TEXAS DEPARTMENT OF MOTOR VEHICLES

BORDER TRADE ADVISORY COMMITTEE MEETING

OPEN MEETING VIA WEBCONFERENCE
PURSUANT TO GOVERNOR'S MARCH 16, 2020 TEMPORARY SUSPENSION OF CERTAIN OPEN MEETING PROVISIONS

8:00 a.m.
Thursday,
October 22, 2020

COMMITTEE MEMBERS:

Ruth R. Hughes, Presiding Officer
Rafael M. Aldrete
Jon Barela
Luis Alfredo Bazán (absent)
Eduardo Calvo
Eduardo A. Campirano (absent)
Andrew Canon
Sergio Contreras (absent)
David A. Coronado
John Esparza
Juan Antonio Flores (absent)
Dante Galeazzi
Josue García, Jr.
Cynthia Garza-Reyes (absent)
Jake Giesbrecht
Jayne Harkins (absent)
Ivan Jaime (absent)
Lisa Loftus-Otway
Marga Lopez
Mayor Bruno Lozano
Stan Meador
Juan Olaguibel
Vincent Perez (absent)
Jesus Reyna (absent)
Mayor Pete Saenz
Gerardo "Gerry" Schwebel
Megan Shea (absent)
Luis Sifuentes (absent)
Tommy Taylor (absent)
Sam Vale
Cameron Walker

ON THE RECORD REPORTING
(512) 450-0342
### INDEX

<table>
<thead>
<tr>
<th>AGENDA ITEM</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and Introductions</td>
<td>4</td>
</tr>
<tr>
<td>- Roll Call</td>
<td>10</td>
</tr>
<tr>
<td>Adoption of September 16, 2020</td>
<td>13</td>
</tr>
<tr>
<td>- Meeting Minutes</td>
<td></td>
</tr>
<tr>
<td>Texas-Mexico Border Transportation Master Plan</td>
<td>15</td>
</tr>
<tr>
<td>- Recap of the previous meeting and comments on:</td>
<td></td>
</tr>
<tr>
<td>- Chapter 8 - Identification and Evaluation of Strategies to Address</td>
<td></td>
</tr>
<tr>
<td>Current and Future Needs</td>
<td></td>
</tr>
<tr>
<td>- Chapter 9 - Stakeholder Engagement</td>
<td></td>
</tr>
<tr>
<td>- Chapter 10 - Recommendations</td>
<td></td>
</tr>
<tr>
<td>- Chapter 11 - Implementation</td>
<td></td>
</tr>
<tr>
<td>Texas-Mexico Border Transportation Master Plan</td>
<td>22</td>
</tr>
<tr>
<td>(BTMP)</td>
<td></td>
</tr>
<tr>
<td>Discussion of Mexico's Project, Program and Policy</td>
<td>65</td>
</tr>
<tr>
<td>- Mexico's Secretary for Communications and Transportation (SCT)</td>
<td></td>
</tr>
<tr>
<td>- State of Tamaulipas</td>
<td>32</td>
</tr>
<tr>
<td>- State of Nuevo León</td>
<td>25</td>
</tr>
<tr>
<td>- State of Coahuila</td>
<td>48</td>
</tr>
<tr>
<td>- State of Chihuahua</td>
<td>54</td>
</tr>
<tr>
<td>Texas-Mexico Border Transportation Master Plan</td>
<td>74</td>
</tr>
<tr>
<td>Chapter 11 - Implementation</td>
<td></td>
</tr>
<tr>
<td>Texas-Mexico Border Transportation Master Plan</td>
<td>93</td>
</tr>
<tr>
<td>- Review and Discussion</td>
<td></td>
</tr>
<tr>
<td>Open Discussion</td>
<td>130</td>
</tr>
<tr>
<td>- Future Meetings and Topics</td>
<td></td>
</tr>
<tr>
<td>Adjourn</td>
<td>133</td>
</tr>
</tbody>
</table>
PROCEEDINGS

SECY. HUGHS: This is Ruth Hughes, Texas Secretary of State, and I want to thank you all for joining us via videoconference for the Border Trade Advisory Committee meeting. This is our seventh meeting of the year and really looking forward to the discussions that we'll be having.

We're in our second week, of course, of early voting in Texas, and because of the hard work of the county election officials across our state, millions of Texans have been able to cast their vote safely, securely and smoothly. So if you haven't already had a chance to vote, I urge you to take the time to prepare so that you can confidently cast your ballot in the election and really encourage others to do the same.

You know, we really value the fact that our democracy is as strong really the electoral process that supports it, and so no matter who you support, I encourage you to vote so you can make your voice heard. And go to VoteTexas.gov if you have any questions or to your local county election official website.

And I mention that also because since it is voting, today's BTAC meeting will be a little different. I will be handing it over to David Zapata after remarks and the meeting minutes, so while I will be listening in
as much as possible, I will hand over to David and to Caroline to manage the meeting for today's purposes.

As always, I'm really honored to serve as the chair of this important committee and we're really looking forward to the work that we will complete this year, and it's amazing to think we're rounding out the year. The instrumental work, of course, of this committee would not be possible without Caroline and her team and all the great work that they do.

We really appreciate that partnership. And I want to also recognize Commissioners Alvin New and Laura Ryan for their service and their interest and participation in this committee as well and thank them for joining us.

The ongoing mission of this committee is really something that is such a collaborative work that comes together from all of your inputs. Ultimately, we're going to have something that's going to make an incredible lasting impact on our border communities and of course on the completion of the Border Transportation Master Plan.

Over the course of the year we've had committee members, of course, provide invaluable feedback. Briefly to summarize, we've certainly talked about the unique challenges that COVID-19 has presented to cross-border trade because of the mutually agreed-upon travel
restrictions that we have seen between the U.S. and Mexico. And so we've looked at those challenges, how they've impacted supply chains, how those definitions and that communication and collaboration are incredibly important to the work that we do and continue to do, and those are discussions that started in these meetings. And so I'm very grateful for the input that you all have provided.

Of course, the discussion regarding the infrastructure challenges continues and we know that we're looking not only at the supply chain and the manufacturing and the retail sectors, not only just the infrastructure but those wait times that all tie in together. And we know that we need to stress the need to make our efforts better known to the public so that we can deal with those issues head on.

Notably, at our last meeting we highlighted and welcomed the announcement that TxDOT has acquired access to the Texas Transportation Institute data to help measure border cross waiting times, supplementing the existing methodology that's used by CBP. So this development is going to help us to more accurately estimate the economic impact of wait times, and better convey the significance in our plan.

As the year comes to an end and we near the
completion of our Border Transportation Master Plan, it's imperative we continue to generate invaluable feedback from each and every one of you. I know last meeting we reviewed Chapters 9 and 10, but you received the completed Chapters 9 and 10 subsequently and I hope that for today's meeting you've already had an opportunity to review those and to share your input if you have not already since our last meeting.

Also, feel free to contact us after today's meeting, because we are working very quickly towards the completion. So we want to make sure that we get your input and anything that you read and feel needs to be addressed in any particular way, so please remember to get back to us on Chapters 9 and 10.

Of course, today we'll be looking at Chapter 11. Caroline and her team were up very late, and so you'll see that some information was shared later last evening that will also come into play today. So please pull up your emails if you haven't already, and again, make sure if you see something after today that you reach out to us.

I do want to take a moment to recognize representatives from our four Mexican border states who are joining us today. Secretary Alejandra de la Vega is joining us from Chihuahua, as well as Anna Alvarez,
Binational Affairs Coordinator from the Ministry of Economic Development of Chihuahua. Secretary Gerardo Berlanga and Guillermo Gonzalez, the Undersecretary of Infrastructure and Roads from the Ministry of Transportation from Coahuila.

And from Nuevo León we have Lorenzo Aguilar, the Undersecretary of Investments, Ministry of Economic Development for Nuevo León, as well as Noé Garza, CODEFRONT Director, and Manuel Farias, the General Coordinator of Promotions and Projects, CODEFRONT for Nuevo Laredo. We also met with them earlier this week. I enjoyed meeting Secretary Russildi and appreciated their input on their projects.

And from Tamaulipas we have Carlos García González, Secretary of Economic Development of Tamaulipas, and Ernesto Gonzalez, the Director of Foreign Commerce of Tamaulipas.

We also have the pleasure of welcoming to our meeting representatives from the Mexican Federal Government, Erika García, Director of Intermodal Projects at Secretaría de Comunicaciones y Transportes. Thank you, Director Garcia, for your ongoing participation in these meetings.

And as always, we have our Consul General of Mexico here in Austin, Pablo Marentes, and also Jorge
Salcido, Consul for Political and Economic Affairs, who represent our Mexican Ministry of Foreign Affairs.

Since we last met, I've had the opportunity to have meetings with representatives from each of these four border states to exchange information on our unique transportation needs and ensure that our respective priorities are well represented in the final plan. I look forward to continued discussions with our Mexican counterparts as we near the completion of this plan.

So in closing, I want to thank everyone for helping us to work to create a brighter future on both sides of the border through this collaborative plan that we're working towards finalizing and thank you for allowing me this opportunity to provide introductions.

With that, I will turn it over to Caroline.

MS. MAYS: Good morning, BTAC members and all our guests and our Mexican counterparts. We welcome you to the meeting today, and the first thing we'll start with -- we'll go over the agenda quickly.

Can we have the agenda up?

As you can see here, this is our traditional agenda. We have the welcome and introductions and we're going to do a committee roll call after I finish going through the agenda, then the adoption of minutes. And then we'll go quickly over the recap of the last
meeting -- some of it the Secretary has already highlighted.

And today we're really, really honored to have our Mexican counterparts, as the Secretary mentioned, from the four states but also from the federal government, SCT. They're going to share with us, you know, their priorities that are being included in the Border Master Plan.

We met with them with Secretary Hughes the last couple of weeks and it's been really, really, one, eye-opening but also really great information and they're doing a lot of things that you all will hear, and we really appreciate. Last meeting we heard from the U.S. side and this meeting we're going to hear from the Mexican side, so looking forward to all the presentations.

And then the bulk of the meeting today -- you know, we sent information on Chapter 11, and I apologize right now for the lateness in sending that information. We're not expecting you to provide us with all the input on Chapter 11. That's one of the newest chapters.

We've talked about it, but this is the first time we've sent the full chapter. We are expecting comments from you, you know, in about two weeks from now so we can finalize all the final chapters.

And then the bulk of the meeting today, we'll
talk about -- we’ll walk you through Chapters 1 all the way to Chapter 11 for the whole full plan. And then also we'll have discussion with you on the executive summary and other key information we would like to hear from you, and then certainly we'll talk about future meetings and topics and then adjourn the meeting.

So with that, I will -- Secretary, we'll do a roll call. And Francisco or Eduardo, who's handling that?

MR. HAGERT: Good morning. My name is Eduardo Hagert. Good morning, Secretary Hughes, Commissioner Ryan, Commissioner New, and TxDOT leadership. I will be conducting the roll call this morning.

Rafael Aldrete?

MR. ALDRETE: Present. Good morning.

MR. HAGERT: Present?

MS. MAYS: Yes, he is.

MR. HAGERT: Jon Barela?

MR. BARELA: Good morning, Madam Secretary, Caroline and colleagues. I'm here.

MR. HAGERT: Luis Bazán?

(No response.)

MR. HAGERT: Someone representing the Pharr Bridge?

MS. MAYS: I saw Cynthia on the line.

MR. HAGERT: Okay. Eduardo Calvo?
MR. CALVO:  Good morning.

MR. HAGERT:  Eduardo Campirano?
(No response.)

MR. HAGERT:  Andrew Canon?

MR. DIAZ:  Hello, this is Luis Diaz on behalf of Andrew Canon. He should be joining us very soon.

MR. HAGERT:  Sergio Contreras?
(No response.)

MR. HAGERT:  David Coronado?

MR. CORONADO:  Good morning. I'm here.

MR. HAGERT:  John Esparza?

MR. ESPARZA:  Good morning. Here.

MR. HAGERT:  Juan Antonio Flores?
(No response.)

MR. HAGERT:  Dante Galeazzi?

MR. GALEAZZI:  Present.

MR. HAGERT:  Josue Garcia?

MR. GARCIA:  Good morning. Present.

MR. HAGERT:  Cynthia Garza-Reyes?
(No response.)

MR. HAGERT:  Jake Giesbrecht?

MR. GIESBRECHT:  Yes, good morning. I'm here.

