as well and so that messaging needs to really  
6 be consistent because I do agree that Texas needs to be  
7 a leader in leading that dialogue and not fall back and  
8 say, "Hey, this is a federal issue."  
9 If we stay back and wait for the federal  
10 government to solve it, it's never going to occur.  
11 CHAIRWOMAN HUGHS: Thank you.  
12 MR. CAMPIRANO: That's probably more I've  
13 said in two years.  
14 CHAIRWOMAN HUGHS: And to give you credit  
15 for your statements, I will indicate for the record that  
16 it's Eduardo Campirano speaking from the Port of  
17 Brownsville. Thank you.  
18 I will just take a brief moment to  
19 recognize that Senator Campbell and Senator Lucio have  
20 representation here today. Thank you, Brandon and Dan.  
21 And if I've left other individuals out that are here  
22 representing any of our legislators, let us know. But  
23 thank you for your interest and your commitment to these  
24 issues as well. Please send our regards to your bosses.  
25 Thank you.

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1 Yes.  
2 MR. SCHWEBEL: Gerry Schwebel again.  
3 There's one element that I forgot to mention that I  
4 think we all -- because we are a board of trade advisory  
5 group that is going to be a new element for us here in  
6 Texas and (inaudible) is not here, but it's going to be  
7 our perishables and our produce crossings. It's going  
8 to be impacted by an increase in inspection  
9 requirements, especially on the tomato side.  
10 Just as reminder, two-thirds of the  
11 tomatoes consumed in the United States come from Mexico.  
12 Two-thirds of those come from ports of entry in Texas.  
13 So we do have a challenge that if they're going to now  
14 go into a more intensive examinations, up to 93 percent  
15 of all of that, that -- the concerns that we've had is  
16 that it's going to create more delay in those  
17 perishables. And right now, it's tomatoes. Next,  
18 lettuce. Next, peppers. What's it going to be?  
19 And that's a challenge that I think we  
20 all need to monitor very closely in the coming months  
21 and and measure the impact of what that will affect  
22 here. So that will create an impact on the commercial  
23 traffic. Then if you have perishables that are now  
24 going to be slowed down because of the inspections, more  
25 intensive, other trucks will be -- you know, I'm talking

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1 about getting to the bridge. I'm not talking about at  
2 the bridge. And then we also will have a challenge in  
3 that we don't have adequate USDA inspectors at our  
4 points of entry to accommodate that more intensive. So  
5 we get the federal requirement, a mandate comes down,  
6 and it's going to impact our points of entry and impact  
7 as well our wait times in our commercial operations.  
8 So, again, I think that's something that we should also  
9 just keep at the top of mind what that impact may be.  
10 CHAIRWOMAN HUGHS: Thank you for raising  
11 that. The inspection issue, particularly with respect  
12 to the tomato, came up quite frequently in Mexico City  
13 and it's important to consider that as well in our  
14 planning.  
15 So I would love to hear -- I think at the  
16 risk of picking on anyone, but Mayor Cantu, you know  
17 especially when David Zapata is from Eagle Pass on my  
18 staff, we always want to make sure that Eagle Pass is  
19 well represented and thank you for being here today.  
20 Would you like to add to the conversation?  
21 MR. CANTU: Thank you. And thank you,  
22 Madam Secretary, for what y'all are doing, especially  
23 with this committee. You know, being a part of it for  
24 quite some time now and the work that we all have as  
25 border communities is truly crucial to border trade and

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1 seeing that and echoing the sentiments of my colleagues,  
2 it is definitely something that we continue to  
3 experience in Eagle Pass.  
4 Eagle Pass is one of the ports that we  
5 pretty much import/export about \$33 billion in goods  
6 that get exported into the U.S. And this is something  
7 where wait times has also been an issue in the past. I  
8 feel that at this point, you know, we've been blessed to  
9 have a Customs Border Protection Port Director that is  
10 definitely sensitive to the issues that both border  
11 communities have been working towards in order to kind  
12 of get the goal met by Piedras Negras and Eagle Pass.  
13 We have to credit a lot to the work that  
14 he has done and I think that that's something that we  
15 all need to do to see what we can do for other points of  
16 entries and their port directors because at times, a lot  
17 of that lands in their hands and some of them don't want  
18 to take that aggressive approach to actually want to  
19 make a stronger stance in moving some of these decisions  
20 or making these decisions. So we have been able to  
21 definitely see our port grow.  
22 Just recently, we were able to expand  
23 upon it the commercial expansion for our port of entry,  
24 which added an additional two lanes for faster transit  
25 with the necessary x-raying and processing of the

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1 traffic there within the commercial side. So the port  
2 is definitely growing. Right now, we are working  
3 together with the City of Piedras Negras, our sister  
4 city, to assure the expansion of our second  
5 international bridge. There have been discussions of a  
6 third international bridge; but right now, both  
7 communities have decided that it is in the best interest  
8 to assure that the efficiency of the ports that we  
9 currently have, are at its full capacity. And I think  
10 that that's what we see at all borders, but we will  
11 continue to work to enhance upon that.  
12 There has been a major discussion within  
13 our community as far -- or within the private sector.  
14 Eagle Pass is looking right now with some of the vendors  
15 of produce. So we are also experiencing some of that,  
16 that need within the area. But it is definitely a  
17 growing port and we will continue to do everything we  
18 can to make sure that, one, Eagle Pass is at the table  
19 and, two, that during this planning of the Border Master  
20 Plan, in general, that we meet the needs of the  
21 Texas-Mexico border. Thank you.  
22 MR. ALVAREZ: Good morning. Pete  
23 Alvarez, TxDOT Pharr District. One of the things when  
24 we talk about communication, part of that is decision  
25 making. We have had several projects over the years

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1 where coordination with GSA and CBP, there has been  
2 change in the leadership in those organizations. So we  
3 were working on a project -- the project I'm referring  
4 to, we started in 2013. We still haven't completed it.  
5 The reason that has happened is because  
6 we could not coordinate with several agencies to ensure  
7 that we had a decision that is acceptable or a plan  
8 that's acceptable to them. And so once we think we have  
9 a decision, we move forward to put a change order or  
10 whatever the case may be and then there's a change in  
11 administration, there's a different path, and it just  
12 kind of bogs things down once again. So communication  
13 with federal agencies is really, really important.  
14 The inspector part talked about this  
15 morning, for facilities to be able to -- with particular  
16 cases at border -- BSIF facility, border safety  
17 inspection facility that we're building in the Pharr  
18 point of entry, we need to have that communication.  
19 Senator Cornyn's office was helpful in getting with the  
20 GSA folks to basically encourage them to make the final  
21 decision. So once a decision is made, we need to find a  
22 way to execute that final decision. Thank you.  
23 CHAIRWOMAN HUGHS: Thank you. Thank you  
24 for sharing that.  
25 Anyone else?

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1 Yes.  
2 MR. CHAVEZ: Thank you, Madam Secretary.  
3 Ramon Chavez, Laredo MPO. It's great to be a part of  
4 this. It is definitely -- there are definitely common  
5 goals here, talking about infrastructure, talking about  
6 technology. So I think those are issues that we  
7 definitely need to look into.  
8 As it relates to the World Trade Bridge,  
9 I'm sure you had an opportunity to visit our facility  
10 last week. We are working on design, to improving that  
11 and expanding those pass lanes that we call. At the  
12 same time as it relates to improvement on the timing, we  
13 have recently installed what we call a C-portal, which  
14 is basically a drive-through system with enhanced  
15 capability for rapid scanning. So that will definitely  
16 improve some of these issues that we are looking into,  
17 but we definitely need to keep the focus on that and we  
18 appreciate being a part of this.  
19 CHAIRWOMAN HUGHS: Thank you. It's very  
20 helpful to see it firsthand. Thank you.  
21 Anyone else before we move to the next  
22 portion?  
23 Okay. I'll hand the microphone to  
24 Caroline.  
25 MS. MAYS: Thank you, Secretary. And



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1 thank you everybody for your great input. We appreciate  
2 it.  
3           So we're going to move into the work  
4 session part of the meeting. And before I turn it over  
5 to Tim, I want to make sure you guys know it's not  
6 Caroline that does everything. I have a bunch of  
7 talented folks and team with me here. So if you're on  
8 my team, please stand up. Loretta is taking pictures  
9 right there. But I have some in the back. I have, you  
10 know, pretty much all of my groups.  
11           I have three groups at TxDOT. I have the  
12 Border Team led by Tim and then I have the Freight  
13 Team -- Casey is right there. Then Akila leads the  
14 Corridor Planning Team. Then I'm missing two of my  
15 board people. Giacomo is here and Loretta is taking  
16 pictures and then I think Eduardo is somewhere. I'm  
17 missing one or two of my people, but I wanted you all to  
18 kind of see them and recognize them. They're the brains  
19 behind a lot of this work. I'm the spokesperson.  
20 There's Eduardo. Most of you know Eduardo. So I just  
21 wanted to, you know, thank them for their tireless work  
22 and they make this all happen.  
23           (Round of applause)  
24           MS. MAYS: So I will now turn it over  
25 Tim, but I want to kind preface what we're doing today

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1 is that this is kind of where the rubber meets the road.  
2 The last few meetings, we've talked a lot about, you  
3 know, more the qualitative stuff where we've asked you  
4 or we've talked to you about goals and objectives and,  
5 you know, what you would like to see in the plan or  
6 things we've heard from the stakeholders.  
7           So what we're doing now is more of the  
8 data-driven part of the plan. So what you're going to  
9 see a lot today is some of the -- I'm going to  
10 underscore -- preliminary data. Some of the analysis.  
11 We're going to kind of give you a little bit of a taste  
12 of what's to come, but we want to hear from you whether  
13 we're going in the right direction or the data you're  
14 seeing doesn't make sense and we'll try and connect it  
15 to why it's important to the Border Master Plan.  
16           And we have a team of consultants, and  
17 I'll let Tim kind of introduce them; but we want to hear  
18 from you. Please feel free to ask questions and add  
19 things as we go through this. It's a work session.  
20 This is not just a presentation. Really it's to get  
21 your input because we want to take this information and  
22 we're going to be sharing it with the binational group.  
23 I think the first meeting we have is next week in Laredo  
24 and then we're coming to the Valley and then El Paso.  
25 So this information is going to be shared with them at a

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1 much more regional level, regional scale. So really  
2 what diction you give us today, will also impact what we  
3 share with the rest of the border community moving  
4 forward in the next month or so. So, thank you.  
5           Tim.  
6           MR. JUAREZ, JR.: Thank you, Caroline.  
7           Once again, I'm Tim Juarez. I'm the  
8 manager for International Trade and Border Planning here  
9 at TxDOT.  
10           Secretary of State Hughs, welcome, as  
11 well as all the Border Trade Advisory Committee members.  
12           As Caroline noted, we really are going to  
13 have a discussion today on the Texas-Mexico Border  
14 Transportation Master Plan. As you may recall, this is  
15 a binational plan and it is also multimodal. We will be  
16 looking at the entire border region from El Paso, Santa  
17 Teresa, Ciudad Juarez, Chihuahua, to the port of  
18 Brownsville. We will take into account the 28 port of  
19 entries, the support systems for those 28 POEs, as well  
20 as its connectivity to the transportation network.  
21           What you will hear today from the project  
22 team is an update and discussion on where we are with  
23 the Border Master Plan, but primarily to present to you  
24 the goals and objectives, as well as the overview and  
25 status of the data collection that we'll be utilizing at

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1 a primary perspective for Border Master Plan and then  
2 discussion on corridor identification process,  
3 development of analysis areas, and designation of area  
4 profiles.  
5           I would like to introduce the project  
6 team from the consultant side and I will turn this over  
7 to Alejandro Solis, the project manager, who will  
8 introduce himself and his team members.  
9           MR. SOLIS: Thank you, Tim.  
10           And good morning, everybody. For those  
11 of you that don't know me, Alejandro Solis. I'm with  
12 HDR. We're part of the consulting team for the Border  
13 Master Plan. I'm the project manager. And I guess  
14 following the theme of this is a team effort, we brought  
15 a couple of our task leads. We have Donald Ludlow over  
16 here. He's our data guru. He will be making a  
17 presentation on what we have found so far preliminarily.  
18 And I really want you guys to pay attention to that  
19 because he shows a lot of the trends of the border that  
20 we want to make sure that they resonate with you because  
21 this is what we're going to be presenting at the  
22 regions. And then we have over there Steve Decker,  
23 who's leading the corridor identification. He's going  
24 to be talking to us about the preliminary work on  
25 identifying corridors and how we did it and also we want

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1 to make sure that it resonates with you. And then next  
2 to him we have Stephanie White. She's our stakeholder  
3 engagement task lead, and you guys mostly know  
4 Stephanie. She will make protocol. She will get into  
5 that circle. She will be timing the comments. She will  
6 be pointing at people. So she's going to facilitate the  
7 discussion and hopefully we get a lot from you. So  
8 that's very important.