MR. HAGERT:  Jayne Harkins?
(No response.)

MR. HAGERT:  Ivan Jaime?
MR. HAGERT: Lisa Loftus-Otway?
MS. LOFTUS-OTWAY: Good morning, Secretary and Caroline. I'm here.

MR. HAGERT: Marga Lopez?

(No response.)

MR. HAGERT: Bruno Lozano?
MR. LOZANO: Good morning --

MR. WOJNOWSKI: This is Matt Wojnowski, city manager.

MR. LOZANO: And I'm also here. Thank you, sir.

MR. HAGERT: Stan Meador?

(No response.)

MR. HAGERT: Juan Olaguibel?
MR. OLAGUIBEL: Good morning. Good morning, everyone. I'm here.

MR. HAGERT: Vincent Perez?

(No response.)

MR. HAGERT: Jesus Reyna?

(No response.)

MR. HAGERT: Pete Saenz?

MAYOR SAENZ: Good morning, everyone. I'm here. Thank you.

MR. HAGERT: Gerry Schwebel?
MR. HAGERT: Megan Shea?
(No response.)

MR. HAGERT: Luis Sifuentes?
(No response.)

MR. HAGERT: Tommy Taylor?
(No response.)

MR. HAGERT: Sam Vale?

MR. VALE: Present.

MR. HAGERT: Cameron Walker?
MR. WALKER: Present.

SECY. HUGHS: Is someone representing Kansas City Southern Rail?

MR. ERDMAN: This is Warren Erdman with Kansas City Southern. Present.

MR. HAGERT: We have quorum.

SECRETARY HUGHS: Great.

MS. MAYS: Yes, Secretary.

SECRETARY HUGHS: Well, that's wonderful. So we have a quorum. Is there a -- with that, I hope that by now everyone has had an opportunity to review the minutes from last meeting.

And if there is a motion to pass those minutes, I will entertain it.

MR. GARCIA: So moved. This is Josue, Cameron
SECY. HUGHS: Thank you. Is there a second?

MAYOR SAENZ: And seconded by Mayor Pete Saenz, Laredo.

SECY. HUGHS: Thank you, Mayor Saenz. Good morning.

All right then. We have a motion, and it's been seconded, to approve the minutes. If anyone is opposed, please speak up.

(No response.)

SECY. HUGHS: All right. Then by silence I will assume that everyone approves the minutes and the minutes have passed. Thank you. They've been approved.

Caroline?

MS. MAYS: Yes. Thank you, Secretary.

I neglected to recognize we have a couple of TxDOT leaders on the line. We have Marc Williams. Marc, good morning. Do you want to say a few words to the committee?

MR. WILLIAMS: Only good morning and thank you all for your time and participation. We greatly appreciate it. It's very valuable to get your input as always and appreciate the great work of Caroline and her team.

MS. MAYS: Thank you, Marc.
And I see Brian Barth.

MR. BARTH: Yeah, thanks, Caroline. I'll ditto Marc's comments. We really appreciate the work of the committee and how it informs our investments and transportation projects along the border. So really appreciate everybody's participation. Thank you.

MS. MAYS: Thank you very much. And I also want to recognize our three district leaders from Laredo, Pharr, and El Paso, as well. I just want to recognize them. I see them on the call, so thank you all for being here.

I know Commissioner New was joining a little late. Commissioner New, are you on now?

(No response.)

MS. MAYS: Okay, maybe not yet. So with that, we will jump into the agenda.

And the first agenda item is Giacomo with a recap of the last meeting.

MR. YAQUINTO: Good morning, everyone. This is Giacomo Yaquinto with the Texas Department of Transportation. Thank y'all for joining us.

I'd like to give a recap of our last BTAC meeting. I'll be focusing on the comments we received and how we've responded. When I'm done, I'll turn things back over to Caroline Mays and Secretary Hughes.
The last BTAC meeting had five goals: first, we needed to provide an update on our approach to border crossing times; second, we needed to present Chapter 8; third, to present Chapter 9; fourth, to present Chapter 10; and finally, to present an overview of Chapter 11.

Next slide, please.

At the start of last month's meeting, we presented our updated approach to calculating border crossing times. We explained that we'd used a combination of INRIX and BCIS data to create and validate the new crossing time estimates which we've used to revise figures in Chapter 6 and Chapter 7.

In responses, we heard about the need to break down the total crossing time into different elements: waiting time to get to the bridge, wait time on the bridge, and most importantly, inspection time. We noted that the data are improving and will hopefully allow for a more detailed analysis in the future.

We were asked about the methodology for estimating border crossing times using INRIX data and how the team combined it with other data. We responded that the data set was a sample from INRIX and that the data are collected through the GPS transponders, electronic logging devices and location-based services of commercial vehicles.
We noted that INRIX uses a similar method to collect data on the passenger fleet. We explained that the consulting team applied the trip chaining process to raw data they’d received from INRIX to identify cross-border trips and that they were then able to create coordinates through the crossing area and identify the transit times for each segment.

We were also asked about the geographic coverage of the data and if it included both northbound and southbound crossings. We pointed out that where BCIS data are available, the team used those data since they’re better but that we’ve combined the INRIX and BCIS data sets for the BTMP. We also noted that the data set includes southbound data and that it confirmed the hypothesis that southbound crossing times take approximately one-half the time of northbound crossings.

We also heard interest in using these data in the future, particularly to analyze queuing times. We noted that we can share a short tech memo that explains the methodology and that the data will be available to the TxDOT border districts.

Next slide, please.

We were told that some bridges have installed, or plan to install, cameras that record trucks entering and exiting the CBP booth to track how long it takes to go
through inspection, and that the next phase is
differentiating inspection times based on the type of
cargo, starting with agricultural versus non-agricultural
cargo. We noted that this may be another application for
the INRIX data as the data get better in the future.

We were asked about the coverage of the BCIS
data, specifically what percentage of trips at a crossing
are included. We noted that there is a high degree of
confidence in the BCIS data and that BCIS covers about 90
percent of the trips at a crossing.

Finally, we heard a concern that the data could
be questioned, and we noted that we'd include a thorough
explanation of the methodology in the BTMP to help
mitigate that issue.

Next slide, please.

In Chapter 8, Identification and Evaluation of
Strategies to Address Current and Future Needs, we
explained how we'll identify key strategies that are
consistent with policies, programs and projects to address
current and future needs, how we'll organize the
strategies in a way that assists stakeholders and linking
them to identified needs in the present and future, and
how we'll develop a framework to evaluate strategies using
criteria that reflect the BTMP goals. We didn't receive
any comments on Chapter 8.
In Chapter 9, Stakeholder Engagement, we
outlined the extensive binational stakeholder engagement,
public outreach, and supporting activities that guided
every aspect of the development of the BTMP. We discussed
the robust binational and bilingual engagement and
outreach efforts, including meetings in all three regions
on both sides of the border, as well as in Mexico City and
Washington, D.C., that gave all stakeholders the
opportunity to participate in the planning process and
provide meaningful input and feedback.

We were asked about whether we've been meeting
with Mexican state officials and we noted that we have
been. As we heard at the top of the meeting, we've met
with representatives from all four Mexican border states
and we'll be hearing from them later this morning.

We heard how important it was to see the extent
of the engagement throughout both countries and that it's
important to continue informing people that the border
affects areas beyond the narrow bands along either side.

Next slide, please.

In Chapter 10, Recommendations, we discussed
the key strategies for addressing the needs recognized in
Chapter 5. We explained that “strategies” is the term
we've used to encompass potential solutions that align
with BTMP goals and address identified current and future
needs. Consistent with standard planning efforts, we noted that the strategies have been broadly categorized as policies, programs, and projects.

We were asked how the process will relate to the presentations made by each region that we saw during the last meeting and we were asked about the next steps and to provide more detail. We responded that the results of the project evaluation will be presented in Chapter 11, the implementation plan, in terms of short-, medium- and long-term time frames.

We explained that the project recommendation chapter considers high-, medium- and low-impact strategies, and that the team will reconcile them with the regions. We also noted that we were going to begin working with the regions to ask them to confirm the list of projects the project sponsors sent us, as well as their priorities and implementation time frames, and we've been working to do so over the last few weeks.

We were also asked about the process for completing the plan in the next few months and the process for changes going forward. We noted that we expect we'll need roughly three months to completely refine the project list, which puts us on schedule for the December presentation to the Texas Transportation Commission that we identified in the look-ahead at the end of the
September BTAC meeting.

We acknowledged that the project lists were likely to change and that the changes were likely to affect the implementation plan with some projects being pushed further into the future, and we noted that once the plan is adopted, TxDOT expects to update the project list annually. Our goal is to coincide the BTMP update with the annual UTP update in August of each year.

In Chapter 11, Implementation Plan, we provided a preliminary look at how the BTMP will deliver a blueprint for strategies that can be used in the short, medium, and long terms. We were asked about the political strategy for the plan, and at what point local leaders will be expected to go to the legislature to identify the needs and request funding.

In a follow-up, we were asked if there will be a border-wide strategy or if the approach will be local. We explained that TxDOT's role is to facilitate the development of the BTMP but that the plan is a tool for the stakeholders to use as they see fit and as is appropriate to their needs.

That concludes the recap, so I'll turn the meeting back over to Caroline Mays and Secretary Hughes.

MS. MAYS: Okay. Thank you, Giacomo.

And we will now go into the presentations from
our Mexican counterparts, and David, can you lead the introductions?

Mr. Zapata: Yeah, of course, Caroline. Can you hear me okay?

Ms. Mays: Yes, I can hear you okay. Thank you.

Mr. Zapata: Yeah, of course. Let me just do a quick check because I think we are a little earlier than expected for that. I think we had it for nine o'clock, so I want to make sure if our Mexican friends, the people they have designated to present are joining us already. So let me do a quick check on that.

Secretary García, are you available yet?

Secretary García of Tamaulipas?

Ms. Mays: David, I don't see him or anyone from that office on.

Mr. Gonzalez: Hi, David, this is Ernesto. [Audio interference] maybe in five minutes.

Mr. Zapata: Okay. Thank you for that, Ernesto. I know we are a little early, so we'll give him a couple of minutes.

In the meantime, I guess let me see, Eugenio Padillas of Nuevo León, I know that you were available earlier. Maybe Nuevo León is ready.

Male Voice: Buen día, David. Sí. [Speaking
MR. ZAPATA: Okay. So for everyone else that's joining and for all the members, let me say a few words to give some time to our Mexican friends.

For those that don't know me yet, my name is David Zapata. I'm the Assistant Secretary of State for Mexican and Border Affairs. I've been involved in the committee from a while back, but it's my first time that I get to step in in this role and it's a pleasure to do it, to help Secretary Hughs during this busy time.

As you know, we're in the middle of the elections. Early voting is going on right now as we speak, so she is being called in to get involved in a few activities involving early voting and elections, so thank you for your understanding of that. And in this case, I'm just happy to step in and help.

We have had the pleasure, the great fortune of having a very good relationship with our Mexican friends and counterparts in our border states, in each of the four borders states that we have, and of course, very much as well with the Mexican Federal Government through our great channel with consul generals and specifically with Consul General Marentes here in Austin. So through that relationship that we have fostered, we have been able to have very good conversations that were alluded to earlier,
specifically in the topic of transportation and helping TxDOT and the committee, BTAC, our committee, have an exchange of information with our Mexican partners from Coahuila, Nuevo León, Tamaulipas and Chihuahua.

So this exchange of information, I think, will help us develop a plan that truly is capable of achieving a healthy level of alignment of projects so that we can better take advantage of those binational corridors that we all know about and that we want to make sure that our private sector is able to fully use. So it's definitely going to be something of great interest as we finalize that information in the plan and that we look forward to share with everyone else.

So we had the opportunity to meet with people from the departments of transportation and economic development from each of those states and exchanged that information that's going to be very relevant to our committee. So Chihuahua, Nuevo León, Tamaulipas, Coahuila were very kind to give us a lot of time to meet their secretaries of economic development and other employees from transportation.

So they will be presenting today some of those items that they presented to us earlier for the benefit of the entire committee. So again, I think it will be very beneficial for all of us, so it's good for us to give them
Let me do a quick check just to see if they may be around. I'll say it in Spanish for everyone, just to understand, just to make sure we are covering all our bases. [Speaking Spanish]

SECRETARY AGUILAR: Estoy aquí yo, Lorenzo [speaking Spanish].

MR. ZAPATA: Perfecto. [speaking Spanish.]

For everyone else, for all the committee members, we're going to start with the State of Nuevo León. The presenter from Nuevo León is going to be Undersecretary of Investment and Economic Development, Undersecretary Lorenzo Aguilar. He will be presenting on behalf of the Secretary of Economic Development of Nuevo León, Roberto Russildi, who we met with on Tuesday and we had a very, very healthy and good exchange of information. Nuevo León, as we all know, it may be a small territorial border, but it's a very important partner for Texas.

So we are happy to have you, Undersecretary Aguilar, and the excellent friends you guys have there in Nuevo León [audio interference]. I'll give you the floor, Undersecretary. Thanks for your time. Thank you for your time.

SECRETARY AGUILAR: Thank you, David. Well, good morning, everyone. As you may know, as Mr. David
Zapata said, we share a very small border with the United States but equally as important to us and the rest of our partnering states.

And if you can continue to the next slide.

As you may know, 10 percent of the exports [audio skip] the country are from our State of Nuevo León. The Colombia Bridge, it represents 30 percent of the exports from Nuevo León, and currently it's a bridge that has capacity to grow since it’s been only used at a very small percentage of its full capacity.

Next slide, please.

As you may know, our metropolitan area of Monterrey currently has over 150 industrial parks, and as you may know, Monterrey has been called the industrial capital of Mexico. It is very well connected through highways, airports, and railways, as we may know. It's currently less than -- a little bit over a hundred miles south of the Texas border.

Next slide, please.

We currently have in Nuevo León over 60 Texas -- or industries in Nuevo León that come from Texas capitals, and our main products in Monterrey, Nuevo León are the automotive industry, the home appliances industry. The supply chain that's in Monterrey of those two industries are probably some of the most robust supply
chains in the northern part of Mexico.

Nuevo León, currently with the -- in operation, as well as with the pandemic that has recently -- we are currently living with now, which has made us all aware that the 15,000 miles -- or 15,000 kilometers from here to Asia are really 15,000 kilometers and not getting any shorter. Now Monterrey has become in the minds of all the nearshore operations that are currently under project for many companies.

Next slide, please.

Well, to make more feasible the utilization of the Colombia Bridge, the main project of interest for us is the 100 kilometer -- well, a little bit under 100 kilometer extension of the highway that will connect the highway from Monterrey to Nuevo Laredo and at the La Gloria intersection so that it can go directly to the Colombia Bridge. This is probably the main infrastructure project that will be needed to make it a very good option at Colombia Bridge.

Today the Colombia Bridge is a good option for all the exporters. It has, as you know, the dual inspection -- or the single inspection on the U.S. side for exporting from Mexico into the United States, which makes it very easy for companies that export.

But the feedback we have been getting is that
with this extension of the highway, everything will be easier. So we are thinking that probably take advantage of the actual infrastructure would be a good option. In the meantime, the new project for the new bridge at Nuevo Laredo and Laredo takes place that the Colombia Bridge usage can be well taken advantage of.

As well, we are planning in the evolution of the city or town of Colombia, since at the border there's not really a town. So we are under the development of a project of a town and infrastructure, warehousing infrastructure right at the border, as well as to take advantage of the natural gas prices and availability at the border to make it a manufacturing spot right at the border.

Next slide, please.

Well, basically this is what we're saying. Actually at the moment, we are using the bridge at 30 percent of its capacity. And in the past when the Laredo and Nuevo Laredo bridges have been shut down for any reason, Colombia has been the relief bridge with no problem at all.

Next slide, please.

And, well, basically that's it. Just wanted to let you know that that will be our main project for Nuevo León, and it will be the new under-100-kilometer highway
from La Gloria to Colombia, so that the option can be as
good as any option that is currently available for
crossing the border.

    Thank you.

MR. ZAPATA: Thank you, Señor Aguilar for that
information. It's very helpful for us.

One question, if you don't mind, that came up
from our audience, from the members from your
presentation: do you know or do you remember off the top
of your head from the information you have available if
the Texas companies that you mentioned, the Monterrey
companies -- how many companies from Monterrey maybe are
headquartered in Texas, or have an idea of that? Because
I know that's a very important relationship of Nuevo León
companies investing in Texas.

SECRETARY AGUILAR: Oh, the number of companies
Nuevo León has investing in Texas. The number, I don't
have it off the top of my head, but I can tell you some of
them.

    We have CEMEX which is a cement company that
has headquarters in Texas. We have Daltile, the ceramics
company, Dallas. We have Gruma, which is the Maseca, the
flour company as well, Mexican company headquartered in
Texas, as well. And so those are the main Mexican
companies headquartered in Texas.
Or were you asking something different, David?

MR. ZAPATA: No, no, that's it. I was just asking, and I'll finalize with this, Undersecretary, I know you're probably busy traveling too, but I just wanted to highlight that -- mention that, because just to remind the members, I know they know already, but the importance of Nuevo León.

Even with one port of entry, the relationship is very important. There's a lot of the Mexican investments that come from Texas, a lot of them are coming to Monterrey and the Monterrey area of Nuevo León, so whenever we can work with you on things that do more [audio interference] improve that relationship even more.

So thank you for your time this morning, Undersecretary, and I will let you go unless you have any more closing remarks for us.

SECRETARY AGUILAR: No, thank you very much --

MS. MAYS: David, there was one other question from Gerry for the Secretary. The question is, what has prevented the La Gloria to Colombia extension to be finished. The Colombia Bridge was built in 1993 and that road should have been built at the same time. So he wants to know why the road hasn't been built yet.

SECRETARY AGUILAR: Yes. That's a very good question, and to answer that, basically it has been that
the project has the site approved but it has to go in to the Secretariat of Transportation and Communication in Mexico so that it can be entered in the budget, federal budget, so that it can be financed. So we are -- we have been stuck in that process for some years now.

MS. MAYS: Okay. Thank you.

David, that was the only other question.

MR. ZAPATA: Once again, thanks a lot, Secretary Aguilar. We wish you safe travels and thank you for your time this morning.

SECRETARY AGUILAR: Thank you. And by the way, I'm traveling that highway right now. Since a new investment has been finalized here in the area, we will be exporting quite amount of home appliances into the United States through this highway.

MR. ZAPATA: Perfect. Great timing to be doing that while you talked to us.

SECRETARY AGUILAR: Thank you.

MR. ZAPATA: Have a good day.

SECRETARY AGUILAR: You too.

MR. ZAPATA: Okay. That was a good, great presentation from our friends from Nuevo León.

Next, we have also a great friend of the committee and of Secretary Hughes as well, a great partner for our office. We have the State of Tamaulipas presenting
next, and on their behalf, we have Secretary Carlos García González, their Secretary of Economic Development.

Secretary García, good morning. Let me explain first, Secretary Hughs is not able to be here because she had to step out for some election-related issues. But she, of course, sends her regards and appreciates your time and that of your team this morning to share this very valuable information with our members.

So, Secretary, again thank you, and I'll give you the floor for you to share your information with us.

SECRETARY GARCÍA: Sure. Can you hear me well?

MR. ZAPATA: Yes, we can.

MS. MAYS: Yes, Secretary. Good morning.

SECRETARY GARCÍA: Well, first of all, on behalf of the great State of Tamaulipas, we appreciate the opportunity to participate in this meeting of the Border Trade Advisory Committee. Thanks a lot to the office of Secretary Ruth Hughs. Thank you, David.

Also, if you guys are there, the commissioners of the Texas Transportation Commission, Laura and Alvin, thank you. And also to our friend, Caroline Mays, the director of Freight, Trade and Connectivity for the TX Department of Transportation, and obviously to all the members of the BTAC committee.

To start off with, I want to give you some
general information about Tamaulipas. Tamaulipas, as you well know, it has a privileged geographic position, having over 370 kilometers of border with Texas and also 433 kilometers of coastline in the Gulf of Mexico.

This helps the state have advantages for trade and also for production, enabling the exchange with America, Europe, Asia and Africa as well. Connectivity is possible, thanks to the multimodal transport system in Tamaulipas.

I don't know, David, if somebody can put the next slide, please.

We have a total of five international airports in Tamaulipas. We're the only state that has it. That gives us great air connectivity. We also have three seaports, over 14,000 kilometers of roads, and 937 kilometers of railways, and the most important, 18 international border crossings.

I'm sure that you've discussed this in the committee, but I just want to point out that Kansas City Southern Company has announced an investment of over $900 million to construct a new railway bridge through the Nuevo Laredo and Laredo, Texas, port of entry. Also, something that I hadn't mentioned in previous meetings, and I'm glad that I have this opportunity, Governor Cabeza de Vaca has also issued letters supporting two important projects for
the near future.

One is in Laredo, Texas, which would be the border crossing number 4 in Nuevo Laredo and number 5 in Laredo, Texas, and also another bridge known as Puente Marerro in the McAllen-Mission area for the near future.

Next slide, please.

Tamaulipas, as you know, is the state with the most land ports of entry, we have a total of seven, however, Tamaulipas goes beyond having only infrastructure for foreign trade. Companies established in our state are now taking part in the exchange of goods between Mexico and the United States.

For example, the commercial exchange value between Tamaulipas and the United States in 2019 was $14,766 million, ranking Tamaulipas number six in commercial exchange with the United States, and third with the state of Texas. As far as exports, Tamaulipas has consolidated the fifth ranking in Mexico with over $28,846 million, and that represents over 7 percent of the national total in Mexico.

Next, please.

In regards to imports and exports carried out by road, from January to December of 2019, Tamaulipas was also a national leader by accounting for over 40 percent of the total movement, reaching a value of over $203,543.
million in different products. And as the movement of foreign trade by rail, we're also ranked number one right now with over 55.3 percent of the total between Mexico and the U.S.

And that is going to grow in the near future when we have the additional infrastructure by our friends from Kansas City Southern Mexico. As a matter of fact, Governor Cabeza de Vaca had a videoconference with the new president of Kansas City Southern in Mexico, Mr. Oscar Del Cueto.

And last but not least, Tamaulipas is ranked number one with the highest contribution to the federation of what is the value added tax, which is the IVA. It's like the tax you have on goods and services. So that is why it's very important for us to continue having more infrastructure in the future, because that's very important for budget considerations.

Next, I am going to let my friend, Eduardo Gomez Leal, which is the Undersecretary of Public Works and Planning in Tamaulipas, to give you a very exciting presentation of the different projects we have in our budget, both with federal and state funds.

If you may, David, if Eduardo can continue, please.

MR. ZAPATA: Yes, of course. Thank you,
Undersecretary Gomez for accompanying us too.

UNDERSECRETARY GOMEZ: Yes. Good morning, everyone. Can you all hear me?

MR. ZAPATA: Yes, we can hear you.

UNDERSECRETARY GOMEZ: Great. Well, as Secretary García mentioned, Tamaulipas' strategic location is what makes us an economic powerhouse when it comes to foreign trade. As he mentioned, we have 18 international crossings, three seaports, more than 5,000 kilometers of paved roads, and we have a 370-kilometer-long U.S. border.

Next slide, please.

Our first project that we're going to talk about is the Reynosa-Pharr International Bridge. It's a federal operated bridge on the Mexican side. It ranks number two in export/import activity in Tamaulipas, has more than 3,000 cargo vehicles daily, and it represents one-third of the commercial trade through the Tamaulipas border.

I have some friends -- I can see they're here -- from the Pharr International Bridge. They know that the Mexican customs side had an investment of more than 700 million pesos that was federal funding, and it still needs a future investment for its access road modernization, about 288 million pesos.

This project includes the rehabilitation of
existing road, the construction of a side lane that would be exclusively for commercial vehicles, and the construction of a connecting pathway. Also, it will have a vehicle bridge overpass on its intersections. As you can see on your map, on your screen, there's a map of Tamaulipas with all the international crossings marked and you can see it's highlighted where the Reynosa-Pharr International Bridge is located.

Next slide, please.

The next bridge we’re going to talk about is the Lucio Blanco-Los Indios International Bridge. This is a state-operated bridge on the Mexican side. It has the potential to become the most important oversize cargo crossing in Tamaulipas.

It has excellent connection with roads, ports, and industrial parks. As you can see, the Matamoros seaport is real close to the Lucio Blanco-Los Indios International Bridge. It had a past investment of 30 million pesos to relocate a toll booth for the oversize cargo that's crossing right now, and the border master plan -- I’m sorry, the port master plan includes a future investment of 135 million pesos to modernize the export side of the border.