9 And then we also have other folks. We  
10 have Kaleigh over there. We have Robert Bryant over  
11 there. And who else do we have here? And Brian  
12 Swindell. Where is Brian at? Oh, over there.

13 And behind all of us, there's an army of  
14 people. So I just want to make sure that you guys know  
15 that all of this that you're going to see, it takes a  
16 lot of people and just grateful for them.

17 MR. JUAREZ, JR.: So just to remind you,  
18 it is a discussion. Everything that we will present  
19 today is based on what we heard from you at your  
20 May 21st BTAC meeting, as well as the first two rounds  
21 of the Binational Regional Steering Committee.

22 What you're about to see, once again, is  
23 just preliminary draft information. Why we are  
24 presenting it today is because we want to get your  
25 thoughts and your direction on where we go next with

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1 round three. And then that's what we're actually going  
2 to do. As Caroline mentioned, we will have round three  
3 of stakeholder engagement at the Binational Regional  
4 Steering Committees and we'll present that schedule at  
5 the end of the presentation.

6 And then after -- Secretary of State,  
7 after we complete round three, at the next scheduled  
8 Border Trade Advisory Committee, we will bring back the  
9 information we gather from those three regions and  
10 present it to you.

11 One thing I would like to note is that  
12 because it is going to be a discussion and we are  
13 seeking your input, if you do have a smart device -- an  
14 iPhone or anything like that -- we ask that during the  
15 metameter discussion, we're going to present some  
16 questions and we're going to seek your feedback and you  
17 should be able to connect to the TxDOT guest website if  
18 you don't have wi-fi. But before we begin the  
19 discussion, I wanted to let you know very preliminary  
20 discussion. We are seeking your input in this process.

21 Alejandro.

22 MR. SOLIS: Thank you, Tim. And thanks  
23 for reminding the audience about the metameter.

24 Most of you are familiar with it. We've  
25 done it with you in the past in May. It's the little

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1 thing that pops up on the screen and then your comments  
2 are shared live with everybody. They're anonymous, but  
3 everybody else can see and we're going to try to do the  
4 summary of those. So have your cell phones ready.

5 We're going to have a ton of questions for you.

6 So let me start just by -- with  
7 introductions to welcome -- so we're going to move into  
8 a recap of the recent work we have done. So last time  
9 we met, as was mentioned by Caroline, was about six  
10 months ago. so we've done a lot of work since then. And  
11 I'm not going to go into all of the details because  
12 Caroline, I think, did a pretty good job of summarizing  
13 that. But the only things I want to point out are that,  
14 you know, we went through a couple of the topics that  
15 have been consistently developed over the past few  
16 months. So we have goals and objectives that we talked  
17 about in April and then we followed that in BTAC and  
18 then we closed that chapter in round two and we also  
19 presented methodology and data collection, presented  
20 methodologies on corridor identification, and then we  
21 validated that with the regional stakeholders.

22 So in a way, this is almost the program  
23 that's been developing for the past few months. And  
24 that's something -- hopefully, we're not presenting  
25 anything to you that you haven't heard about before in

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1 terms of the process or the way we're going to go about  
2 it. The only caveat is this is draft. So we've been  
3 working on this. We have data. We want to be sure that  
4 it's clear to everybody that this is a draft. This is  
5 our take on these topics, and we want to make sure that  
6 they resonate with you. So this is basically the  
7 chronology of what we have been doing, and it's  
8 consistent with what you will see today. So you will  
9 see all these topics.

10 The first thing that we want to touch  
11 base on is the goals and objectives. We've been working  
12 on this a lot, and we're not going to really spend a lot  
13 time. I also wanted to bring to your attention this is  
14 Handout 1. You will see on the slides on the bottom  
15 right corner, that we have listed where the handouts are  
16 needed. So your PowerPoint, you can always reference  
17 the page. So in this case, it's right there. It says  
18 Handout 1 and in the top left corner -- sorry -- top  
19 right corner, you're going to be able to see Handout 1.  
20 So that's what we will be kind of referring to very  
21 quickly. The handouts are, in most cases, a more  
22 detailed explanation of what we will see in the slides;  
23 but we wanted you to take home with you and then also  
24 kind of have that as a go-by for future reference.

25 So in terms of the goals and

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1 objectives -- and you guys remember, we discussed this  
2 at the last BTAC -- and these are the nine goals and  
3 objectives that have been finalized and approved by BTAC  
4 and the Regional Steering Committee. So these are the  
5 final goals that we are setting for the Border Master  
6 Plan and I'm going to just go over the titles of them to  
7 give you a reminder: Safety and security, economic  
8 competitiveness, mobility and reliability, multimodal  
9 connectivity, sustainable funding, stewardship, customer  
10 service, cross-border resiliency, and asset  
11 preservation.

12 In your handout, you have all the  
13 descriptions. So I'm not going to spend time there. I  
14 would rather move on to the next section, which is the  
15 part of the data that we are very interested in your --  
16 getting your input on. And for that, I'll let Donald  
17 Ludlow lead the discussion with Stephanie's help.

18 MR. LUDLOW: All right. Thank you very  
19 much. Again, Donald Ludlow from CPCS, part of the  
20 consulting team.

21 Data underpins the Border Master  
22 Transportation -- the Border Transportation Master Plan.  
23 And today, I'm going to walk you through some of the  
24 very preliminary analysis of the data, focusing on  
25 baseline conditions. So the first thing I want to talk

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1 about is we've made a lot of progress in terms of  
2 collecting data and we owe a lot of that progress to you  
3 and also -- okay. There we go. Better.

4 All right. We owe a lot of that progress  
5 to you and to the MPOs, the local communities in Mexico  
6 and in the United States in providing us with plans,  
7 studies, and data to enrich this effort. Our goal is to  
8 have a consistent binational dataset that's rich in  
9 detail and that has data at the same level of  
10 granularity in Mexico and the U.S. Our building block  
11 in many cases has been the county level data in the U.S.  
12 and in Mexico, the municipio level data. So that's what  
13 we've aspired to collect.

14 We've been collecting this now and  
15 working on the analysis for a few months. You can see  
16 in the chart that we have made a lot of progress and we  
17 have a few more months to go. The idea behind the data  
18 collection is that it powers the rest of the analysis  
19 from the Border Master Transportation Plan and enables  
20 us to make good decisions.

21 I also want to draw your attention to  
22 three handouts. It's a lot to consider. I'm just going  
23 to point these out quickly. In your binder, Handout 2,  
24 Baseline Conditions Process Review. This goes into some  
25 of the nuts and bolts on the progress that we're making

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1 in terms of analyzing initial baseline. Handout 3 is a  
2 data directory which outlines the type of data we plan  
3 to use for the study, gaps in the data, and some methods  
4 on how to submit data if you have not submitted already.  
5 And Handout 4, finally, which is a bit more voluminous  
6 is the data handbook. It's the preliminary data source  
7 listing. We've got it organized by region so you can  
8 see our progress and about where we're at and if there  
9 are certain pieces you think we're missing in your  
10 regions, please work with us to get that provided.

11 All right. So let's move into some of  
12 the preliminary analysis. First, are there any  
13 questions? Please stop me if you have any. I'm going  
14 to stop at a few points as we go through this, too.

15 Okay. Moving on. Today, I'm going to  
16 cover preliminary analyses in two broad areas. The  
17 first one is socioeconomic and the reason why this is  
18 important is because the socioeconomic characteristics  
19 of the entire border region drive transportation demand.  
20 They also drive many other important outcomes that are  
21 part of the goals and objectives of the study. And the  
22 second piece of information that I am going to review  
23 with you today is cross-border movements.

24 Okay. So let's take a look at population  
25 first. The United States over the past 27 years -- and

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1 let me pause for just a second and say we've tried to  
2 look at this from 1990 to 2017 to get a very good trend  
3 line of the activity on the border region. We've also  
4 looked at the entire border region, which encompasses  
5 more than 24 Texas counties, Doña Ana in New Mexico, and  
6 44 municipios in Mexico. It's essentially the 60-mile  
7 region on either side of the border. So that's what  
8 we're talking about here when we say "border region."

9 But stepping back for a moment, in terms  
10 of overall population growth over this period, Mexico  
11 has grown twice as fast as the United States. About 59  
12 percent growth, whereas the U.S. has grown by  
13 30 percent. The border region by contrast has grown at  
14 around 70 percent during that same period of time and  
15 the growth has been relatively even, at least the  
16 percentage growth between Texas and Mexico. Although as  
17 we'll explain later, the growth in Mexico has been a  
18 higher proportion of the total growth in the border  
19 region.

20 Here we see that trend line, the growth  
21 in the U.S. and Texas -- excuse me -- the Mexico and  
22 Texas border region portions of the border region. The  
23 total region grew by about 3.3 million people during  
24 this period of time, with about two-thirds of that  
25 growth in Mexico and about one-third in Texas.

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1 I'm now going to walk you through a  
2 series of maps and these are all of the county or  
3 municipio level. This first one shows total border  
4 region population 2017. You'll note that a lot of the  
5 population growth is concentrated in the metropolitan  
6 areas along the border region. It's not happening  
7 evenly. In fact, the next three slides which go into  
8 more depth on the border regions, I'll explain some of  
9 the nuances. But the growth is concentrated really  
10 around the El Paso/Juarez region, Laredo region, and the  
11 Rio Grande Valley. There's also a population  
12 concentration around Acuña/Del Rio, Eagle Pass, and  
13 Piedra Negras. Beyond that, the population is still  
14 relatively sparse along a lot of the border region with  
15 some notable exceptions.

16 This next slide shows a zoom on the El  
17 Paso, Santa Teresa, Chihuahua region. This is the  
18 second most populous region along the border. Juarez is  
19 the single largest jurisdiction along the border with a  
20 population of 1.5 million, which is just a little bit  
21 less than Philadelphia. It's a very big city. This  
22 area grew, Juarez in particular, by 630,000 people  
23 during this period of time.

24 The next region, the central portion --  
25 MR. SCHWEBEL: Can I ask a question?

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1 MR. LUDLOW: Absolutely.  
2 MR. SCHWEBEL: This is Gerry Schwebel.  
3 My question is to Jon. Fort Bliss, how large -- do you  
4 know how many troops are at Fort Bliss?  
5 MR. BARELA: There are approximately  
6 35,000 troops. Including dependents, over 50,000.  
7 MR. SCHWEBEL: Thank you.  
8 MR. LUDLOW: Great, thank you. And we  
9 know Fort Bliss is a very important part of the regional  
10 economy in the El Paso/Juarez region. Thanks for that.  
11 And please, if you have other comments or  
12 questions, let's stop and I'll stop in a couple minutes  
13 just to discuss the population information with you.  
14 So in the center of the border region, we  
15 have about 1.6 million people in the Nuevo  
16 Laredo/Tamaulipas region. And then the most populous  
17 part of the border region and of the study area is the  
18 Rio Grande Valley, where we have over 3 million people  
19 in that region.  
20 When we talk about change in population  
21 along the Texas border, we start to get into some of the  
22 patterns of this uneven distribution, the rural and the  
23 metropolitan differences that are really quite stark.  
24 For example, we know that some of the largest changes in  
25 population have occurred in the major counties and

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1 cities and I'm going to rattle off a few for you just  
2 for a second. Juarez, 630,000 people growth. Hidalgo  
3 County grew by 480,000. Reynosa, 425. El Paso, a  
4 quarter of a million growth during that period and on  
5 and on. Even Ciudad Acuña grew by nearly 100,000  
6 people, that municipio during that period of time. And  
7 Piedras Negras, likewise about 70,000 people.

8 But the growth has been uneven. Four  
9 Texas counties account for 94 percent of the growth  
10 during this period of time. That means that about 18 of  
11 the 24 counties in Texas grew by less than 1 percent  
12 over a 27-year period. So there's a very stark  
13 difference between the metropolitan and urban growth  
14 along the border over the last 27 years and the growth  
15 in the rural and smaller counties. There are some  
16 notable exceptions to that; but it's a very, very  
17 interesting story.

18 In terms of population growth percentage  
19 growth, that's a little bit different. The fastest  
20 growing by percentage jurisdiction was Ciudad Acuña with  
21 171 percent growth during that period. Hidalgo County  
22 is next with 126 percent. Reynosa, 113. Webb County,  
23 107. And Nuevo Laredo at 86. Juarez, Matamoros, and  
24 Piedras Negras were also in the high 70s. So those were  
25 the fastest growing by percentage, even though some of

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1 them had a lower base population, like Ciudad Acuña. A  
2 lot of that has been fueled by the massive development  
3 of maquiladoras and other industries in that part of the  
4 border region.

5 So are there any questions to this point?  
6 Is this surprising to anybody, especially to hear about  
7 this metropolitan and rural divide in terms of that  
8 growth, population growth difference? Any questions or  
9 comments? Heads nodding? Makes sense?

10 MR. SCHWEBEL: This is Gerry Schwebel.  
11 One of the things that we try to measure also on the  
12 border is the government families and, you know, the  
13 workforces and the population growth attributed to, you  
14 know, inorganic growth from the city or outside external  
15 growth as a result of, say, law enforcement. They're  
16 all part of our community, but they are still -- there's  
17 more of them coming in as external factors as a result  
18 of our border operations. I don't know if you track by  
19 sectors, you know, some of the population growth  
20 attributed to that increase.

21 MR. LUDLOW: Yeah, that's actually a  
22 really good question. We are collecting data, and we  
23 intend to go into that level of depth. So that's one of  
24 our next steps in our process. Today, I'm going to be  
25 presenting some of the total employment changes not

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1 divided by sector yet; but that is definitely an area  
2 that we're going to go into more depth and we'll have  
3 that in the baseline condition's report in December.  
4 Thank you.  
5 Any other thoughts or questions?  
6 MR. ZAPATA: Hello. David Zapata, SOS  
7 Office. Just a very quick comment.  
8 I think that the information presented  
9 here today is going to be very helpful to add to the  
10 border story that we're trying to tell in the point of  
11 there's a lot of people not familiar with the city on  
12 the Mexican side on the border area. A lot of people in  
13 the U.S. think that -- either they have no clue what the  
14 look of that city may be and some people, from my  
15 experience and travel for the State, assume that it's a  
16 smaller city than the American city. So as we share  
17 this story of the border, letting people know with this  
18 data that our sister cities are sometimes -- well, most  
19 of the time, bigger than the American city is going to,  
20 I think, be very helpful in increasing the awareness of  
21 the need from both sides of each other, but also of  
22 potential business interests in the future, as well.  
23 MR. LUDLOW: Thank you, David. That's a  
24 great comment. I think it is rather counterintuitive  
25 for a lot of people when they think about those

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1 population differences, to recognize that the sister  
2 city in Mexico in most cases, like you said, is larger.  
3 It's true in Juarez. It's true with Reynosa. It's true  
4 with Nuevo Laredo and many others. And Matamoros even,  
5 yes. It's almost universally true.  
6 And that two-thirds/one-third split is  
7 actually a pretty good rule of thumb in terms of the  
8 population distribution along the border in almost any  
9 given area. So thank you very much.  
10 Yeah, Sam. I anticipated your question.  
11 MR. VALE: History teaches you that  
12 because Texas was cut out of Mexico. They didn't cut it  
13 in. They cut it out. And so the population centers on  
14 the south side of the border, which is a river, are  
15 generally historically much larger and in many cases,  
16 originally were more developed. If you didn't want to  
17 fight in World War I or II, you went to Mexico, not  
18 Canada.  
19 MR. LUDLOW: Okay. Thank you. I do have  
20 an observation on Canada that I'll share later on when  
21 we get to border crossings.  
22 Okay. So moving ahead here, one last  
23 slide on the population area and that's density. In  
24 general, the Mexican sister cities are more densely  
25 populated than the U.S. side, which probably isn't a

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1 surprise. In terms of regions in their entirety, the El  
2 Paso/Juarez region is the most densely populated along  
3 the border region. The Rio Grand Valley is second.  
4 The density is interesting and important  
5 because it's indicative of the transportation demand,  
6 including pedestrian crossing, transit, and other ways  
7 of connecting those communities.  
8 So let's look at employment. So  
9 employment along the border has increased significantly,  
10 as well. And the total employment along the border is  
11 now up to nearly 3 million, about 2.6 million, growing  
12 fairly rapidly. The single greatest employment centers  
13 along the border, number one is Juarez/El Paso, which is  
14 just slightly ahead with more than a million jobs  
15 presently. It's slightly ahead of the Rio Grande  
16 Valley, which is just below that. The Laredo area also  
17 has about 250,000 jobs. So like the population, the  
18 employment is quite concentrated in a few areas along  
19 the border and we'll go into a few more details about  
20 how it's grown and changed over the last few years.  
21 So employment has grown by 95 percent  
22 during this time period. Remember, population grew by  
23 70 percent; employment grew by 95 percent. So there's  
24 greater workforce involvement in the border region as  
25 well during this period of time and it's probably driven

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1 quite a bit of the migration and we'll go into some more  
2 detail on that. The employment is split again kind of  
3 in that one-third/two-third's rule, 1.3 million on the  
4 U.S. side, 2.6 on the Mexican side.  
5 El Paso and Juarez have had significant  
6 growth. Juarez grew by 300,000 jobs in that period of  
7 time. But Hidalgo County grew by 191,000 and Reynosa,  
8 160,000; El Paso, 124,000; and Matamoros, 93,000. So  
9 the job growth has been very significant during this  
10 period of time, as well.  
11 If we look at it from a percentage basis,  
12 it's a little bit different story. We have some less  
13 populated counties that have grown and municipios that  
14 have grown their employment at a very, very fast rate.  
15 For example, the highest percentage growth is Ciudad  
16 Acuña, 200 percent growth during that time; Reynosa,  
17 185; Hidalgo, 157. Webb, Nuevo Laredo, Maverick County,  
18 Juarez, and Zapata Counties were all above 100 percent,  
19 as well as a small municipio south of Piedras Negras  
20 called Nava. Nava grew by 113 percent during that  
21 period of time. Roughly double its employment.  
22 So there are some stories outside of the  
23 metropolitan areas where more rural or smaller  
24 municipios and counties have seen significant job  
25 growth. And I would also point to Ojinaga had

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1 61 percent job growth during that same period of time.  
2 So there are some anomalies in that distribution.  
3 Another important point is median  
4 household income. We are digging into this in more  
5 detail. We have this data right now at the Mexican  
6 state level, but we're trying to get it broken down at  
7 municipio level. But the basic story is that median  
8 household income has grown along the border. It's  
9 increased in 17 counties by more than 100 percent during  
10 this time period. So this demonstrates some of the  
11 linkages, at least in the preliminary analysis, between  
12 job growth and prosperity.  
13 It is an uneven distribution and I will  
14 still point out that according to our preliminary  
15 analysis, about 24 percent of people living in Texas  
16 counties on the border region are under the poverty  
17 line. It's 12 percent nationally. So it's about double  
18 the national average. The median household income is  
19 about 35,000 on the U.S. side. The U.S. averages  
20 60,000. So there's still a lot of room to grow, but  
21 those basic measures of human development are improving.  
22 Are there any questions or comments about  
23 this so far?  
24 MR. BARELA: Madam Chair, Jon Barela. In  
25 our region, there's a growing interest in wage growth

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1 and I'm just curious. You mentioned a few statistics of  
2 the median household income and border area versus --  
3 compared to the U.S. national average. Do we have  
4 anything in Mexico that's comparable? Do we have  
5 detailed data on how wage growth in our border areas  
6 compare to respective national wage growth in each  
7 country?  
8 MR. LUDLOW: That's a really good  
9 question. So we are working presently with INEGI to try  
10 to drill down on that data in more detail. In Mexico,  
11 they have -- a lot of the focus and the readily  
12 available data has been on human development and  
13 poverty. The government agency Prospera, which often  
14 provides some of the sustenance payments, has excellent  
15 data in terms of who's at the poverty level and how it's  
16 changing; but there's not as much readily available data  
17 in terms of who's at the higher income levels and how  
18 that's changing. So we're working on that.  
19 We recognize that there's a gap there on  
20 the Mexico side that we're trying to fill so that we can  
21 tell the fuller story. We recognize that in both the  
22 U.S. and in Mexico, that the investments that TxDOT and  
23 its partners would make as part of this plan, need to be  
24 linked to those types of indicators.  
25 Any other questions or comments on this?

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1 MR. SCHWEBEL: Gerry Schwebel again.  
2 Question. Would you remind us why did you use 1990 as  
3 your base year?  
4 MR. LUDLOW: 1990 seemed like a good base  
5 year. If you -- we've got everything from 1990 forward,  
6 but we wanted to have a relatively long period of time  
7 that predated NAFTA as well to be able to kind of tell a  
8 full story. I don't know if Caroline has better  
9 rational.  
10 MS. MAYS: Yeah. Gerry, one of the  
11 things we wanted to do was to at least go back as far as  
12 close to NAFTA as possible and then when you look at  
13 1990, you go to 2000, that was the next census because  
14 censuses are at ten-year increments. So 1990, 2000,  
15 2010, and now we'll go to 2020. So we're trying to do  
16 that. Normally, we look at least 20 years; but, you  
17 know, we can go back further. But the dataset is  
18 getting kind of lost. But, you now, if you want us to  
19 go look longer than that, we can. All the data is  
20 available for a lot of these indicators we're discussing  
21 today.  
22 MR. SCHWEBEL: The reason I ask is that I  
23 find myself in some of the meetings and talks when I go  
24 out, I ask everybody who was around prior to NAFTA.  
25 Very few people answer me. So they don't know what it

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1 was like prior to NAFTA. They know what it was  
2 post-NAFTA. It's all been wonderful and great and jobs.  
3 But before NAFTA, you know, unemployment rates along the  
4 border were 15, 17 percent. And so we have a big gap  
5 between pre-NAFTA periods and post-NAFTA periods. So I  
6 don't know if there's a skew there or not. I'm just  
7 throwing it out there.  
8 MR. LUDLOW: No, that's a great question.  
9 And I hope that we're able to provide a defensible  
10 answer. But, yeah, it's the pre-NAFTA and being able to  
11 provide that history. Even though some of us weren't  
12 around, at least in the business at that point in time.  
13 MR. VALE: You don't know what you  
14 missed. Those were good times.  
15 MS. MAYS: But to your point, Gerry, we  
16 definitely will look at pre- and then now post-NAFTA. I  
17 think there's a story to tell there. As you mentioned,  
18 unemployment was very high. But we can also look at how  
19 the population has also grown and employment, income,  
20 all of that. I think all of that has a good story that  
21 can help tell the border story.  
22 So, consultants, get to work.  
23 MR. LUDLOW: All right. Thanks,  
24 Caroline.  
25 One of the last points here on