You can see the project and you can see the wind blades transportation. I don't know, David, if you
can play the video real quick, so they can see what we're talking about when we relocate that toll booth.

MR. ZAPATA: Yes. Texas friends, can you help us with putting up the video now? We're working on it, Undersecretary.

UNDERSECRETARY GOMEZ: Great.

(A brief video was shown.)

UNDERSECRETARY GOMEZ: Thank you.

As you all can appreciate, both passenger vehicles and commercial vehicles were crossing at the same time with the adjustments we made on the Mexican side of the port. Wind blades, as you all know, are huge, huge components, so we had to change a lot of the roads leading up to the port also.

Next slide, please.

The next border crossing we're going to talk about is the Rio Bravo-Donna International Bridge. This port is also state operated on the Mexican side. It had a past investment of more than 300 million pesos.

It requires a future investment of 200 million pesos, which will enable us to have cargo vehicle facilities expansion of the international bridge at Rio Bravo-Donna, in order to allow the passage of cargo trucks, since at the moment it only allows passenger vehicles. As you all know, the nation acceptance program on the U.S.
side has already started for the Donna U.S. side.

Next slide, please.

This is the main border crossing in the state and in Mexico. It's the World Trade Bridge located in the Laredo-Nuevo Laredo border. Since its opening in 2000, more than 40 million crossings have been made.

It had a past investment during this administration, this Tamaulipas state government administration, of 285 million pesos. In order to expand the border port capacity according to its master plan, it requires a future investment of 389 million pesos, which will not only be in the port facilities, it will also include several overpasses in the city and connecting roads to enable more crossings daily.

Next slide, please.

The next topic is the Matamoros Seaport. This is a state-owned and operated port. It has the potential for import and export cargo.

Regarding this section in northeast Mexico, it has great connection to the road network to the airports in Matamoros and Reynosa, and also with all the international bridges that we have from Brownsville to McAllen. As you can see, it has great connection with the City of Monterrey which will enable a lot of foreign trade to be made.

Next slide, please.
This is also a state project that will be made exclusively with the state's money, with Tamaulipas' state investment. It has the projection -- the Mante-Ocampo-Tula Highway has a projection of more than 3,000 vehicles daily, both passenger and cargo vehicles.

MR. ZAPATA: Undersecretary, please give me one moment.

If you're not presenting, please mute your mics, please, so that we can pay attention. So again, please mute your mics if you're not presenting.

Sorry for that, Undersecretary. Please go ahead.

UNDERSECRETARY GOMEZ: Thanks, David.

The Mante-Ocampo-Tula Highway will require an investment of 6,500 million Mexican pesos. It involves 107 kilometers of paved road, which 70 will be new and 30 would be modernization of an existing highway.

This will be a toll highway with height specifications, and it will require a two-kilometer tunnel to cross the mountain. It will have a project speed of 110 kilometers an hour.

Next slide, please.

Here you can see highlighted how this toll road will benefit the Port of Altamira and the Port of Tampico, which are our ports on the south side of the state. This
will bring better connection to the states of San Luis Potosi, Aguascalientes, Querétaro, those who have a lot of industry. The ports of Tampico and Altamira connect Mexico with the Asian markets and North and South America, moving more than 24 million tons of merchandise per year.

Next slide, please.

The Altamira-Nuevo Progreso Highway, you can see on your screen it's highlighted. It will bring better connection for the ports of Altamira and Tampico to our northern border. It will save around 40 kilometers from the Port of Altamira to the U.S. border. It will improve the connectivity from the access to expand to the U.S. border.

It had a past investment -- last time it had investment was the year 2015. And it requires 700 million pesos that originally were thought we would have federal funding. But since we haven't received the funds, Governor Cabeza de Vaca instructed us that in the next year we'll start with state funding the construction of 38 kilometers of paved road and two bridges that need to be finished.

At the present cargo vehicles from the Port of Altamira heading to the U.S. border going north in Tamaulipas have to take a 40-kilometer detour, and this will save that time and effort for all the freight companies.
Next slide, please.

Secretary Garcia, if you're still there, would you like to talk about this topic?

SECRETARY GARCÍA: Sure, if I may. Thank you, Eduardo, and to all the committee members.

Something that I talked about in my initial comments was the investment that Kansas City Southern is going to do in the Nuevo Laredo-Laredo, Texas, port of entry. But also another thing that I'd like to mention is that our governor spoke to the president for Kansas City Southern, and we're also going to provide some assistance in some land from the Mexican side so they can make the Estacion Sanchez even bigger.

That's going to give them more opportunity to move more boxcars within the terminal on the Mexican side and provide better service to their customers from the U.S. and also Mexico. So it's a little bit over three hectares that is owned by the State of Tamaulipas, and that is going to be acquired by Kansas City Southern so they can have better connectivity in their Sanchez terminal in Nuevo Laredo, Tamaulipas.

Thank you.

MR. ZAPATA: Thank you, Secretary García. Do you mind if we have a couple of questions from our members?

SECRETARY GARCÍA: Of course not.
MR. ZAPATA: I have one question from a mutual friend of ours, Gerry Schwebel. Let me read it to be accurate. "Secretary García, would you say that the State of Tamaulipas, with its land ports, seaports and airports is like an [audio interference] of the U.S. Would one assume that if Mexico is the number one trade partner of Texas, is the U.S. the number one trade partner of Tamaulipas?"

SECRETARY GARCÍA: To my esteemed friend from IBC, Mr. Gerry, I would say that Tamaulipas is the logistics platform for Texas, and for most of the central and eastern states of the U.S. I would say that, and that we need to invest more on both sides to have more border crossings so that we can continue with that leadership for the next years.

Also, it’s something that I would state with no problem and that is the vision of our Governor Francisco Garcia Cabeza de Vaca.

MR. ZAPATA: Thank you, sir.

Any other questions from the members?

MR. CALVO: David, this is Eduardo Calvo in El Paso. I'm just curious about the investment that was mentioned by Kansas City Southern.

What is the time frame? And I apologize if I missed that piece of information, but what is the
approximate time frame for that project to be built?

SECRETARY GARCÍA: Mr. Del Cueto from Kansas City Southern in Mexico City stated that the project has a time frame from 18 to 24 months and it already started last month.

MR. CALVO: Got it. Great. Thank you very much.

MAYOR SAENZ: This is Mayor Saenz. Good morning, everyone. Good morning, Mr. Secretary, as well.

My understanding is that that amount, the 800-to 900 million -- and that's not a certain number, unless it's been clarified recently -- would cover the bridge [audio interference] and then also an over-rail, if you will, an overpass throughout the bulk of the city here in Laredo. But the bridge, I think you're correct, I think -- and maybe Mr. Schwebel could also clarify this for us -- but for the bridge, I think within two years I think they're inclined to construct that.

Now, the other portion, the overpass structure would take some time, but on the Mexican side, you know, obviously you have more information there, but that's my understanding of the number, that bigger number was the 800- to 900-. It could be less, but it could be more.

But Mr. Schwebel, I think you may have some more information on that --
MR. SCHWEBEL: I think Mr. Erdman is on the call as well, from Kansas City. I'm sure he could provide more information. But the project is far greater than those amounts because the overall investment within the community will be greater.

And that’s why I think what Secretary García is looking at is the financial planning between Nuevo Laredo, Laredo, Texas, and Kansas City that benefits the whole North America region. So I would defer to Mr. Erdman from Kansas City. I believe he's on the call, he might want to make some comments.

MR. ERDMAN: Thank you, Gerry. Can you hear me?

MR. ZAPATA: Yes.

MR. ERDMAN: This is Warren Erdman with Kansas City Southern. And the Secretary and Mayor Saenz are correct, the larger number reflects both a new bridge parallel to the existing rail bridge, as well as a possible public-private partnership to grade-separate the railroad through Laredo. So they’re really two projects that are complementary to one another.

Engineering is underway on the first of those two, the bridge project, and is expected to be done in the next few months. And from that we will have more accurate cost estimates for the bridge, and that project will
commence and be moving forward in the next 18 months, as has been reported.

The second project, which is the grade separation that the mayor referenced, is a separate public-private partnership. And that engineering work and planning work has not yet begun but will be done so in partnership with the City of Laredo, the State of Texas, and Congressman Henry Cuellar.

MAYOR SAENZ: Thank you for the clarification.

Thank you, sir.

MR. GARCIA: David, this is Josue.

Secretary Carlos, thank you very much. I just want to applaud the State of Tamaulipas for all that you do, all the investment in infrastructure.

You know, in Cameron County we appreciate it, and I'm sure the rest of the state does as well. So thank you very much and please pass this on to Governor Cabeza de Vaca. Thank you.

MR. ZAPATA: Secretary García, I'll give you a few minutes to say any closing remarks in a little bit, but once again, great thanks. Thank you for your time, for your efforts, and always being an ally and a friend to Texas.

And for this collaboration that we have [audio interference], we appreciate it. On behalf of the
Secretary, again, we thank you for that. And again, I'll give you a few moments to give some closing remarks.

SECRETARY GARCÍA: Thank you very much. I'll be brief.

All this information is for the committee. You have the presentation, David. I want to thank Undersecretary Eduardo Gomez Leal that has put a lot of time and effort to give you guys the complete photograph of what Tamaulipas is doing in regards to infrastructure for the next couple of years.

We are very proud to be the logistic platform for Texas and for the United States. And again, Governor Cabeza de Vaca sends his best regards to Secretary Hughes and also to our friends from the Texas Transportation Commission, all the members of this BTAC committee, to our dear friend, Director Caroline Mays from the Freight, Trade and Connectivity Section of the TxDOT.

Thank you. We really appreciate the opportunity to participate actively in this advisory committee. Thank you very much.

MR. ZAPATA: Thank you, Secretary. Again, we appreciate you and have a great day. And please feel free to keep joining us if you have time, but I know that you may need to go as well but thank you.

MS. MAYS: Thank you very much, Secretary
Garcia, and thank you, Undersecretary Gomez. We appreciate your partnership, and really [audio skip] for presenting with us.

I just wanted to say thank you to Secretary Garcia and Undersecretary Gomez for their time today in presenting and also for meeting with us a couple of weeks ago, so thank you very much.

SECRETARY GARCÍA: Thank you, Caroline.

MR. ZAPATA: Our next Mexican partner that's going to present is our friends from the State of Coahuila, Secretary of Infrastructure Gerardo Berlanga. I'll say a few words in Spanish too to cover that. [Speaking Spanish].

Secretary Berlanga, it's a pleasure to have you with us this morning for the presentation.

SECRETARY BERLANGA: Buenos días. [Speaking Spanish].

MR. ZAPATA: [Speaking Spanish].


UNDERSECRETARY GONZALEZ: Buenos días a todo. [Speaking Spanish] (Interpreted by Eduardo Hagert.)

The State of Coahuila is the third largest state in Mexico, and they have 512 kilometers shared border with Texas with a total land area of 151,595 kilometers.
In 2018 per capita they were the number one state of foreign investment with a total of $3,000,017,000. So the State of Coahuila contributes 11 percent of the total exports for the country and 64 percent of those exports are carried by truck.

The State of Coahuila is strategically located. As you can see, they're 383 kilometers from the Port of Matamoros, they're 485 from the Port of Mazatlán, 567 kilometers from Altamira, and 1,026 kilometers from the Port of Manzanillo, which is the long beach border of Mexico.

They also have a great highway network totaling 8,500 kilometers across the country. The two main highway corridors that connect their main cities, which are Saltillo and Torreón, are Highway or Corridor 40 and then Matamoros-Mazatlán which is Highway 40 or Corridor 40, and then Highway 85 which connects Coahuila to Monterrey and Laredo. But as you can see, we don't have a highway leading from the center of the country going north and then connecting from going north to the U.S. market.

So what the state is trying to do is they're trying to build the infrastructure in Coahuila so that they can access the markets in the U.S. across their two main ports of entry, which are Ciudad Acuña and Piedras Negras, and that way connecting to U.S. Highway 35 but also to the...
Ports to Plains Corridor. So Coahuila is looking at the state of Texas and they're very interested because they think that investing on U.S. Highway 90 and 57, it's very beneficial for the State of Coahuila to gain access to the U.S. market.

And they're looking at medium and long term the Ports to Plains Corridor to access the center of the market in the U.S. It's something that they're very interested in. They believe that the corridor leaving from the Port of Mazatlán would have its natural entry to Ciudad Acuña-Del Rio, and in the secondary or a lesser extent through Piedras Negras.