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1 socioeconomic, I just wanted to show you some of the  
2 information on educational trends. And the bottom line  
3 here is that there's been a fairly significant increase  
4 in high school graduation on both sides of the border.  
5 There have been additional compulsory requirements in  
6 Mexico that have driven this and a number of programs  
7 and policies in Texas that have driven this. And the  
8 bottom line is that at least according to this  
9 preliminary analysis, the workforce is expanding because  
10 of better educational attainment.  
11 Finally, we took a look at automobile  
12 ownership and this is one of the rare cases where the  
13 publicly available data on the Mexican side was better  
14 than the U.S. side. I'm not faulting the Texas State  
15 Department of Motor Vehicles, but we're trying to get  
16 deeper with them in terms of understanding this. We  
17 wanted to take a look at vehicle ownership trends and we  
18 know that in Mexico in 1990, about 18 or 19 people out  
19 of 100 owned a car and now it's about 26. And we're  
20 going to go into more depth to see how that's changed on  
21 Texas side. But this is one of those indicators that  
22 shows us how transportation demand is changing and how  
23 prosperity and personal income are changing that demand,  
24 as well.  
25 I'm going to change gears here just a

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1 little bit and flip to a discussion of some of the  
2 cross-border movement trends. And for these, we've gone  
3 back to 1996, which is the earliest available from BTS,  
4 the Bureau of Transportation Statistics; but we're  
5 working with them to get a little bit more historic  
6 information. And this is where we really need some of  
7 your input today and that is some of the  
8 counterintuitive trends that we've seen and that are  
9 shown in the data.  
10 We know that 9/11 and also in the  
11 recession, we saw significant drops in many cases in the  
12 number of border crossings of people, whether it's by  
13 bus, bus passenger, passengers in cars. And these  
14 data -- this shows the result. That net change since  
15 1996. A decline of 23 percent in terms of bus and bus  
16 passengers and about 42 percent decline in the number of  
17 people crossing in cars. Bicycles and pedestrians has  
18 remained fairly constant with population. It hasn't  
19 really grown. And this is a really interesting point  
20 because we've seen such a significant increase in  
21 freight, which we'll talk about in a moment, and we  
22 don't necessarily want to characterize the border as  
23 becoming more freight centric and less people centric;  
24 but that's certainly the story that the data are  
25 starting to tell, that those proportions are starting to

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1 change. Granted, there are still many, many  
2 exponentially more vehicles and passenger vehicles  
3 crossing the border than there are freight vehicles.  
4 But that ratio is changing. In this last 20-year  
5 period, we've seen a significant drop.  
6 Now, it hasn't always been even. It  
7 varies. For example, you know, in El Paso we saw a  
8 fairly significant drop. Roma we saw a fairly  
9 significant drop. Presidio is about the same. It just  
10 depends on where you're at on the border. But taken as  
11 a whole, this is a really critical trend for us to think  
12 about. While the population has increased, the economic  
13 impact has increased, incomes have increased, border  
14 crossings have decreased.  
15 So I wanted to see if there were any  
16 questions, comments, or discussion about this trend.  
17 What has been driving this from your perspective?  
18 MR. VALE: It's very simple. It's  
19 security regulations. You know, that's what drives a  
20 lot of it. And freight generates business. Wherever  
21 there's trade corridors or freight moving, business  
22 develops. And where there's not, it doesn't grow at the  
23 same rate. You know, people were questioning the value  
24 of Columbus discovering the New World. Well, he  
25 discovered a whole new trade route and that's what was

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1 important. I don't ever really think to me, personally,  
2 it was like an Italian holiday or this holiday or they  
3 were socially accurate in what they did; but trade  
4 routes develop economies all over the world forever.  
5 MR. LUDLOW: Okay. Thank you.  
6 Any other comments or questions? Does  
7 Sam have it right? Is it all security related?  
8 MR. SCHWEBEL: This is Gerry Schwebel  
9 again. You know, I agree with Sam that security has had  
10 an impact; but as the -- I also believe that as the  
11 quality of life in Mexico has improved, their mode of  
12 travel has also shifted, you know, by air as well going  
13 to places like San Antonio or Houston. So they would  
14 avoid perhaps the congestion of the point of entry. And  
15 now you've got cameras. People from the interior can  
16 check "What's my wait time," or "What's the congestion  
17 at the bridge," and it may be cheaper to fly from  
18 Monterrey to San Antonio than to drive and spend the  
19 hours. So it's the mode of people traveling and the  
20 cost of the mode of travel that may have had an impact  
21 as well as an alternative.  
22 MR. LUDLOW: Yeah. Now, Jon mentioned  
23 earlier that there had been a drop in retail sales,  
24 correct, in the El Paso region and do you think that  
25 part of that is -- I mean, obviously, it's security and

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1 then it's also -- at least our hypothesis is there are  
2 better retail options in Mexico than there used to be,  
3 as well.  
4           But I'd be interested to know your  
5 perspective, Jon, on this one.  
6           MR. BARELA: Madam Secretary, this slide  
7 is the one that, to me, tells the whole story. It's  
8 very interesting. You have the dramatically increased  
9 population along the border communities. You have  
10 increased income, increased household income, more jobs,  
11 and yet a stark decline in all of these crossings. This  
12 is a very, very interesting point.  
13           And I'm going to agree with my colleagues  
14 on the whys of what's happening. But anytime you see --  
15 it's totally counterintuitive to me because I was,  
16 frankly, very, very surprised with this data point. But  
17 it does point to what we were talking about earlier that  
18 we need to facilitate this easier crossing.  
19           MR. LUDLOW: Yeah.  
20           MR. BARELA: While at the same time, of  
21 course, securing the border. No one is going to argue  
22 with that. But this has to become a top priority of our  
23 function here and our collective efforts and certainly  
24 of the state.  
25           I do have one question, maybe a trivial

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1 question. The 7,765 train passengers, where did that  
2 drop from? Or where was there a train along the border?  
3           MR. LUDLOW: You know, we are still  
4 trying to figure that out. We have been combing through  
5 the data and looking at excursion trains and other  
6 things. So let us get back to you on that one. That  
7 raised a question for us, too. We'll talk to BTS about  
8 that, as well.  
9           MR. BARELA: Yeah. It may be an  
10 opportunity is where I was going with that.  
11           MR. LUDLOW: Possibly.  
12           Sam.  
13           MR. VALE: It used to be that we would  
14 cross the border because it was fast and quick and easy.  
15 We would go to lunch. We could come back. Nuevo Laredo  
16 had a booming industry. I mean, immediately across from  
17 us. Reynosa did. It was a very different world at that  
18 time and it's just a lot more hassle to do things that  
19 are not more important. We still cross the border for  
20 important things, but we don't do the casual things that  
21 we might have otherwise done and it's just very  
22 difficult. But that's been good for some side of the  
23 border and not so good for the other.  
24           I mean, you can go to Nuevo Laredo now,  
25 Gerry. It wasn't that exciting place it was when I was

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1 maybe a lot younger than most of these people were  
2 alive; but it was an exciting place to go. The Cadillac  
3 Bar or all that stuff. You had good quality places to  
4 go, easy, convenient. Those things affect crossings.  
5 To me as a bridge owner, I can tell you I know people  
6 that say, "No, man, I can't go today because it's too  
7 much time on the bridge, but we'll go on Wednesday  
8 because it's a little less traffic on Wednesday and  
9 we'll meet." So that's how we schedule our lives today  
10 based on how difficult it is to get where we need to be.  
11           MR. LUDLOW: Great. Well, I'm going to  
12 move -- sorry.  
13           MR. CORONADO: David Coronado with El  
14 Paso. We have seen the same pattern or the trend for  
15 crossings since the 1990s. So we track our bridges, all  
16 these metrics, and we've noticed that especially on the  
17 vehicle side. I mean, any shock from the outside,  
18 whether U.S. or Mexico, whether it's violence, whether  
19 it's the economy, great recession, crisis, all those  
20 events since 9/11, make a huge impact on the way that  
21 people behave as they cross between Juarez and El Paso.  
22           We've noted that in the last few months  
23 with agent reassignment with CBP, that has a huge impact  
24 on wait times on the vehicle side and then people choose  
25 to walk instead. So you see that in the crossings.

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1 Myself, going to school, I lived in Juarez when I was  
2 growing up. 9/11 happened, I was going to UTEP and I  
3 chose to walk and then took to bus to UTEP to go to  
4 school. So we see that behavior as people adjust their  
5 crossing behavior.  
6           The ones right now that are crossing are  
7 the ones that have to cross to go to school, go to work.  
8 The ones that have a choice to cross less often to shop  
9 or dine or buy retail items, they've also adjusted and  
10 you see the decrease. So we really have to share the  
11 story of El Paso and Juarez. But, yeah, we've seen that  
12 trend.  
13           MR. LUDLOW: Very good. Thank you very  
14 much.  
15           Yes.  
16           MR. GARCIA, JR.: Josue Garcia. And you  
17 also have the economic, you know, recession that we've  
18 had in 2007 to 2010 and you've probably seen -- because  
19 in my trends that I have on the bridge from 1999 to now,  
20 I see this and then I have this.  
21           MR. LUDLOW: Yeah, that's right. There  
22 has been an upward trend in most areas over the last few  
23 years.  
24           Yeah, please.  
25           MR. VALE: One final comment on that.



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1 Our exchange right is also affecting all this.  
2 MR. LUDLOW: Absolutely.  
3 Gerry, yes.  
4 MR. SCHWEBEL: Gerry Schwebel again. You  
5 know, we did a -- our company did a study on retail  
6 shops -- the impact of the Mexican shopper in the South  
7 Texas region. We did it with Visa and we -- you know,  
8 I'd be glad to share that study with you all.  
9 MR. LUDLOW: That would be great.  
10 MR. SCHWEBEL: We tried to track, you  
11 know, but the trend is very clear. If you look at year  
12 trend, if you look at years, the trend of the shopper  
13 now perhaps is more online shopping. The issue of  
14 options for travel beyond the border, our retail sector  
15 at the border is dead because the Walmarts and the HEBs  
16 opened up on the Mexican side of the border. That had  
17 an impact, but the retail sector is dying and that's  
18 just dreadful, period.  
19 MR. LUDLOW: Thank you.  
20 I'm going to move through a few of these  
21 last few slides relatively quickly. I did want to point  
22 out one or two other points here. One, you're not  
23 alone. We looked at the northern border and Canada has  
24 experienced a similar -- Canada-U.S. border has  
25 experienced a similar drop. I'll get back to you later

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1 on the exact percentage, but it's very similar. And the  
2 other thing we've noticed is even though the number of  
3 cars crossing the border is less, the number of  
4 passengers in the car is less as well. So fewer people  
5 crossing.  
6 MR. BARELA: Quick note on that. I  
7 think, just to go back real quickly. The question has  
8 been answered ironically. El Paso had the 7,765  
9 apparently was the train traffic. And correct me if I'm  
10 wrong, but I thought the streetcar ended way before  
11 1990.  
12 MR. CORONADO: Yeah, we were just talking  
13 about that. I don't know where that comes from.  
14 MR. LUDLOW: We will look into that.  
15 That is the mystery of the day.  
16 MR. CORONADO: I've never seen a  
17 passenger train. Just cargo.  
18 MR. LUDLOW: So speaking of trains, the  
19 number of northbound trains has increased by 53 percent.  
20 So that's a significant increase, and we can talk about  
21 this for a while in terms of what's fueled that growth.  
22 I know we've got a couple of rail representatives in the  
23 room. One of the questions I would pose to you is: Are  
24 the trains also longer? And I think they are.  
25 MR. MEADOR: Yeah, I think that -- Stan

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1 Meador with Texas-Pacifico. I think precisely to that  
2 point is number of trains doesn't really say a lot.  
3 It's the number of cars, right? And northbound loads  
4 are empty. I mean, it's the breakdown of what those  
5 trains consist of in each direction. That would be much  
6 more telling information.  
7 MR. LUDLOW: Okay. Then we'll work with  
8 some of the railroads and other data that we have on  
9 that.  
10 Trucks, up by 93 percent during this  
11 period of time. So contrast that with the negative 43  
12 percent in passengers in vehicles and 93 percent  
13 increase in the number of trucks and that's been pretty  
14 uniform across the entire border. There are only a few  
15 border crossings that have seen some reduction recently.  
16 On the trade side, I've just got a couple  
17 of slides here and just wanted to make a couple of  
18 points. The Texas trade gateways have continued to grow  
19 in a amazing trajectory. Laredo in 2013 was fifth. Now  
20 it's number one in the country. The number one trade  
21 gateway value. El Paso is 16th. It was 17th. Hidalgo  
22 is 28th. It was 30th. And Eagle Pass is 29th. It was  
23 41st just in 2013. By contrast, Otay Mesa is the same  
24 and Nogales has fallen a little bit. So the Texas trade  
25 gateways, just even in the last five years, have gained

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1 incredible national prominence due to policy,  
2 nearshoring a lot of other trends and the tremendous  
3 population growth that is served by this corridor.  
4 In terms of the overall breakdown, the  
5 last two slides show some of our preliminary data  
6 analysis of how the modes are changing during this  
7 period. Just a few things to note. Pipeline growth has  
8 been very significant and I think we know that's from  
9 Eagle Ford and other shale plays. Rail growth in Laredo  
10 and El Paso has been significant and, obviously, truck  
11 has been big too. Overall there is an imbalance  
12 imports. Texas imports more than it exports, but it's a  
13 much better trade balance than we see with a lot of  
14 other countries and some of the trends point to a  
15 continued healthy trajectory in both the Texas and  
16 Mexico border economies.  
17 So I'm going to end there, unless there  
18 are any questions or comments and I'm happy to take  
19 those after. (Spanish spoken). All right.  
20 MR. SOLIS: Thank you, Doug.  
21 And now I'm going to pass the microphone  
22 to Steve. And just so you know, fair warning because  
23 this is where we're going to start with the metameter.  
24 We're going to have a few questions for you.  
25 So, Steve.

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1 MR. DECKER: Thank you, Alejandro.  
2 Donald got heavily into the data. The  
3 data that he has talked about and is developed from this  
4 clearinghouse, is going to be used to support and is  
5 already being used to support this next Task 5 and this  
6 is the Binational/Multimodal Corridor and System  
7 Identification Designation. It includes -- I'll just  
8 provide a brief overview of some of the elements that  
9 we're going to talk about today, some of the key tasks  
10 that we made progress on.  
11 There will be some handouts too that I'll  
12 identify for you to check out as we're doing the  
13 presentation if you want to and then we will have some  
14 questions posed through metameter that if you could  
15 respond to online. I think we'll have three of those  
16 examples. So probably about maybe one question per  
17 topic. One or two questions per topic.  
18 So with that said, the goal of Task 5 is  
19 really to connect with these various tasks with  
20 stakeholder input with the data inventory piece. And  
21 it's a data-driven process here, stakeholder-driven  
22 process where we're identifying in the first element  
23 corridor and POE identification and designation. That's  
24 the first several tasks that we're going to come to some  
25 conclusion. Once we identify those corridors and POEs

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1 and designate those for our analysis, we're going to go  
2 to the next phase which is the needs assessment. So  
3 those are the two elements of this primary task.  
4 Today, we'll talk about three key things  
5 that we've made progress on based on the data and based  
6 on that scope of work. We're going to look at the areas  
7 of analysis, which we call spheres. We'll go through  
8 that process and try to get some input from you folks.  
9 We're going to look at some of the criteria we've used  
10 to start designating corridors and identifying different  
11 sizes POEs and those kinds of things and then we're  
12 going to briefly get into some of the needs analysis  
13 elements that we've yet to really get into in any depth,  
14 but the data here and the information that was presented  
15 by Donald and then your input is going to be key to that  
16 needs analysis process.  
17 So this is just an overview of the first  
18 elements of the task. I don't really want to get into  
19 much detail here. There's a planning phase, which we're  
20 in now which includes identifying these spheres and then  
21 populating them with data, identifying and defining all  
22 the profiles for existing and future conditions,  
23 designating those corridors. Once we get through that  
24 process, we'll describe the system and then report out  
25 and then that information is going to feed into the

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1 needs analysis.  
2 So the areas of analysis which we call  
3 spheres -- and, again, this is preliminary. This is  
4 draft. This coincides with Handout 5A, I believe. So  
5 it's 5A in your handouts that sort of describes this  
6 process. So in terms of the analysis, we have a  
7 geographic scope that we need to conduct the analysis  
8 on. We've defined these spheres to understand the  
9 movement of people and goods and the impacts, et cetera,  
10 and then identify those needs which will help us define  
11 these projects later.  
12 So Sphere 1 through Sphere 5. Sphere 1  
13 is, you know, a 60-mile plus or minus distance. And you  
14 saw some of maps -- they're right here -- that Donald  
15 presented with the population data that represent that  
16 first sphere. This is the high impact area for this  
17 study. We're really going to conduct detailed analysis  
18 in this sphere. We have multiple levels of analysis in  
19 Sphere 1 as well that we'll get into in a minute.  
20 Then Sphere 2, about 100 miles in and out  
21 of the border, key populations, good production. This  
22 is sort of a fungible border, depending on where these  
23 key connections are to the border. So they could be  
24 plus or minus 100 miles, but we're looking for input on  
25 that topic from you folks.

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1 And then Sphere 3, 4, 5, those are the  
2 Texas entries and the four Mexican states and then we  
3 get into, you know, Canada, U.S., and Mexico for the  
4 last two spheres and we'll talk about those in a minute.  
5 So I just wanted to give some examples  
6 for each of the border regions. Sphere 1, in  
7 particular, the first graphic is the Zaragoza crossing.  
8 And you see on the left-hand side just the footprint of  
9 the crossing. We felt we wanted to show that, depict  
10 existing conditions to then spin into potential future  
11 projects and identify those on that system. Then the --  
12 that's on the left. And on the right is about a 1-mile  
13 look with the connectivity of the multimodal system to  
14 that crossing. Also, these are all in Sphere 1.  
15 So then we have a -- this is where we  
16 want some key input from you folks. We looked at a  
17 10-mile buffer, thinking that that was a pretty good  
18 assessment of where the key impacts would be in the  
19 border region in this sphere; but we're looking for your  
20 input. Maybe it's 15 miles. Maybe it's different per  
21 border region. So that's the key analysis area there,  
22 the 10-mile to 15-mile Sphere A we'll call it, Sphere  
23 1A. And then the last graphic is the entire sphere for  
24 the El Paso region that just shows them adding to the  
25 study area of that sphere.

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1 And so rather than spending a lot of time  
2 through this, we did provide examples for the Laredo  
3 region with the World Trade Bridge crossing for all four  
4 of those elements of Sphere 1 and we did provide the  
5 same for the Rio Grande region -- Valley region -- with  
6 the B and M Bridge with the four elements of the  
7 spheres. And just so you know, these are being  
8 developed for all 28 POEs.

9 So I believe, Kelly, we are at metameter  
10 question here.

11 Does this breakdown of the spheres in  
12 these subareas, in particular, in Sphere 1 at the  
13 footprint of the border crossing, the 1-mile, 10- to  
14 15-mile, and then the 60-mile breakouts -- oh. So  
15 that's part of the question here, Kelly. And there's a  
16 process to get online.

17 MS. MAYS: Read the question and we can  
18 start discussing it instead of waiting.

19 MR. DECKER: Yeah. So the main question  
20 is: With those elements of Sphere 1, does the  
21 progression of analysis looking at the footprint,  
22 looking at the 1-mile, the connectivity of the  
23 multimodal system to that bridge crossing or the POE,  
24 the 10- to 15-mile looking at the detailed analysis that  
25 we want to deduct in Sphere 1, and then the 60-mile,

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1 does that logic make sense? And we're interested in  
2 other opinions and other structures as well if you have  
3 an opinion there.

4 MS. MAYS: So Mile 1 is essentially your  
5 first and last mile. This is connection to the actual  
6 bridge, the entrance and exit to the bridge. And then  
7 the 10, 15 miles is essentially connecting to the  
8 warehousing and other areas that support a lot of the  
9 trade activity within your region. And then, you know,  
10 the 60-mile plus is more the regional connections. So  
11 let's say -- you know, let's take Eagle Pass to San  
12 Antonio type thing or, you know, the Valley to Corpus  
13 Christi. So those are some of the next 60 miles, et  
14 cetera. So that's what it is.

15 So I think the question here: Do those  
16 make sense? Does the 1 mile, first of all, the first  
17 and last mile make sense from your perspective in terms  
18 of when you plan -- I'll call it the driveway to your  
19 port -- as you drive the 1 mile? And then the other one  
20 is kind of the roads that lead to that. So we're  
21 wanting to make sure. We've discussed this in the past;  
22 but today we really want to get kind of a final input  
23 from you that, yes, these levels are okay and, you know,  
24 so we can move forward with doing the detailed analysis.  
25 So we want to hear from you on that.

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1 MR. SCHWEBEL: Gerry Schwebel. I would  
2 like to keep it just to the 60 miles, 1-mile and the  
3 60-mile. In our part of the world, we've got -- just  
4 between our first our downtown bridges, it's 12 miles to  
5 the World Trade, you know, and then it's another 17  
6 miles to Columbia. So eventually we're going to have a  
7 loop all around -- outer loop connecting Columbia down  
8 to any future bridges in Laredo further south. That  
9 will cover the 60-mile perimeter. And that's just  
10 Laredo as a region. I know it may be different for the  
11 smaller ports, but I don't know what the intermediate  
12 would be.

13 MR. VALE: I think there's an official  
14 border definition somewhere. It's either 100 kilometers  
15 or 60 miles.

16 MS. MAYS: Yes.

17 MR. VALE: There is a number in there  
18 that they use to say the border region. So 60 miles  
19 certainly would be reasonable to have. Anything less  
20 than that, you can say it's 1-mile port of entry. All  
21 of those are going to be moving very fast.

22 The other area that Gerry is talking  
23 about is where the development is going to take place,  
24 somewhere in that 60 miles generally. Even El Paso, I  
25 think, when you go out past the city limits, it's like

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1 20 some odd miles out that you have activity.

2 MR. BARELA: Yeah, true. But then we  
3 have New Mexico.

4 MR. VALE: But then we have New Mexico.  
5 They would love to hear that.

6 MR. BARELA: I mean it in a positive way.  
7 From downtown El Paso, it's about 55 miles.

8 MR. DECKER: So Sphere 1 is 60 miles.

9 MS. MAYS: So essentially, you know, what  
10 we're hearing is the consensus that we don't really need  
11 to be focusing on the 10 to 15 miles. We just do the 1  
12 mile, which is the first and last mile, and then the  
13 60 miles.

14 MR. SCHWEBEL: That's what I suggest.

15 MS. MAYS: Okay.

16 MR. GIESBRECHT: In Presidio, the 10-mile  
17 would be crucial. All of our development in Presidio  
18 would be in that 10 miles. So as long as the 60 miles  
19 is included that.