But they believe that this would be the route connecting a Mazatlán corridor to Ports to Plains, and then on to the center of the country. They do have -- the corridor itself on the Mexican side, it's there but still they need to create or to build bypasses that would bypass the main urban centers.

So one of the main corridors that they're working on in order to make this vision a reality: number one, they're doing feasibility studies for a second port of entry in Acuña-Del Rio. Number two, they have actually just finished modernizing the port of entry in Acuña-Del Rio on the Mexican side.

Number three, they're working on the port of
entry at Piedras Negras II. They're building a sentry lane. And number four, they're looking right now at a conceptual level building a third bridge in Piedras Negras. And this just shows you that there is an agreement between Val Verde County, the City of Del Rio, and the State of Coahuila for a second port of entry in Ciudad Acuña-Del Rio.

So in the next couple of years, they're going to build a bypass that will connect the city to the second proposed port of entry and that’s going to involve an investment of $20 million. In the red you can see the bypass that they're talking in the second stage, which is red.

So in the future, in order to connect Federal Highway 57/29 to the corridor, they're planning an investment of $500 billion to create three bypasses. As you can see, the bypasses are in Morelos-Zaragoza, Castaños-Monclava and Sabainas. They're talking about a total 25 kilometers in the three highway bypasses.

As you can see, Highway 57 is the main highway that connects the south of the -- the center portion of the state to the northern portion. As you can see, Highway 57 leads to the two ports of entry at Acuña and Piedras Negras. We want to emphasize that this investment is planned for the next three years.
This is basically showing you the three highway bypasses. In this case, this is the Morelos-Zaragoza bypass that has a total length of 16.4 kilometers. This is Sabainas-Agujita with a length of 7.2 kilometers.

This is an additional -- they're looking at another corridor. This is Mexican Federal Highway 30, and this would be connecting Torreón to Mazatlán. So this corridor as well in the next three years they're planning an investment of 700 million pesos. So this corridor is going to involve an investment of $35 million and it will involve four bypasses, as you can see in red: Sacramento, Cuatrociénegas, Nadadores/Buenaventura, and San Pedro.

And here you can see the four bypasses. They're talking the first one, Libramiento Nadadores would have a length of 5.2 kilometers. This one is Sacramento with 3.5 kilometers, and you can see the bypasses are going to be built so that they can avoid the congested urban centers.

This is Cuatrociénegas with 5.8 kilometers. So this is the last one, the last bypass is 3.7 kilometers. And all of the bypasses are going to ensure that you get to Torreón without hitting or driving in that congested urban center.

So with this, Coahuila has finished their presentation, and thank you for your attention.
MR. ZAPATA: [Speaking Spanish].

SECRETARY BERLANGA: [Speaking Spanish].

MR. ZAPATA: I just confirmed that both Secretary Berlanga and Undersecretary Gonzalez have some time for questions, so members, if you have any questions for representatives from Coahuila, please go ahead. Again, just give some time for Eduardo or me to help with translation if you do it in English.

Any questions, members?

(No response.)

MR. ZAPATA: Okay. So, Secretary Berlanga, Undersecretary Gonzalez, [Speaking Spanish].

SECRETARY BERLANGA: Mucho, mucho gracias, David. [Speaking Spanish].

MR. ZAPATA: [Speaking Spanish] Port-to-Plains [Speaking Spanish].

SECRETARY BERLANGA: Mucho, mucho gracias [Speaking Spanish].

MR. ZAPATA: Muchas gracias.

Secretary Berlanga says thanks for the time to present and that Coahuila will be present and engaged in the meeting. Thank y'all.

SECRETARY BERLANGA: Gracias, David, gracias.

Thank you.

MR. ZAPATA: With that, our next presenters are
going to be our friends and colleagues from Chihuahua. From Chihuahua we were supposed to have, and we were very happy that we were going to have Secretary Alejandra de la Vega, their Secretary of Innovation and Economic Development. However, we were informed earlier this morning that Secretary de la Vega was called to take another meeting with the Governor of Chihuahua, Javier Corral. Obviously, we understand that.

However, in her place we do have some really good friends of our state that have been very involved in the committee from the beginning, so we really appreciate their time as well and the presentation that they will be giving for us. So from Chihuahua for this presentation we have Secretary Madero, Director of the Border Crossings in Chihuahua, and Anna Alvarez, the Binational Affairs Coordinator for Chihuahua.

So Anna, Secretary Madero, if you're ready, I'll give you the floor.

MS. ALVAREZ: Yes. Good morning, everybody.

Good morning, BTAC. Thank you, David.

If we can go to the next slide, please, we're going to do this on a brief basis, as we know. We have first or immediate projects for the border crossings here. We are mentioning Ojinaga and Presidio, where we have in process the construction of the second bridge. This is an
effort by the federal government, SCT, and also TxDOT. The process, it's for December 2020. I believe they will be completing this around that time.

On the next bridge, we have Sergio Madero.

Sergio, you are there?

SECRETARY MADERO: Thank you, Anna. Good morning for everyone.

We operate bridges in Juarez, Paso del Norte, Stanton and also Zaragoza Ysleta, and we also operate Guadalupe Tornillo bridge. On Guadalupe Tornillo we are building our new facilities, new offices for us, and the toll collection system.

Actually, the whole toll collection system is being renewed on the four bridges. We are investing $12-1/2 million in the new system that also will include a new ITS system, so we can share information with our users about wait times and everything that is happening in real time in our bridges.

We are building also a new control center at the Zaragoza Ysleta bridge that will operate all the bridges from there and also connecting the four bridges from downtown Juarez, the Santa Fe bridge, Paso del Norte Bridge, through Zaragoza and to Guadalupe Tornillo by optic fiber so we're developing a new net of optic fiber along the border. This project has to be finished in June of
Anna.

MS. ALVAREZ: Yes. On the last one we have a needed project at Cruce San Jerónimo-Santa Teresa. This is bordered with New Mexico, but it is within the Ciudad Juarez municipality limits. So we’re looking -- this is an effort with the federal government, with SCT, but we're looking for the executive project to be completed in 2021.

Next, please.

This is a list that includes short-, medium- and long-term projects for all five ports, existing ports, and also it includes some future projects that we're considering as long-term projects. It's a long list, if we can go to the next slide, please.

Every port is listed by its requirements, roads, infrastructure, offices, whatever the requirement is for each group. If we can go to the next -- it's a long list, I'm sorry. If we can go to the next. So you can see that each port has a different color and it's listed there by port, like I said.

If we can go to the next please, and here if, Sergio, we can get your support here.

SECRETARY MADERO: We are also investing in the city. We've been investing more than 1,500 million pesos, that is about $50 million. We are building a new
transportation system for the city. It is very important for us in Ciudad Juarez and we are developing this new net of transportation by BRT system to articulate our city and we're renewing the first line and building a whole new second line for the BRT transportation system that is now called BravoBus.

There will be another two collateral lines: one of them by the Avenida Las Torres and the other one for the Morín Avenue, very important avenues in Ciudad Juarez. We will be able to transport about 200,000 people a day on these new systems that we're operating in Juarez by the end of next year.

Next, please. And these are some images of the new infrastructure that we are building for the transportation system.

Next, please. They are all the same type of stations for the transportation system.

Next, please. There are about 50 kilometers, or 35 miles of new road for the transportation system with a special line for the BRT transportation.

Next, please. This is the type of boarding stations that we are building in the city.

And the next. We are also investing in a new highway -- well, it's not a highway but a new avenue, a system of bypasses in the city in order to make it a fluid
traffic for particular vehicles and also for the cargo vehicles.

We are investing in ten new bypasses in what we call the Corredor Multimodal. It is a new system that will connect the city from the south and the Boulevard Independencia that is the main cargo road in Juarez. The north is at Juan Pablo Segundo Boulevard, that is also at north -- the main road that connects the Bridge of the Americas with the Zaragoza Bridge Ysleta but the two border crosses for cargo in Juarez. The investment in this project of ten bypasses is about $100 million.

Next, please. And this is the location of the bypasses in the corridor.

Next, please. This corridor also will be used for the BRT transportation systems in order to have all the users benefit by the construction of the road.

Next, please. This is the way we chart the route. We can see underground there will be a bypass for light vehicles and we also have the free lanes for the transportation of any other kind of vehicle. On the center we have the BRT systems for the public transportation, and on the far right we have an exclusive lane for the bicycles in order that all the users can benefit from this kind of infrastructure.

And I think that's it for me. Anna.
MS. ALVAREZ: Yes. Thank you.

We have the Libramiento Ciudad Juarez-Guadalupe/Tornillo -- as we know it’s been there for a few administrations now. We're mentioning this because the president of Mexico has recently announced this project as something that they have on the list for the immediate actions.

So we know they want to start with it soon, probably by the end of this year or early next year, and just wanted to brief you on that, as the president of Mexico announced it. It's 32 kilometers and we know it will connect the south traffic going towards the State of Texas, that it connects Guadalupe with Tornillo and that will be a good initiative for the area. Maybe our SCT friends would like to give us an update or just leave it as is.

Next, please. This is another highway that we have proposed for San Jerónimo-Santa Teresa. It's another 18 kilometers. The need for that is because we also have heavy traffic, cargo traffic going towards north that at the end will connect with I-10, so this is 18 kilometers. This is another federal effort with -- I know there has been some dialogue with some private investors. Hopefully we can get that sometime in the short term.

Next, please. And this is our corridor that
comes from Dallas to the Pacific Topolobampo, where you can see it gets across the Chihuahua State. This is an alternative option that we're considering to support the Long Beach route.

Next, please. Here are some details where we're talking about it. We know this option includes some portions that are in the mountains of Chihuahua. If we can go to the next slide, please.

Here we're talking about what is required in the State of Chihuahua to conclude it. From the portion of Ojinaga to Chihuahua, that road is also complete, with some libramientos that the State of Chihuahua is taking care of in Chihuahua City and also in the City of Cuauhtémoc. Where you see the black portion, the black route, on the left is listed the proposed funds that we're looking for or that is required.

[Audio interference] portion that is listed with the State of Sinaloa is the one that is listed with the largest amount because it's a difficult road. We're looking with the state, with the federal government, SCT, to work along.

And we're also looking with the State of Sinaloa to work and get an effort there to complete the whole highway. However, some portions of the road we know is not okay for heavy traffic, but that is something that
we're looking for the long term to complete and get it as a very good alternative option for this corridor.

Next. And this is for the rail. In Ojinaga, as we know the second bridge is coming along. We consider this port to be a good option also for the economic growth. SCT and Ferromex, we know they're working, and the bridge is already complete. The offices and the road tracks are being rehabilitated or renewed for sometime July 2021. So we hope this port is going to be another strong point for both our states of Chihuahua and Texas.

And I think that concludes our presentation.

Thank you very much.

MR. ZAPATA: Thank you, Anna and Sergio. Do you have time for some questions from the audience, from the members? I'm sure that some of my friends from El Paso are going to have some questions on this one, so please if you do, go ahead.

MR. CALVO: David, yes. This is Eduardo Calvo with the El Paso MPO.

You know, just wanted to compliment Anna and Sergio on the presentation. One of the things that I think is very important to highlight is that the projects that you see within the metropolitan area of Ciudad Juarez, both the public transportation, the BRT system that they are planning to build, as well as the highway network, really
provides very good connectivity between the ports of entry -- between the crossings of the region.

So again, we are a very large, urbanized area, both in Ciudad Juarez and El Paso, so having that network and good connections to the network of border crossings is tremendously important for us, both on the Ciudad Juarez side and on the El Paso side. So you know, what you saw there, I think, is tremendously important showing the way that, you know, the crossings will be connecting.

So just wanted to mention that, and again, you know, kudos to the State of Chihuahua, the folks from Ciudad Juarez and their planning department team as well.

MS. ALVAREZ: Thank you, Eduardo.

MR. ZAPATA: Anna, I have a question specific to the Topolobampo corridor. Just for example, I know there has been some conversations between Coahuila, Acuña, Eagle Pass with Texas and counterparts about Ports to Plains. Do you know if there's been any similar conversations between Chihuahua and Texas and the respective stakeholders about Topolobampo, or is it still in a very early stage on your side as well?

MS. ALVAREZ: Yes. As I understand, it is a very early stage. And of course, we would like to, you know, have some discussions with Texas and SCT about what is the implement -- or the future support for this corridor
because we acknowledge that it is a very important one for both the states and both countries, you know, as an alternative route for Long Beach.

MR. ZAPATA: Thank you.

Any other questions, members?

MR. CALVO: David, yes. This is Eduardo again. A question for Anna. I did not see the rail bypass project in your presentation, and I know that that was a project that was submitted as one of the projects to be included in the project list. And I believe that also in the Chihuahua-New Mexico border master plan that project is also submitted, you know, perhaps long term. Can you speak a little bit about that?

MS. ALVAREZ: Yes, of course. It is not listed there because we pointed out we need it once. But yes, it's long term, as you mentioned, and it will be an effort, as we know, for the city, the municipality, the state and the federal government. However, at this point, we're in discussions with New Mexico as it comes for the presidential permit.

You know, that is the first step or the first action that we need to take there or to review and go from there, you know, and take it in phases. As we do know, we need to take care of the rail service in Ciudad Juarez and we also need to have discussions with the Ferromex and all
the rail companies in the U.S.

But yes, it is listed there in the main list as something that is required for the city, for the community, and that we acknowledge it's going to take a very important part for the whole region, but yes, it is there.

MR. CALVO: Great. Thank you.

MS. ALVAREZ: You're welcome.

MR. ZAPATA: Anyone else?

(No response.)

MR. ZAPATA: Well, with that, Anna, Sergio, thank you so much for your time. As always, Anna, thank you for being here and sharing this very important information with the members, and like for everyone else from our Mexican side, neighbors, friends, it's very valuable and we appreciate that you shared with us to have in mind as we develop and finish up the plan.

MS. ALVAREZ: Thank you, David, and on behalf of Secretary de la Vega, her apologies for not being here this morning, but thank you, TxDOT and all BTAC members.

MS. MAYS: Anna, thank you very much. This is Caroline. Good to see you virtually. Appreciate your time.

MS. ALVAREZ: Thank you, Caroline. Likewise.

MR. ZAPATA: And with that, we've finished the presentations from the state level of our Mexican friends.
We're very happy to have had those meetings with them and that they're able to present what they have presented to us, to the membership. And I think it's very beneficial for all of us to have this information and to add it to our plan, however, we still have one more presentation that's very important.

As all of you know, we value the information that our state friends from Mexico shared with us but the control of the transportation plan in Mexico is done at the federal level, and with that in mind, we appreciate that Ms. Erika Garcia from Secretaría de Comunicaciones y Transportes has been taking part and engaging with our committee for this year and that we have her here now to give us a quick overview of what the federal level in Mexico at SCT is doing.

So I'll say that a little bit in Spanish too. [Speaking Spanish].

Erika is going to be our next presenter, again to give us that federal level perspective. [Speaking Spanish].

Eduardo Hagert from TxDOT is going to help with the translation from Spanish to English, but Erika, the floor is yours.

MS. GARCIA REYES: Gracias. (Interpreted by Eduardo Hagert.)
The federal government in Mexico is very interested in modernizing the ports of entry and also modernizing the corridors as a means of economic development for the country. Very recently they've been holding meetings. The meetings have been led by SRE, which is the equivalent of the Department of State in the U.S., and all of the federal agencies that are involved in modernizing the ports of entry and the corridors have been meeting with SRE.

A lot of these projects that the states have shared with us today are aligned with SCT, and SCT is the entity that is coordinating these projects with the rest of the agencies involved in the modernization of the corridors and the ports of entry. So SCT has been actually participating with the Transportation Border Master Plan, and they have shared with TxDOT and the study team the projects that are priorities. And most of those projects that they have shared with us are short term.

As the State of Chihuahua mentioned, the federal government is going to begin construction of the bypass connecting the south of Chihuahua around Samalayuca to the Guadalupe-Tornillo port of entry. They're projecting they're going to start construction in February of 2021.

They're also working on modernizing the aduanas
in the San Jerónimo-Santa Teresa port of entry and also, they have requested federal funding to begin building the road facilities leading to that facility in San Jerónimo-Santa Teresa.

The Mexican Federal Government is also looking very favorably at Laredo 4/5, a proposed new port of entry that is going to go for investment. They are looking at this as a project that potentially could be resulting in the short term, and they believe that this would help alleviate congestion in the other ports of entry in the region.

At the same time, as the state of Tamaulipas stated, SCT is working on the Reynosa-Pharr port of entry and it's something that is going to become a reality as well. The State of Tamaulipas, as well as the federal government, is also working hand in hand with the Anzalduas port of entry in order to allow for commercial traffic to become a reality.

They're still working on the Progreso-Nuevo Progreso port of entry. They recognize that there's been a tremendous investment on the part of the U.S. and they're working hand in hand so that Mexico can have a total inspection on the U.S. side.

They're also looking at La Gloria-Colombia, the highway. The issue here, as noted in a lot of our
projects, is an issue of funding, so they're looking at every possible venue in order to make this project a reality.

Just want to emphasize that SCT is not only looking at the corridors to the north border, they're looking at east-west corridors. So they're looking at corridors in the south of the country that will connect the south to the center and from the center to the north. Obviously with all of these projects, what they're looking at is a better connection or stronger connection to the ports of entry in the north as a means of achieving economic development for the country.

They're looking at other projects as well as proposed new ports of entry, like at Anapra or Puerto Madero that was mentioned, and also the Laredo-Nuevo-Laredo rail project. And they're just essentially looking forward to having all of these projects listed in the Border Master Plan so that we can have a good catalogue of projects.

Speaking for the federal government, they have been working hand in hand with TxDOT on this Border Master Plan. And they're very appreciative of all the work that the State of Texas has put into the Border Master Plan and they look forward to what they say they're sure it's going to be very positive results.

MR. ZAPATA: [Speaking Spanish].
MS. GARCIA REYES: [Speaking Spanish].

MR. ZAPATA: Members, Erika is happy to take some questions. I'll get started first with a couple that we have from the chat.

[Speaking Spanish].

MS. GARCIA REYES: [Speaking Spanish].

MR. ZAPATA: I asked Erika about the status of the connectivity project of the La Gloria Road connecting to the Port of Colombia. She mentions that the federal government has a project on the radar on their plans.

I think at this point they're still looking at where to -- how to formulate the funding for it but that they are definitely looking at the project right now. So we'll note that question. Erika, [Speaking Spanish].

One more question from --

MS. GARCIA REYES: [Speaking Spanish].

MR. ZAPATA: Erika is explaining a little further that the project for La Gloria is a project they're looking for private investment to finish it and that's why it's taking a little longer to find that process to finalize.

Erika, [Speaking Spanish].

MS. GARCIA REYES: [Speaking Spanish].

MR. ZAPATA: Erika says that the Rio Bravo-Donna port of entry, the commercial lane for that is part
of the plan. They're looking at it. So just wanted to address that question from the chat.

Members, any other questions?

MR. CALVO: David, this is Eduardo Calvo from El Paso.

Erika, buenos días y gracias por la presentación. [Speaking Spanish].

MS. GARCIA REYES: [Speaking Spanish].

MR. CALVO: Claro. Muchisimas gracias.

MS. GARCIA REYES: Gracias.

MR. CALVO: David, do you want to translate, or do you want me to do that quickly?

MR. ZAPATA: Do you mind doing it, Eduardo? I guess since you --

MR. CALVO: Not a problem. So I was asking Erika about a project. This is a rail bypass that there was a feasibility study that was completed on both sides, on the Chihuahua side and the New Mexico side to build a bypass to the west of El Paso and Ciudad Juárez.

That project on the Mexican side was moving pretty quickly about maybe two or three years ago and was, you know, going through the process with the Secretaría de Hacienda and Secretaría de Comunicaciones y Transportes. And I was asking Erika if she knew anything about the status of that project, since I have not heard much about
that in the last, I don't know, year and a half or so.
And her answer is that that's a different
section within SCT that deals with rail and maritime ports,
but she'll find out and provide some information later.

MR. ZAPATA: Thanks, Eduardo.
Any other questions?
(No response.)

MR. ZAPATA: Well, before moving on from the
federal level, I wanted to recognize, take a moment to
recognize and give a moment to say a few words to our dear
friend from our office, a dear friend of Secretary Hughes
and somebody that I respect very much, Consul Pablo
Marentes. He is the Consul General of Mexico in Austin.
Austin is a very special place for the consulates in Mexico
because obviously they all like being there like the main
liaison with government here for the state, so I know that
Consul Marentes wanted to say a few words on the topic.

So with that in mind, Consul Marentes, if
you're ready, please go ahead, sir. We're happy to have
you and to hear from you.

CONSUL MARENTES: Gracias [Speaking Spanish].

MR. ZAPATA: [Speaking Spanish]. Muchas
gracias.

Members, Consul Marentes just basically, in
summary, he thanks for the efforts of the committee, the
efforts of TxDOT and of Secretary Hughes of bringing
everyone together and commence the efforts of the committee
in putting all this information together and the
conversation. So we appreciate and thank him for his
comments and we're glad that he's part of our conversation
and engagement.

With that in mind, you know, it's a good point
to finalize that part of the agenda. We have heard a lot
of information. One of the things that I know is very
important for Secretary Hughes is any feedback that we hear
from you members that we implement it.

And one of those issues was that you wanted to
hear from the regions and from our Mexican partners. And
we hope that you feel that we have achieved that with the
last two meetings, with the last items the last two
meetings where we have given a serious amount of time for
these presentations.

The next item on the agenda is a break. I
know, I realize that we're a little past time. Maybe we
can shorten the break to five minutes. Caroline, how do
you feel about that still?

MS. MAYS: Yeah. Let's give folks five minutes
to stretch, bathroom break, and refill coffee, tea or
water, and then we'll come back in five minutes, David. I
think that would be okay.

ON THE RECORD REPORTING
(512) 450-0342
And before we go, I want to thank Consul Marentes. Appreciate -- good to see you again virtually, appreciate you participating in BTAC the last year, so thank you for being here.

And to Erika from SCT. Erika, for those of you that don't know, has been a constant, consistent person from SCT. She's been with us from the very beginning, even way before we started the Border Master Plan.

So we appreciate her knowledge and sharing and meeting with us and helping us to garner information within not just the Mexican Federal Government, but the states and other agencies within Mexico. We really appreciate, you know, her input and her hard work in helping us to really work through this Border Master Plan.

So David, with that, let's take a five-minute break, so we'll be back at 10:35.

MR. ZAPATA: Sounds good. Again, gracias, Erika, por tu presentación y [Speaking Spanish]. Muchas gracias.

MS. GARCIA REYES: Gracias.

MR. ZAPATA: See you in five, members. Thank you.

(Whereupon, at 10:30 a.m., a brief recess was taken.)

MR. ZAPATA: I think, next, after a good
presentation from our Mexican partners that's going to be very helpful to us, we can move forward. The next item on the agenda is the review and discussion of Chapter 11, which deals with implementation of the plan, and I'll give the floor to Caroline to get into more details about that discussion and review.

MS. MAYS: Thank you, David. And again, thank you to our Mexican counterparts from the states, as well as SCT. We really appreciate the time you guys took, one, to meet with us one on one the last few weeks, and then also presenting to BTAC today.

So with that, the next agenda item we will be discussing Chapter 11, and again let me sincerely apologize that we didn't get this chapter to you ahead of time. But the goal here today is to go through the chapter, discuss what's in the chapter, and then give you time to review it and provide us input in about a week or a week and a half on this chapter. Again, this is the implementation of the project recommendations that was outlined in Chapter 10.

So with that, I will turn it over to the consultant team. Alejandro, please go ahead.

MR. SOLIS: Thank you, Caroline, and good morning to everyone.

Chapter 11 presents the implementation plan for the recommendations identified in the Border Master Plan.
The key aspects of this chapter are the time frames to implement the solutions which can be short, medium or long term. So we will also be talking about the cost of unfunded recommendations, in particular for projects.

On the next slide we have the summary of the preliminary policy implementations. Policies can be implemented right away, as long as decision-makers and responsible parties agree. So there is no timeline assigned to them in our plan.

In the next few slides -- which I'm going to go very quickly -- we presented 22 policies as you saw them in Chapter 10. The list that you see right now is a response to the border crossing policies, which are five.

On the next slide you will see the corridor-related policies which are eight, and you can also see that they have the goals of the Border Master Plan attached to them. And then on the following slide you will see the policies that are applicable to the border crossings and the corridors that we are terming systemwide. Again, you have this information from Chapter 10, it's just a restatement of that information.

Now, when it comes to programs, we've identified, as you saw in Chapter 10, around 300 programs as part of the development of the Border Master Plan. Of these programs, around 130 were identified in the short
term, about 162 in the medium term, and the remaining eight in the long term.