20 MR. DECKER: It should. It will. It's  
21 just a (inaudible).

22 THE REPORTER: I can't hear him.

23 MS. MAYS: I think when we get to the POE  
24 designation, I think I see where this connects. The  
25 smaller POEs, 60 miles, might not necessarily be

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1 Sphere 1. It might be that 10 to 15 miles. So I think  
2 when we get to the other discussion, let's circle back  
3 to this and really -- I don't think one size fits all  
4 when it comes to this. So we might have to make sure  
5 that we're tailoring this a little bit.  
6 MR. DECKER: That makes sense. The  
7 tailoring makes sense.  
8 MR. CAMPIRANO: Eduardo Campirano. I  
9 think if you take that approach, then it solves the  
10 problem because if you're looking at a 15-mile -- I can  
11 tell you Cameron County, you would be excluding  
12 accessibility to the ports of entry for many areas  
13 beyond that. But if you're going to tailor it, 60 miles  
14 may be a bit too much; but if you're going to tailor it  
15 to where those connections matter, then as long as you  
16 keep that radius within that view, I think you'll be  
17 okay. But it's not to cut it where you actually exclude  
18 someone or an opportunity or some element of  
19 connectivity versus, you know, by having just here's a  
20 metric, we're only going to look at this. Tailoring, I  
21 think, makes a lot of sense.  
22 MR. CALVO: Eduardo Calvo, El Paso MPO.  
23 I totally agree with the tailoring approach because,  
24 again, all our regions are different. You know, El  
25 Paso, we're a lot more compact area with our border

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1 crossings, including Santa Teresa and  
2 Tornillo-Guadalupe. But, you know, all the regions are  
3 different; so as long as we tailor it. We really do  
4 want to have the opportunity to look at the crossings as  
5 a system. Yes, we have to look at each crossing  
6 individually because at the end of the day, we implement  
7 projects to improve, you know, the functioning of each  
8 of the crossing itself; but as long as we have the  
9 opportunity to continue to looking at it as a system  
10 regionally and statewide.  
11 MS. MAYS: Any other comments?  
12 Mayor Cantu, does this address Eagle  
13 Pass? Are you okay with 60 miles?  
14 MR. CANTU: That mile marker would be  
15 fine.  
16 MS. MAYS: The miles at 60 miles? Okay.  
17 Because I think the critical element on the 1-mile, your  
18 connectivity to the port, we've heard a lot and a lot of  
19 concerns from the Mexican side, as well as on our side,  
20 is the connection to the ports and the exits to the  
21 ports. That's really critical. So we want to make sure  
22 that that allows the feds to kind of chime in, as well.  
23 CBP is very interested in a lot of these discussions,  
24 and less once you get outside of that. So outside of  
25 the port gates, you know, a mile outside of the port

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1 gates they don't necessarily care so much about, even  
2 though they're interested in it. So I think the  
3 60 miles and then we'll tailor that. But as long as we  
4 can agree that for most of the ports that 60 miles is  
5 kind of the standard and then we'll tailor it to, you  
6 know, level of analysis that the other ports like Jake  
7 mentioned with Presidio and others that just want to  
8 look at a much smaller footprint.  
9 MR. DECKER: Okay. We'll move on. I  
10 think somebody has control of the presentation. It's  
11 not me. There we go.  
12 So I just wanted to show some of the  
13 other spheres, what they look like here briefly. Here's  
14 Sphere 2, it's 100 miles out. We'll conduct analysis  
15 here, but not as detailed as Sphere 1. And then this  
16 shows the railway network and rail network for Sphere 3,  
17 which includes Texas and the four Mexican states. A  
18 little broader. And then Sphere 4, which is again  
19 roadway/railroad here for the U.S. and Mexico. And then  
20 Sphere 5 is the same situation, but with Canada  
21 included. So we're going to conduct our main analysis  
22 on the border region and then understand what's  
23 happening in the other spheres.  
24 So with that said, we'll move on to the  
25 next -- oh. Another question. I guess metameter is not

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1 working. Does this progression of spheres make sense?  
2 Is it logical when you go from Sphere 1, all that detail  
3 that we're talking about, first and last mile, 60 miles,  
4 and then it leads into what are those flows? What are  
5 the impacts outside? Understanding that we're really  
6 interested in how the border impacts these other  
7 regions.  
8 MS. MAYS: I think the -- if you could go  
9 back to a couple of those maps so we can kind of walk  
10 the committee through. Those are really meant to -- a  
11 lot of what we heard from you, especially at the USMCA,  
12 et cetera, that we have to show the trade corridors that  
13 link Texas to the rest of the country and Canada, but  
14 also to Mexico. That we really needed to look at the  
15 transportation system broader than what we're looking at  
16 just at the border region. So that's the intent of  
17 this, you know, longer and much broader sphere so that  
18 we can show those connections. So that's really what it  
19 is.  
20 You can move to the next one.  
21 MR. DECKER: Move on?  
22 MS. MAYS: Yeah.  
23 MR. SCHWEBEL: I was going to ask -- this  
24 is Gerry Schwebel.  
25 Claudia, I know on the Mexican side, the

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1 administration is looking at -- they look at the  
2 northern region for infrastructure funding programs like  
3 the emphasis is on the southern region and we've got the  
4 west coast. I know that -- does that impact the sphere  
5 of the five states that we're talking about here, you  
6 know, negatively impact it or positively impact, this  
7 administration's current plan? Do you know anything  
8 about that?  
9 MS. LAGOS: I'm not sure.  
10 MS. MAYS: To answer that, yes, you're  
11 going to see some of the maps later on, the corridor  
12 designation. We've taken some of the preliminary plans  
13 that the Mexican side has in place. So at least the  
14 ones that we know. So we will show you some of those  
15 because we've been in close communication with Mexico  
16 City. We've had meetings with them and then, you know,  
17 we've gotten some input from them on the emphasis of the  
18 northern border and some of the plans that they have.  
19 MR. DECKER: And these just show how  
20 we're going to represent the information. So the  
21 corridors of the designations and the material that will  
22 come into play. We'll talk about that in a minute.  
23 So the next piece here is the designation  
24 process. It's preliminary. It's draft. We've used  
25 some of the data that I'll talk about to help identify

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1 corridors and designate corridors and this is just  
2 draft, some ideas that we had and there might be ideas  
3 that we'd like your input on that. We're also going to  
4 talk about POE designations, as well. And we'll talk  
5 about that process.  
6 So in terms of both U.S. -- Texas and  
7 Mexico, there are a variety of sources that we use to  
8 identify roadway systems that we wanted to take  
9 advantage of that we understood are part of -- you know,  
10 in the U.S. federal and State TxDOT designations of  
11 facilities and the same side on the Mexico side and we  
12 tried to merge those, take into account stakeholder  
13 input from the previous meetings we've had to help us  
14 start designating these corridors. So I'll walk through  
15 that process right now.  
16 So the first system in the U.S., its the  
17 National Highway System which is the core system for  
18 mobility and safety and those things in the U.S. Mainly  
19 interstates and U.S routes. Layered on top of that is  
20 the National Highway Freight Network, which layers in  
21 the key freight corridors from the U.S. inside Texas.  
22 Then we looked at the Texas Highway Freight Network and  
23 layered that on top, as well. A little more detailed,  
24 local connectors. And then the last is the Texas Trunk  
25 System. Sort of a two- to four-lane highway system

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1 designated in Texas. And then on the Mexico side, we  
2 looked at the INEGI national database, the roadway  
3 network, and then layered on top of that the Mexico  
4 World Street View, which provides a little more detail.  
5 So we combined those because this is binational here and  
6 then from our first input in round one, these are some  
7 of the corridors that were identified, whether it's  
8 ports, primary trade corridors, ports on the Mexico side  
9 that were identified through those meetings.  
10 And then the second round, we had some  
11 additional feedback input from mainly on the Mexico side  
12 for these trade corridors. So we put all that stuff  
13 together, added the stakeholders, and came up with a  
14 graph of common facilities that we think could be a good  
15 starting point here for roadways for the Border  
16 Transportation Master Plan. And then from that, we sort  
17 of identified some international corridors and those are  
18 the roadways crossing POEs on both sides of the border  
19 with major movements. Then merging international  
20 corridor that seems to be something that could emerge  
21 with major movements in the near future and longterm  
22 future. Regional corridors, so those corridors that  
23 connect the POEs to these international corridors to  
24 other areas of distribution center kind of thing. And  
25 then those local connectors. Those are shown in --

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1 oops. I don't know what happened there.  
2 MR. CAMPIRANO: I have a question for  
3 you. Isn't there already an official designation for  
4 the interstate system in the Valley? I didn't see any  
5 indication of that on any of those that, you know, where  
6 you already do have Interstate 69, Interstate 2; but  
7 none of those appear in any of those maps if I was  
8 looking at them correctly.  
9 MR. DECKER: I believe they showed up on  
10 the later maps with the stakeholder input maps with  
11 those identified corridors and I think 69, it might be a  
12 previous version of 69 into Brownsville/Laredo. You  
13 know, the different alternatives? Let's see if we --  
14 MS. MAYS: Yeah. I-69 should be on the  
15 Texas Freight Network. And I-2, all of those corridors  
16 are on the Texas Freight Network. They kind of will  
17 blend a little bit because we're trying to layer. And  
18 really what I want to say is that when Steve started  
19 with the National Highway System, that's the basis and  
20 then the feds a couple years ago came up with the  
21 National Highway Freight Network and there were criteria  
22 they used to select those. Then when we developed the  
23 Freight Mobility Plan, we went through the exercise  
24 again to identify the corridors based on certain  
25 criteria and it includes, you know, 69 and others.

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1 Actually, they tie to 69 because of the interstate is a  
2 trade corridor, a critical trade corridor. And then the  
3 Trunk System has been an effort that we have taken as  
4 TxDOT since, I think, 2000 or early 2000s and one of the  
5 key criteria is that the corridor has to connect to an  
6 international port of entry. So that's why we have the  
7 trunk here. So when we're layering all of these  
8 corridors, there's been previous criteria used to  
9 identify them as a basis to start this.

10 The intent is to say, okay, this is a  
11 critical trade corridor, a corridor that supports trade  
12 in Texas or supports cross-border movement of people and  
13 goods. So that's really the intent of this. It's not  
14 to designate them as interstate or U.S. highways, but  
15 corridors or roadways that are critical to the movement  
16 of cross-border trade.

17 MR. CAMPIRANO: And that would be the  
18 case for those, as well as what would be I-169 --

19 MR. CANON: Yes, I was going to ask about  
20 that.

21 MR. CAMPIRANO: -- to interstate status  
22 as well?

23 MS. MAYS: Yeah.

24 MR. CANON: Because we have 169 now.

25 MS. MAYS: Yeah. And then, you know,

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1 what Steve is showing here is really the broader one  
2 where we're going to build on to the regional and drill  
3 down more specifically to specific corridors in those  
4 regions. We'll do it for Laredo. We'll do it for El  
5 Paso. So this is really an attempt to just kind of walk  
6 through the broader process.

7 MR. DECKER: And this is just for  
8 roadways, too. So we're going to define criteria that  
9 really links all the multimodal with these systems, as  
10 well. So this is just our first cut here with roadway.

11 And then we just show the  
12 international -- maybe not on this slide -- but on this  
13 slide, we show the international corridor, the regional  
14 corridor, the local corridors, and the codes, how they  
15 connect with the various border regions. And this, of  
16 course, is just draft and preliminary. Obviously, there  
17 are other data sources we could use to assess and create  
18 these corridors.

19 And then here is for World Trade Bridge  
20 in Laredo. Same sort of deal where you get the  
21 international corridor in blue, regional corridor in  
22 yellow, and then the local corridors are in brown and  
23 those connections. And it does show that 60-mile  
24 connection to the right. Then the same here for B and M  
25 Bridge in Rio Grande Valley, just showing all those

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1 designated corridors there.

2 So with that said, there are other ways  
3 to, you know, identify these international corridors.  
4 We can look at commodity flows. We could look at other  
5 data to support. So we're looking for input from you  
6 folks on that, as well. So are we missing anything, any  
7 data, important data here that would be useful to  
8 designate these corridors? That's the first question.  
9 I think that's the only question for this one.

10 MR. SCHWEBEL: Gerry Schwebel. I wonder  
11 if we should include in those ports of -- we're talking  
12 about intermodal, as well. Should we identify any  
13 airports?

14 MR. DECKER: Yes. Airports will be part  
15 of the modal profiles that we develop, one of the modes  
16 that we develop for connectivity. Maritime, as well.  
17 The port facilities, as well. Pipelines.

18 MS. MAYS: Yeah. And, Gerry, we will  
19 include that because it's going to be multimodal. This  
20 one is just focusing on the highways and then we'll  
21 overlay all what we call the freight generators. We'll  
22 overlay the ports of entry, the airports, the maritime,  
23 and other generators of activity. And this one, again,  
24 is focused a lot on the goods movement side; but also  
25 we're going to be looking at the passenger side, as

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1 well. So what are some of those critical infrastructure  
2 to move people across the border, as well.

3 MR. DECKER: And one of the key aspects,  
4 too, is supply chains. How these goods are moved by  
5 different modes crossing the border, that kind of thing.  
6 And that will be a big part of the profile analysis, the  
7 needs analysis, how does that work, how do we  
8 accommodate those kinds of issues and we're just not at  
9 this point yet.

10 Any other questions?

11 So we talked about some of the corridors.  
12 Are we missing any corridors? 69 I think was in there.  
13 It showed both connections to the border, options for  
14 69. Are there others that we're missing?

15 And we have gone through a couple of  
16 rounds of this from various other stakeholders on that,  
17 as well.

18 MS. MAYS: Steve, if you can go back to  
19 one of the answers to Gerry's question. There's a  
20 slide -- the one with the stakeholder input.