What we have done here, we're not going to present the 300. We're going to categorize them into 17 broad categories, and we are going to align them with the goals, just like we did with the policies, just to give you a flavor of what these entailed.

So in this slide you see the short-term program. The ones we can highlight here are the components of use of technology and training programs, those are in the short term, and also the establishment of binational working groups to develop studies.

On the next slide we will see the medium- and long-term programs, and in the medium term we can highlight the category of expedited inspection programs and pilot programs with technical innovations. And on the system-wide breakdown, we can look at systems to disseminate information for users.

Now, when it comes to the long-term programs, we identified one that is the use of technology -- or category of using technology to improve truck safety at the border crossings.

But when we go into the projects, and this is on the next slide and this is where we're going to spend a little bit more time, we see that as of the end of last
month, the BTMP identified 505 projects with a total cost of $25.4 billion. These are what's explained in Chapter 3.

These projects are fairly evenly distributed across the short, medium and long terms, as you see on the pie chart on the right, both in terms of number of projects but also in terms of cost of those projects. And the definition of the time frame is what you can see on that arrow graph that you see at the bottom. That's what we're using for the purposes of our classifications.

Now, on the next slide we want to start breaking up that information, that problem information into different pieces. So we're going to be talking about funding, we're going to be talking about countries, and we're going to be talking about regions, all of that in the context of the big difference between border crossing projects and corridor projects, which are the two biggest categories of projects that you can find.

So the first slide we want to look at is the implementation time frame and funding status. So when we look at this table, the takeaway is that out of the $25.4 billion, about $18.6 billion are unfunded. This represents more than 70 percent of the cost of the projects. And not only that but approximately half of the short-term projects are unfunded, representing about 4.8 billion.

On the next slide when we look at the impact
categories for these projects, the aggregation of border
crossing and corridor projects, we see that most of them
fall in the short term, about 42 percent. And there are 76
of those short-term projects that are high impact, and of
those 76 high-impact short-term projects, 25 are unfunded,
with approximately 4.5 billion of a funding gap.

On the next slide we're looking at the
breakdown of projects by type between border crossing and
corridor, and we see that the majority of the projects and
the costs are identified with the corridor projects. Now,
for the border crossing projects, which are 111, about 2.8
billion are unfunded out of the 3.4 billion of total cost.
That’s roughly 82 percent.

For the corridor projects there are 15.8
billion of unfunded projects out of the 22 billion, which
represents about 71 percent. So those two percentages of
unfunded projects are relatively high.

On the next slide, when we zoom only to border
crossing projects, we see that the majority of them are in
the medium term. The unfunded projects for this category
of border crossing projects includes $2.1 billion for
short- and medium-term projects out of the 2.6 billion for
these two time frames combined.

On the next slide we look at the border
crossing projects for the U.S. So the majority of the U.S.
border crossing projects are in the medium term. Among those border crossing projects, 80 percent of them are unfunded, representing 2.3 billion, and of that 2.3 billion, 1.3 billion are high-impact projects that are across the three time frames.

On the next slide, we focus on the border crossing projects for Mexico. They are spread out almost evenly across all the time frames, but all of the border crossing projects are unfunded and high impact, therefore, representing a cost of 0.5 billion in terms of a funding gap.

On the next slide, we take a slightly deeper dive into the regional level. Of the border crossing projects in the El Paso region, there's 14 of them that represent 0.8 billion for the medium term. That's the largest category. In Mexico, the majority of investment in the short term and also the largest number of projects, as you can see in that table.

When we look at the Laredo region, the majority of the projects are in the short term. Thirteen out of the 18 total projects for this region for border crossings are unfunded with an estimated cost of 0.9 billion.

Now, on the next slide, you will see that for the Rio Grande Valley-Tamaulipas region the majority of the projects are also in the medium term. The cost of the
unfunded projects is 0.9 billion across all time frames.

On the next slide, we're going to zoom back to the corridor projects. We're going away from the regions, back to the border-wide U.S.-Mexico region for corridor projects, and we're going do the same exercise, drilling down to the regional level.

In the case of the U.S.-Mexico corridor projects, the majority are in the short and long term. There are 18 unfunded high-impact short-term projects that have a cost of almost 4 billion. Those are the immediate needs that were identified. This 4 billion represents almost one-quarter of the 15.8 billion of total unfunded projects. So that's a key takeaway.

When we look at the corridor projects on the U.S. side on the next slide, we also see that the majority of them are in the short and long term. In the short term, the 30 unfunded projects, with a cost of 2.3 billion, the unfunded cost includes five high-impact projects and 23 medium-impact projects.

When we analyze, on the next slide, the corridor projects in Mexico, we see that there are 51 of them, with the majority of them being in the long term. These 51 projects have been identified as unfunded, with a total of 1.8 billion in terms of costs. This includes 0.4 billion across five short-term high-impact projects. Those
are the needed projects that are lacking funding and are high impact.

Now, when we zoom into the regions on the next slide, we see that in the El Paso-Santa Teresa-Chihuahua region, the projects are evenly distributed among all time frames. On the U.S. side, there are 74 unfunded high- and medium-impact projects with a cost of roughly 1 billion. In Mexico, the five unfunded short-term high-impact projects total 0.1 billion.

On the next slide when we move into the Laredo-Coahuila-Nuevo León-Tamaulipas region, the majority of projects are in the long term. The unfunded projects and cost on the U.S. side are concentrated into medium- and long-term time frames, with a total of roughly 6.2 billion. In Mexico, the unfunded projects and costs are concentrated in the short term with roughly 0.2 billion in cost.

And on the next slide and the final slide for this section, we have on the U.S. side the Rio Grande Valley-Tamaulipas region, the majority of the projects are in the short term. About 2.2 billion of high-impact and short-term projects are unfunded. That's also a key takeaway.

There's a big shortfall in high-impact short-term projects for this region. In Mexico unfunded high-
impact projects are also in the short term, totaling about 1.6 billion.

So on the next slide we want to open up the discussion. We know this was a lot of material, but we do need to move relatively fast. So I wanted to give you just the highlights of each one of the slides and the takeaway messages, but we want to open the discussion here for any questions or any particular comments that you have about what was presented here.

And please feel free to use the chat box also.

In the interest of time, I think we're going to skip messenger since it takes a little bit of time to set it up, but please enter your comments in the chat box, so we can address them as we receive them.

MR. ZAPATA: Thank you, Alejandro. This is David. There's a good comment on the chat right now from Gerry, if you haven't seen it.

MR. SOLIS: Yes. I was going to go into that, the discussion of the funding process under the comprehensive border infrastructure plan.

Caroline, is that something -- is that a question you want to take, or do you want me to take it?

MS. MAYS: Yeah, I can certainly take that question. But I wanted to highlight, I know one of the questions we've been asked in the past is the project
timelines that are reflected in this chapter is the
timelines that you, the project sponsors provided. The
funding is what you all provided.

So all the information you see in this chapter
is what you provided that was included in Chapter 10, the
project recommendations. So I wanted to highlight that
real quickly.

But in terms of the question Gerry raised, the
CBI, the comprehensive border infrastructure, you know,
funding is, you know, not necessarily a big chunk of money
that comes to Texas. And generally, I think, we can
probably take that discussion offline because with the
Border Master Plan, there's no dedicated funding for any of
the projects in the Border Master Plan. The projects in
the Border Master Plan are funded through different funding
sources from local, regional, state, federal and other
entities.

So, I just wanted you -- to Gerry, you know,
maybe we can take that offline and discuss that. But
again, I just wanted to let folks know that that's funding
we get from the feds that comes to Texas to address border-
related infrastructure, and three of our border districts
do get this funding.

But again, you know, it's a drop in the bucket
compared to what we're looking at here at $25.4 billion
plus for the border needs, you know, for both U.S. and Mexico, but only the U.S. side. The funding is only for the U.S. side of the border.

MR. SOLIS: Thank you, Caroline, and thank you, Gerry.

And Rafael, I agree with you. I apologize. I know it's a lot of information to digest, but what I wanted to tell you is that basically all the queues that I gave verbally are the orange text that you will find in the chapter.

And the chapter is laid out -- when you go to the project section, it's laid out clearly into the border region, broken down by type of project. So we make the initial distinction between border crossing projects and corridor projects, and then we start drilling down into the categories of country, region and within each one of those, we talk about time frames and the funding needs or the funding categories.

So again, I know it was a lot in a very short time frame. But in the chapter, the orange text is the one that conveys all the messages that were presented over the past slides.

MR. CALVO: Alejandro, this is Eduardo in El Paso. I have a couple of questions. Well, one you just answered.
I was looking for a little more specific definition of a corridor versus a crossing project, but I guess we'll take a look at the writeup and see if that really answers the question.

But the second question I have is something that I read in Chapter 10. And it's a statement that really, you know, could have a lot of implications on the projects that we're looking at here, at least for our region.

In Chapter 10 there's a statement that says: “Per federal agreement, all policies, programs and projects seeking a federal or state action, for example, funding, environmental clearance, et cetera, must be included in the Texas-Mexico Border Transportation Master Plan.” So does that mean that every single project that we have in the El Paso region, even if it's a local project that, you know, is funded with federal money -- but it's clearly a project that does not have a direct impact on the movement of people and goods across the border?

Can you or Caroline, can you guys explain that statement?

MS. MAYS: Eduardo, thank you for those comments, and again, we have our federal partners here. Federal Highway certainly is here, and those are comments and language that they have provided to us and made it
clear that if you are seeking federal funds on a border-related infrastructure project and seeking federal action, certainly the project has to be reflected in the Border Master Plan.

But again, to your comment, I don't think that applies to all the local projects. I think those that are really directly tied to, you know, the movement of people across the border, all the strategic projects -- some that you guys have outlined, so not necessarily projects that you would go through your MTP and your TIP process. If you have that in those documents, I think those would meet the federal requirements.

I think what that statement is trying to circumvent is projects that show up from nowhere, that are not in any plan whatsoever, and is going to seek federal funds.

MR. CALVO: Right. Okay. So my problem -- of course, this is a comment for Chapter 10, but my recommendation would be to clarify that statement. Because the first time I read it, was like -- it says every project seeking federal funds has to be in the Border Master Plan.

Well, no. I mean, it's every project that is directly related to border movement. Right?

MS. GRIJALVA: Eduardo, this is Sylvia Grijalva from the Federal Highway Administration.
I can probably clarify that. On our behalf, of course, it's not a requirement. It's highly encouraged that everything is on the Border Master Plan.

I thought the genesis of that statement was from CBP. CBP was looking to make sure that at least all the border-crossing ones were included. But we highly encourage it, and we encourage everybody to kind of push those projects up into MPOs and to the TIP and to the STIP.

There is no requirements on our behalf that it's in the Border Master Plan, but we would really, really like it.

MR. CALVO: Most definitely. So my recommendation would be to clarify that statement because the way it reads right there, you know, we should put every single project that we have in our books, even if they're not directly related to a border crossing. Right?

And the follow-up question, Caroline, is to make sure that all the regions are doing consistently. Because, you know, some of the total numbers that I've seen as far as projects, it may be that -- or maybe it's just that in El Paso we could not include every single project because we did take a little bit of time to, you know, separate the projects that are important for the region but may not be directly related to the cross-border movement of people and goods.
MS. MAYS: Yeah, and Eduardo, certainly we will clarify that language.

And thank you, Sylvia, for clarifying that it was really CBP requesting that language for just border-related projects, border-crossing related projects, which I think makes a lot of sense. But when it comes to corridor-related projects in the border regions, the Border Master Plan is not the only official plan that you all have. There's several planning documents and processes that take place to develop those projects, so I don't think that was meant to circumvent those.

But in terms of the total number of projects, Eduardo, you know, I can tell you we met and talked to you guys last week and certainly the numbers you see here is the best numbers we have. But my staff has told me that, you know, certainly the numbers are going up.

Because if you remember, we had discussions on several other projects that were not included in your projects, so we've got that and certainly work on that. So the numbers you see here for your region certainly will change, you know, once we take into account all the projects we had talked about last week.

MR. CALVO: Okay, great. Thank you, Caroline, for the clarification.

And thank you, Sylvia. You know, your
statement there makes perfect sense to me. I mean, if it's something that CBP or GSA or the entities that directly look at border projects, yeah, I mean, of course that makes perfect sense for those projects to be in the Border Master Plan and prioritize and go through the process.