21 MR. DECKER: With the what? I'm sorry.

22 MS. MAYS: The stakeholder input. Yeah,  
23 page 12. Yeah, page 12.

24 MR. DECKER: I think it's the next one.  
25 There you go.

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1 MS. MAYS: Go to the next one. Yeah.  
2 MR. DECKER: Okay.  
3 MS. MAYS: Gerry, you can't really see  
4 the yellow. There's a yellow line that goes through  
5 Presidio. That we actually got from the Mexicans. This  
6 is what the federal government has on their plans to  
7 focus on and it's from -- and that's coming through  
8 Presidio. So this is kind of one of the proposed -- one  
9 of the areas that the new administration in Mexico is  
10 proposing to focus on.  
11 MR. SCHWEBEL: And my understanding -- I  
12 don't know what the -- this is Gerry Schwebel -- the  
13 Mexican government is going to roll out it's national  
14 infrastructure -- it's new national infrastructure plan  
15 in the next couple of weeks.  
16 MS. LAGOS: Uh-uh.  
17 MR. SCHWEBEL: So make sure we match that  
18 with what we have here as well. Make sure there are no  
19 major discrepancies or major differences.  
20 MS. MAYS: And that's a great point. We  
21 definitely will keep a watch on that and make sure that  
22 we get that and then incorporate to make sure, like you  
23 say, there's some consistency or at least, you know,  
24 make sure that we acknowledge that in this plan and kind  
25 of address it as we move forward. So we'll watch that.

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1 If you guys get it before we do, please send it to us.  
2 MR. SOLIS: Caroline, I was just going to  
3 mention that we have an insider on that, our liaison  
4 with the Mexican government having been very active on  
5 the status of that, both the national development plan  
6 and the sectorial infrastructure plan. So he's in  
7 contact with them and we hopefully can get the inside  
8 scoop before it gets published.  
9 COUNCILMAN LOVE, III: To give you just a  
10 little background information about that corridor and  
11 why it's so important. I'm silently cheering over here  
12 that it's in there. The Permian Basin has the largest  
13 secure oil field in the world. Two-thirds of it is the  
14 Delaware Basin, which sits in the Pecos. Right now, a  
15 study was conducted by Ray Perryman and also Pecos went  
16 to the State legislature to create a management  
17 district. What they're trying to do is they're trying  
18 to establish a permanent resident workforce in Pecos.  
19 And the study shows that if they are able  
20 to get, I think, 14,000 residential units in the next  
21 five years, the Pecos economy will go from 500 million  
22 to 3 billion in 11 years. So they're trying to  
23 establish this permanent workforce there and they're  
24 really exploring very, very fast.  
25 So this trade corridor is extremely,

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1 extremely important. I know that we're talking about  
2 60 miles, but what's happening is just a few miles  
3 beyond that 60 miles. We're getting ready to have a  
4 huge, huge economic explosion and I just wanted  
5 everybody in the room to be aware of that and understand  
6 that because the economic engine of the United States is  
7 Texas and the economic engine of Texas is the Permian  
8 Basin oil and gas. So it's very, very important. I'm  
9 glad that corridor is included.  
10 CHAIRWOMAN HUGHS: Thank you.  
11 MR. DECKER: So moving on to the next  
12 one, Kelly.  
13 So we're going to look at assessed POEs.  
14 We did some designation work as well based on  
15 information we had at the border crossings. We looked  
16 at three different options, but there are multiple  
17 options for the size of the POEs to understand large,  
18 medium, small in terms of activity, for later analysis  
19 in terms of what we're doing and how we connect those  
20 to -- those POEs with the designated corridor.  
21 So we looked at commercial truck  
22 movements crossing the border, passenger car movements,  
23 and then pedestrian movements. And like I said, there  
24 are other options. Here we just show, you know, the  
25 examples of the bridges again in the three regions and

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1 then we show some stats for all 28 crossings and this is  
2 for commercial truck movements, which shows small --  
3 which you can see in the very bottom line in terms of  
4 truck movements across the border -- and then medium,  
5 large, and then very large because Laredo is a very  
6 large system right now. We wanted to account for that.  
7 So we have some splits. They're not  
8 written in stone. This is just a draft in terms of how  
9 we can define the size of the POEs and then we can look  
10 at other modes as well, which we did with passenger  
11 cars. Only 27 of the border crossings have passenger  
12 cars and we had different splits and we went small,  
13 medium, and large in terms of the size of the movements  
14 and we did the same thing for pedestrian and bus  
15 movements -- small, medium, and large.  
16 And, obviously, let's see, they are not  
17 quite -- there are 23 border crossings that consider  
18 these kinds of movements. Then on the fright side,  
19 there are only 13. So we assessed those and defined  
20 those areas. So here just -- this is a graphic of the  
21 next one that shows the commercial vehicles here, the  
22 designated sizes of the POEs, not by -- just by small,  
23 medium, large, and very large. Did the same for the  
24 small, medium, large for passenger vehicles and the same  
25 for pedestrians and buses.

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1 So like I said, there are other ways in  
2 which we could cut this pie and define sizing. You  
3 know, you could look at combined vehicles, cars and  
4 trucks. You could look at combined vehicles with  
5 pedestrians, as well. Or you could rate vehicle  
6 movements differently, like trucks you could rate  
7 differently. So those are some things we could explore,  
8 but that was our first cut and we are interested in your  
9 suggestions.

10 MS. MAYS: Steve, can you go back to the  
11 slide that shows the commercial breakdown? Yeah, that  
12 one.

13 So we wanted to present this to the  
14 committee. Just using the preliminary analysis as Steve  
15 showed, this is kind of where the crossings fall. Does  
16 this make sense? Is everybody comfortable with this, or  
17 do we need to look at it differently?

18 And I think what we heard from you a  
19 while back was we will need a way to be able to assess  
20 like ports with like border -- or ports with border  
21 crossings and not -- you know, we don't want to be  
22 assessed or our needs are not the same as Laredo. So  
23 this is kind of our attempt and one is on the commercial  
24 vehicle side. So should we -- does this make sense from  
25 your perspective?

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1 David, I see you shaking your head. Any  
2 comments? No?

3 Anybody else?

4 Jake from Presidio?

5 MR. GIESBRECHT: I'm good.

6 MS. MAYS: Laredo?

7 MR. SCHWEBEL: Are you taking into  
8 consideration also what the joint committee related to  
9 the border crossings already has under review?

10 They present an application and the ports  
11 of entry are in -- are those taken into consideration  
12 that came to these numbers here?

13 MS. MAYS: No. BBXG has, at least from  
14 my knowledge -- I don't know if Tim can speak to this --  
15 but I don't think they've done this type of exercise to  
16 look at bridges small, medium, large, and very large.  
17 They've not really done that. What they do is more  
18 really present the needs of the actual federal compound  
19 issues and not necessarily in this way. We're using  
20 this to help us assess the needs unique to small  
21 bridges, assess needs to medium, and et cetera. And  
22 then also when it comes to investments, needs, et  
23 cetera, to recommendations so that small bridges are not  
24 compared to larger bridges. So that's really the intent  
25 here.

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1 MR. VALE: Many of those would still be  
2 using the same highway systems because you ultimately  
3 don't -- you're not going to create a lot of new highway  
4 corridors right now with interstate quality. So the  
5 access, regardless of where it was or going to be  
6 created, it's going to be using one of those systems for  
7 at least the near future. Then after that, you could  
8 have some differences; but that's way out. That's 15-,  
9 20-year stuff.

10 MS. MAYS: Yeah.

11 MR. VALE: So I think this is good, what  
12 you're doing here.

13 MS. MAYS: If Sam says it's good, I'm  
14 happy.

15 MR. VALE: It's not perfect, but it's  
16 good.

17 MS. MAYS: Do you need anything, Sam?

18 MR. DECKER: We'll move ahead to the last  
19 piece here. It's about needs, and this is all  
20 preliminary draft in terms of our needs assessment. So  
21 before we just -- we got into the corridor designation  
22 identification process. We're going to population that  
23 with different information in terms of modal profiles,  
24 et cetera, for the existing and future. This piece is  
25 really assessing the needs of those corridor systems and

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1 those designated systems.

2 So the first thing we're going to do is a  
3 thing called a SWOT analysis, which is Strengths,  
4 Opportunities, Weaknesses, and Threats. We're going to  
5 perform that at each border crossing in terms of  
6 identifying issues, trends, needs we have. We'll get  
7 into some of the issues later. And then we're going to  
8 also do a transportation system needs evaluation, too,  
9 in terms of those spheres that we were talking about  
10 earlier and that's going to be very quantitative,  
11 looking at measures that will show some of the metrics.

12 So, obviously, this is data driven.

13 We're basing this on the input and we've already  
14 received some stakeholder input in the last two  
15 meetings, sets of meetings. We're linking this, the  
16 metrics and measures, to goals and objections just so  
17 we're in line with the vision and the goals and  
18 objectives defined earlier by Alejandro.

19 Here are some examples of measures,  
20 statistics we can use to assess needs in terms of  
21 congestion, travel speeds for the highways and roadways,  
22 and a variety of other metrics by mode.

23 And then I just wanted to identify a few  
24 2017 statistics that show for each of the examples for  
25 El Paso, Laredo, Rio Grande Valley. This is that



<p style="text-align: right;">Page 122</p> <p>1 10-mile look that shows traffic demand, average annual 2 daily traffic for 2017 and the red show the primary 3 movements and then the green and less than green show 4 less movements. These are key inputs to assessing 5 needs. 6 Congestion, obviously, is a big deal. 7 Understanding congestion levels. You see the red. 8 Those are congestion conditions right now in 2017. This 9 is daily, of course; but we'd like to get to some 10 peaking, as well. But this indicates bottlenecks, which 11 is a key issue when it comes to needs evaluation. And 12 then truck percentages of this all day average daily 13 traffic. And, obviously, the red show the higher 14 percentage of truck movements, which impact the system 15 in multiple ways. So we want to understand that 16 percentage, as well. 17 Then we looked at this is called a safety 18 incident crash map and it just shows concentration of 19 the accidents/incidents in the border region. 20 Obviously, the urban areas have a higher, you know, 21 concentration of incidents compared to the rural. And 22 we have good data that supports this and that supports 23 that safety goal defined earlier by Alejandro in the 24 process. So these are just some statistics we can show 25 and we'll have plenty of data to represent needs on the</p>	<p style="text-align: right;">Page 124</p> <p>1 port -- truck port of entry and the rail port of entry. 2 Is that what this is doing here? 3 MR. DECKER: If there's a need 4 (inaudible). 5 THE REPORTER: I can't hear him. 6 MR. JUAREZ, JR.: Steve, microphone. 7 MS. MAYS: The needs assessment is going 8 to be multimodal, yeah, because again what we said 9 early, this is just preliminary. We're starting to 10 scratch the surface. And, yes, it's excellent that 11 you're providing us with that feedback; but if you have 12 any specific things, thoughts you guys have on anything 13 we presented today in terms of how we slice and dice 14 some of these needs and your unique because you have 15 both the rail and the vehicle or highway crossing. Some 16 of the bridges only have highway. Some have both, you 17 know, rail and highway. 18 So, yeah, they are going to be all kind 19 of unique. So we want to make sure we're addressing all 20 those. Like I mentioned earlier, really tailoring some 21 of the needs assessment is going to be critical. So 22 please let us know what exactly you would like us to be 23 looking at in terms of identifying the needs that are 24 unique to your border crossings that might not be the 25 same for somebody else.</p>
<p style="text-align: right;">Page 123</p> <p>1 system. 2 And then in terms of the strengths, 3 weaknesses, opportunities, threats analysis, we've 4 already identified some front stakeholders' various 5 needs and issues. We've talked about hot spots, 6 bottlenecks, wait times, seasonal characteristics, 7 workforce, future capacity issues. All that will be 8 built into the SWOT analysis for each POE. We're 9 conducting a field visit for each of the POE, 10 understanding issues, trends, and needs. We're going to 11 link all this stuff up together in our analysis with 12 corridors and, of course, linking to goals and 13 objectives. 14 So this wraps up this end of the 15 presentation with this question. Are there any comments 16 about this needs analysis framework? Obviously, it's 17 tough stuff to identify, you know, looking at this right 18 now and identify some comments. But brief comments 19 would be great and other comments would be welcomed as 20 well that might come in later. 21 MR. GIESBRECHT: I've got one question 22 and it's on the multimodal and probably more for Stan. 23 The multimodal infrastructure for the railroad 24 crossings, it's x-rays and -- in Presidio, we're working 25 on multimodal infrastructure need between the car</p>	<p style="text-align: right;">Page 125</p> <p>1 MR. DECKER: Just to add on to that, 2 Jake, the tradeoffs and that need between those modes 3 that could define a project, a technology project, et 4 cetera, that will come later. 5 MR. CANON: Andrew Canon, RGV MPO. On 6 the reliability, is that a traditional volume over 7 capacity that you're looking at on the congested or is 8 it actually a delay situation where we're looking at 9 operational improvements that could benefit what you're 10 showing on the tables? 11 MR. DECKER: Right. I think the 12 reliability really is related to travel time. Is that 13 system reliable for you and me to travel every day? So 14 it does account for bottlenecks and delay, et cetera. 15 It doesn't have to be infrastructure. It could be 16 operational strategies that could help improve that 17 travel time reliability of that facility or a facility. 18 MR. CANON: I think that would be 19 important to point out because operational improvements 20 traditionally are, you know, incredibly less expensive 21 than adding capacity, new infrastructure projects where 22 if you have vehicles sitting at a light or a situation 23 for over a certain period of time and you simply just 24 widen lanes. I mean, you have the same number of 25 vehicles. It's just five wide instead of three wide. I</p>

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1 think it would be important to know if those were  
2 operational strategies that we should be looking at in  
3 the future or if they're actually adding capacity  
4 projects that we need to look at.  
5 MR. DECKER: I totally agree with you,  
6 and we haven't gotten to that point yet in the analysis;  
7 but operational infrastructure, combinations of by mode  
8 for these needs based analysis by corridor is definitely  
9 what we're looking at. We're talking about technology  
10 as well at the POEs, those kinds of improvements. So  
11 it's a whole mix of different types of solutions and  
12 strategies, including policies. You're absolutely  
13 right.  
14 MR. CANON: Thank you.  
15 MR. SCHWEBEL: Gerry Schwebel. I plan  
16 on -- you included in the slide -- let me see where it  
17 is -- safety hot spots. One of the things that we're  
18 trying to track in Laredo at the 38-mile marker, we have  
19 a border control check point. So we created a  
20 congestion, a backlog of trucks based on the staffing we  
21 may have at the port of entry. Sometimes that goes up  
22 to two miles where trucks that are northbound 35. So  
23 what that creates, especially for just in time delivery  
24 for some of these trucks, once they get through the  
25 border control check point, well, they speed it up. And

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1 I shared with Mr. Williams, you know, I'm noticing an  
2 increased number of accidents along 35. I can't  
3 attribute it to any particular reason; but as I drive, I  
4 do see trucks speed more often and I know perhaps, you  
5 know, that's a DPS issue or it's a -- but these are  
6 things that are being created right now as a result of  
7 processes or that impacts the flow of those trucks.  
8 And I don't know if it happens down in  
9 RGV or Eagle Pass, 93. Do you see more and more of that  
10 type of congestion in those border patrol check points?  
11 MR. DECKER: We haven't dug too deeply in  
12 that data, but we could also present truck related  
13 incidents as well separate from all others. So there  
14 are a variety of slices here we could try to get at that  
15 issue.  
16 MR. CALVO: This is Eduardo Calvo. As  
17 part of the needs assessment, are you guys going to be  
18 collecting any new data? Origin/destination patterns  
19 are so important at the high level, but also at the  
20 local level. Are you -- is this going to be capturing  
21 or collecting some data for that?  
22 MS. MAYS: No, we're not in our  
23 interviews. We're doing interviews, extensive  
24 interviews; but not like a survey or what David had  
25 talked about what they're doing in El Paso. We're not

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1 unfortunately doing that because of the constraints of  
2 the time to do this. But to your point, I'm intrigued  
3 by what they're doing in El Paso and really I was  
4 thinking how can we scale that, you know, to the other  
5 border crossings because we do the need the origins and  
6 destinations, where they're going, where they're coming  
7 from, and how often. So all of that is needed. But  
8 other than what data we have, you know, we're not  
9 collecting any primary data.  
10 MR. CALVO: In addition to the survey  
11 that the City is conducting, unique (inaudible) Juarez,  
12 they just completed a passenger survey of ports of  
13 entry, which we are beginning to process; but that's  
14 going to give us a lot of really good information about  
15 origin and destination. But, again, this is local. At  
16 the same time through the City's stakeholder committee,  
17 we started an informal survey for (inaudible) because  
18 again for us, it is so important to understand the  
19 nature or of the trip's origin and destination. The --  
20 you know, why -- how do they make the choices on their  
21 choice of the port of entry?  
22 And to that point, just one more thing,  
23 Caroline, that I do not see in this analysis is the  
24 Santa Teresa port of entry. I know it's New Mexico.  
25 But especially we saw that with the recent migrant

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1 crisis. The ports of entry that were more affected  
2 (inaudible) were trucks. We saw a huge increase of  
3 trucks going into Santa Teresa, crossing into New  
4 Mexico; but then at the end of the day, they still go to  
5 Texas through one of our state highways. So that has to  
6 be included in the analysis because it may not affect a  
7 crossing because it's in New Mexico, but all that  
8 traffic at the end of the day goes into Texas.  
9 MR. JUAREZ, JR.: So, Eduardo, when we  
10 identified the region, especially for El Paso, Santa  
11 Teresa is included as part of that. When we go and do  
12 the subarea analysis, we will also look at the Santa  
13 Teresa POE and its connectivity to the international  
14 trade corridor. We just wanted to give a broad example  
15 just for those specific regions, but it is included as  
16 part of your overall system.  
17 MR. CALVO: It may be one of the medium  
18 size crossings on this list.  
19 MR. JUAREZ, JR.: And we'll note that for  
20 inclusion in the table.  
21 MR. SOLIS: Okay. So we're going to move  
22 on to the last section. We have a summary of the  
23 discussion. You guys have a handout on that. So I'm  
24 not really going to spend a lot of time. The only thing  
25 I wanted to mention is this one. I want to spend one

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1 minute here because we're going to be going to the  
2 regions. So on the lower, right-hand table you have the  
3 regions that we're going to be conducting starting next  
4 week. They will be conducted in Mexico as part of the  
5 partnership to make this a binational study. We just  
6 wanted to bring your attention to that.

7           On the top of the table, we have the next  
8 steps. Those are the tasks we will be completing over  
9 the next three months or so. I'm also not going to  
10 spend time there just to be respectful of the time.  
11 Right now we're close to noon. And with that, I just  
12 want to pass it on to closing remarks to Tim and  
13 Caroline.

14           CHAIRWOMAN HUGHES: Thank you. We do want  
15 to be respectful of your time. This is, of course, my  
16 first meeting, my first BTAC meeting, and I certainly  
17 appreciate everybody's input. Clearly it seems that we  
18 all agree wait times on inspections, on infrastructure,  
19 on technology, on the importance of the trade corridor,  
20 and so many of the things that were mentioned here  
21 today. And then with respect to some of the studies, it  
22 sounds like if you've seen one border crossing in Texas,  
23 maybe you've seen one border crossing in Texas. So  
24 we're going to expand the spheres. Maybe go back a  
25 little bit beyond 1990 to see some of the NAFTA impact

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1 pre/post and address, of course, airports and other  
2 things that were identified here today.

3           I'm not going to attempt to summarize all  
4 of the great input that you all shared, but just to  
5 touch on some of those. I want to thank you all so much  
6 for your time here today and for the continued work that  
7 I know will be ongoing and we will also do more meetings  
8 as was mentioned and then hopefully, of course, as  
9 Caroline mentioned, after today anything that you later  
10 reflect on and realize impacts your area or when you've  
11 had a chance to go through the handouts, anything  
12 specific that comes to mind, please know that we're very  
13 interested in hearing from you at all times between  
14 meetings.

15           And we also want to have meetings in some  
16 of the communities so we have a better opportunity to  
17 see firsthand some of the things that are happening  
18 there. Maybe get together the evening before a meeting  
19 and so at the risk of some of you being inconvenienced  
20 with the distances, we won't always meet in Austin  
21 unless anyone feels very strongly that all meetings  
22 should be here, you know, we'll certainly consider that.  
23 But we'd like to get out and have an opportunity to  
24 visit your areas. So thank you for accommodating your  
25 travel in that respect and thank you for the warm

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1 welcome and for your time here today and unless anyone  
2 has anything they want to share before we conclude, I  
3 will go ahead entertain a motion.

4           MR. CORONADO: Thank you. David  
5 Coronado. So Bridges is working -- El Paso is working  
6 right now on a survey that we want to send to owners or  
7 agencies that manage bridges, toll bridges specifically  
8 in Texas. This survey includes questions on staffing  
9 levels, whether it's part timers, full timers, seasonal  
10 workers, to one bridge system or your bridge system in  
11 Texas. We have schedules, number of lanes, a whole host  
12 of issues that we want to learn from all of you, the  
13 process in Texas.

14           So we'll be sending it out hopefully  
15 within the next week or so. Be on the lookout to get  
16 input from us, those of you that own bridges. And so  
17 hopefully we'll get responses back. As soon as we have  
18 those responses back from all of you, we'll send it back  
19 to you all, so we all have the same data. And we'll  
20 send that also to Tim and Giacomo for this study.

21           It's very micro-level, very detailed, you  
22 know, specific questions on the commercial side vehicles  
23 and pedestrians. So be on the lookout. Hopefully, we  
24 will get responses, you know, fairly quickly and then  
25 we'll send it back to all of you. Thank you.

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1           COUNCILMAN LOVE, III: Just briefly. You  
2 wanted to take a picture and I know sometimes when we  
3 break, we start going into discussions; but some of us  
4 have to leave. Can we do that immediately after we  
5 adjourn?

6           CHAIRWOMAN HUGHES: Yes, John Love. We  
7 will take a photo.

8           And I know Secretary Lagos just stepped  
9 out, but I want to also reiterate the importance of our  
10 partners and thank you so much to the Consul General and  
11 to Secretary Lagos. I think we heard how important it  
12 is to have that bilateral coordination on both sides of  
13 the border. So we're very grateful for the Mexican  
14 government's involvement and interest in these  
15 discussions and in all of our planning going forward.

16           So, thank you. And with that, if you are  
17 not camera shy, please join John Love for a photo  
18 outside.

19           I need a motion. I do need a motion to  
20 adjourn.

21           MR. CANON: Move to adjourn.

22           CHAIRWOMAN HUGHES: Thank you. There's a  
23 motion. Is there a second?

24           COUNCILMAN LOVE, III: Second.

25           CHAIRWOMAN HUGHES: Thank you. All in

1 favor?  
2 (Chorus of ayes)  
3 CHAIRWOMAN HUGHS: Any opposed?  
4 All right. We are adjourned. Thank you  
5 and safe travels.  
6 (Meeting adjourns at 12:03 p.m.)  
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24 C E R T I F I C A T E  
25 STATE OF TEXAS )

1 COUNTY OF TRAVIS )  
2 I, Paige S. Watts, Certified Shorthand  
3 Reporter in and for the State of Texas, do hereby  
4 certify that the above-mentioned matter occurred as  
5 hereinbefore set out.  
6 I FURTHER CERTIFY THAT the proceedings of  
7 such were reported by me or under my supervision, later  
8 reduced to typewritten form under my supervision and  
9 control and that the foregoing pages are a full, true,  
10 and correct transcription of the original notes.  
11 IN WITNESS WHEREOF, I have hereunto set  
12 my hand and seal this Turn in date 28th day of October,  
13 2019.  
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25



Paige S. Watts, CSR, RPR  
CSR No.: 8311  
Expiration: December 31, 2020  
Firm Registration No. 631  
Kim Tindall & Associates, LLC  
16414 San Pedro, Suite 900  
San Antonio, Texas 78232  
Phone 866.672.7880

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