So thank you for the clarification.

MR. CORONADO: Caroline, real quick, this is David Coronado from the City of El Paso.

So looking at the PowerPoint here from the backup and I'm looking at the projects for border crossings and we're showing in El Paso 24 projects total for the U.S. and then four in Mexico. Is this the final, final list, or is this list still being worked on?

Because the numbers are pretty low just generally from what we submitted just a couple of days ago.

So is this still a work in progress?

MS. MAYS: Yes, David. Unfortunately, this number you see here doesn't reflect those numbers. That's what I was telling Eduardo is that we got the project list from you all, the final one that we got a couple of days ago, and this is not reflected in there. But certainly the numbers are more than what you see right now.

MR. CORONADO: Okay. So we'll go through the chapter and then review it as well, because it's a lot of stuff that y'all just went through right now, so we'll go
through it. Thank you.

MS. MAYS: Yes, absolutely. And that would impact your project recommendations in Chapter 10.

So remember, Chapter 11 is just carrying everything from 10 and then bringing it and putting them into these timelines that Alejandro talked about and some of the analytics on whether, you know, those projects are fully funded or partially funded. And then the priority being what we're calling impact, what's the impact of these projects, et cetera. So this is taking 10 and doing analytics. And just remember when we do the revisions it will impact 10 and 11 on the numbers.

Any other questions from the members?

(No response.)

MS. MAYS: I think there's some stuff in the chat box. I found these questions, you know -- in Chapter 10 we have an appendix with the project listing, the description, the sponsors, and the sponsors would be either public or private. And certainly I think we have the funding sources as well in Chapter 10, so in 11 we're not providing an appendix with that detail, because that's what we'll count, information from 10.

So Gerry, to your questions and to the BTAC members, the appendix in 10 is where we have all the detailed projects listing in there. As I mentioned, we got
MR. SCHWEBEL: Yeah, that's why it's important. This is Gerry Schwebel again. Caroline, to my point of the conversation this morning as we started the meeting with Nuevo León, I can't tell you that I was not disappointed to hear that now we're throwing the La Gloria-Colombia project as a private type of project.

You know, it's always been that, but we talk about it as a given and it has never -- it has not happened. I don't want to fall ourselves into any other project and say, hey, we have the funds, but we don't really have the funds, or it's private and we're waiting for the funding 20 years later, 30 years later, because that doesn't help the whole benefit of the planning.

So I just want to make sure that we really clearly identify the private versus the public. We know the challenges we have with the public side, but on the private, if it's private it's there. Some projects may be right now ready to roll and the private funding is already there, and we're still allocating funds for other projects where you're waiting on private sector funding.

That's what disappointing to me, especially in our particular case in Laredo. Our Colombia Bridge is not
using the capacity that it should be after all these years. And that just puts in question, you know, what our public leaders have to deal with when they're being asked to provide funding for infrastructure projects on the U.S. side, in Texas.

You know, so we've just got to be frank and honest discussions, put them on the table.

MS. MAYS: Yeah, and thank you for those comments, Gerry, certainly.

Any other comments from the committee members on Chapter 11?

(No response.)

MS. MAYS: And as I mentioned, we sent the documents to you late yesterday so if you could please take time to review this. I will send out a follow-up email, you know, looking to get feedback from you guys in about a week and a half, two weeks, not necessarily by the following week, on Chapter 11.

But as I mentioned, for the El Paso region the project numbers have changed because we did have discussions with the region. And we have a new project list there, so that will impact their project numbers. I think the other regions, we should be good with what you see here, maybe with some minor tweaks.

And so far, you've seen the discussion from our
Mexican counterparts. We have gone over quite a bit of information, so certainly I think we are at a point where I can assure you that, you know, this is some of the binational planning -- so from the presentations from our Mexican counterparts today.

So if there's no further questions or comments from committee members, we will move into the next agenda item. And the next agenda item we would like to really go through -- we have provided you so far all the draft chapters previously and then 11.

And really, we're going to start walking you through the entire plan, chapter by chapter, as we start weaving that together in hopes to really send you all the full first draft Border Master Plan report. You've seen separate chapters, but now we're starting to weave it together. So we're going to walk through that with you today.

So I'll turn it over to the consulting team, and I think we're starting with Donald.

MR. LUDLOW: Yes. Thanks, Caroline. Can you hear me okay today?

MS. MAYS: Yes.

MR. LUDLOW: Great. Today let's call this a page turn in an abbreviated way. We intend to walk through all the chapters in a relatively brief manner to give you
the full perspective of the Border Master Plan and to enable you to ask some questions about it too. So we're going to move rather quickly, expeditiously, and some of this is just reflecting on things that you've already seen and summarizing them in a way that we're telling a story.

So if we can move to the first slide. This one simply shows the buildup of the plan based on the longstanding coordination and collaboration between Texas and Mexico. This slide demonstrates the comprehensive nature of the plan. It's multimodal, binational and long range. It's a blueprint for the programs, projects, and policies.

Let's move to the first slide, which is Chapter 1. So Chapter 1 is really about setting up the Border Transportation Master Plan. It frames the purpose and importance of collaborative binational, multimodal planning, and it emphasizes the critical role of the Border Transportation Master Plan in addressing current and future challenges. For people who are unfamiliar with the border or the master planning process that we've been undertaking with you for the last many months, this chapter is intended to set the stage and familiarize those who may not have been familiar with the process.

Next slide.

So the next thing that Chapter 1 does is it
really emphasizes that the shared Texas-Mexico border is vital to the U.S.-Mexico relationship, and particularly to trade. U.S.-Mexico trade has tripled since NAFTA and most of it, nearly 70 percent, moves between Texas and Mexico. The USMCA will rely on an efficient border to move even larger volumes of trade in the future and to generate economic development.

   Next slide.

   The next key themes of Chapter 1 are about the importance of the border now and in the future. As we look to the future, the border transportation infrastructure must be positioned to meet the emerging challenges and opportunities.

   Those really fall into a number of categories, but population and trade growth are really the key. They're outpacing the infrastructure, resulting in intensifying congestion that will continue to exacerbate in the future, so improving the capacity and operations is critical to relieving the congestion, facilitating trade, reducing environmental impacts, improving connectivity for people and improving the quality of life for residents in the border region.

So in a nutshell, that is Chapter 1, and I will turn it over to Alejandro for Chapter 2.

   MR. SOLIS: Thank you, Donald.
This chapter provides specific guidance for the Border Master Plan for identifying the needs and also for developing the recommendations, but it also describes the complex network of institutional relations along the U.S.-Mexico/Texas-Mexico border and emphasizes that these institutions are crucial to a successful implementation of the plan.

So on the next slide we talk about the goals, and the goals represent an aspirational area in which the plan should focus. They are the foundation for evaluating the projects, the programs, and the policies. As you remember, we identified nine goals through extensive binational stakeholder participation, including BTAC members.

We also aligned these goals with those of the existing plans across the two sides of the border, just like we have in this slide. And these helped us identify the multimodal transportation system and infrastructure needs for the Texas-Mexico border region.

Now, on the next slide we see the institutions and their roles that interact on the U.S.-Mexico border. There are more than 50 agencies interacting on a daily basis to facilitate the crossing of people and goods, but this slide does focus on the different approaches between the two countries on the following aspects: policy
development, planning processes, management of the border, program and project implementation at the border, including improvement inside and outside the border crossings -- we made that distinction in the chapter.

And we also heard from stakeholders that there are gaps in coordination between the different levels of government within each country and the lack of standardized mechanisms for local stakeholders to participate in border-related decisions. So again, this frames the strategic framework and then to move on to the rest of the chapter.

So with that, I'll pass it off to Donald for Chapter 3.

MR. LUDLOW: And the goals and the institutions introduced in Chapter 2, Chapter 3 takes the reader or the plan user into the past and the present in a more deep way to tell the border story, and it does it through a few different lenses, including focusing on socioeconomics, trade and transportation networks. The chapter is really tailored to a broad audience, helping those without familiarity with the border to understand its nuances, its history and its critical role in international trade and moving people and goods.

The next slide summarizes the story at a high level. The story goes like this: Growth of all modes has eclipsed the system capacity. The system has struggled to
evolve with changing needs and has simply not kept pace in many conditions.

Recent highlights of trade: there's been over a 300 percent growth in railcars; 400 percent growth in pipeline flows; significant growth, over 100 percent in southbound maritime flows. And the chapter goes into more detail on each of these trends and really documents over the last 20 years the story of what's happened multimodally, in a visual way. It also tells a story of the people, including the fact that education and income has improved over the last number of years in the region due to the economic prosperity that is really lifting many in the region.

The next slide talks specifically about the performance of the systems, how they've performed over time, how things are potentially worsening in some crossings and corridors. Many of the stakeholders identified border crossing delays as one of the key issues to address, and so the chapter goes into this issue in some depth, providing some history and snapshots of those conditions.

The next area that the chapter addresses is the trends related to safety, security, and asset preservation. These are really important goals within the BTMP, and this chapter presents indicators to show how things have
progressed over time. We have done, I guess, groundbreaking work in bringing a lot of the data together. We are able to bring some of the data from Mexico into this, including issues related to security and safety as well.

Moving into Chapter -- actually, we'll move to the next slide and pause. But I think for an abbreviated point of time, just to see if there are any comments on Chapters 1 through 3 which, again, are foundational and material that I think this group is quite familiar with from our past interactions.

So are there any questions or comments that anyone would like to make, either verbally or in the comment box?

(No response.)

MR. LUDLOW: Okay. I think, Caroline, unless you have anything to add, I think we'll move into the next section in the interest of time.

MS. MAYS: Yes.

MR. LUDLOW: Okay. Let's advance. Alejandro, back to you.

MR. SOLIS: Thank you, Donald. The next section is comprised of Chapters 4 and 5, just to give you an idea of where we're going to pause.

So Chapter 4 designates the binational
transportation network that allows the movement of people and goods across the Texas-Mexico border. These designations set the foundation for the analysis that was conducted in the plan in the chapters that follow, but in particular it was important for the identification of the current and future needs and then the identification of the strategies and recommendations.

On the next slide, you see a graph of the multimodal transportation network designation, and this was presented in this chapter to identify the key routes and the corridors used for the binational movement of people and goods through the Texas-Mexico border. It was also designated to help assess the current and future efficiencies on the movement of people and goods through the regions.

In addition, the designation served as a starting point to identify the strategies to improve the efficiency of the movements of people and goods, not only for the Texas-Mexico border region but also for the geographies that are further away for those long-haul trips of cargo, that are still part of the designated multimodal corridor and that expand beyond Texas well into the U.S. and also beyond the border states in Mexico into the heartland of Mexico.

And so with that, we'll move on to Chapter 5.
MR. LUDLOW: So Chapter 5 pivots from the initial four chapters which are largely descriptive and setting the stage to move into the issue and needs identification. Really focused on current and future issues and needs and sets the foundation for the subsequent chapters which dive deeper into future conditions, economic impacts, and ultimately recommendations and implementation to address the issues and needs.

The next slide demonstrates how the chapter is organizing the issues and needs across crosscutting themes. These characterize the areas of stakeholder interest and really transcend the BTMP goals.

There's four crosscutting themes identified, as you see in this slide. Binational coordination and the integration of new technologies were highlighted by stakeholders as critically important, since they have a direct impact on the operation of the border.

The next slide focuses on the process issues and needs. These are border crossing and multimodal transportation system issues and needs and their relationship to the BTMP goals.

They fall into two broad categories: those that require changes to processes and operations, and those that require performance improvement. This slide demonstrates the process-related issues and needs. There
are really five process-related issues. Economic competitiveness and cross-border resiliency deserve to be highlighted in particular, given the increase in frequency of closures of border crossings during the COVID pandemic.

The next slide goes into the performance issues and needs. These were also identified separately for border crossings and for corridors. This slide shows them for border crossings.

There are five broad categories of issues that were identified for the border crossings. The operational efficiency, system capacity of border crossings are worth highlighting since they have a direct impact on wait times.

The next slide demonstrates these performance issues on a corridor level, where safety, security and connectivity were highlighted consistently by stakeholders since they capture some of the more significant needs of the binational, multimodal network.

So let's pause here for a moment. Again, Chapter 4 was really introducing the system and how it's designated, and Chapter 5 introduced the major issues across the crosscutting themes related to the goals of the plan to be addressed through the policies, programs, and projects in the further chapters.

So I'm looking at the comments and it looks like Gerry is making the point, if I'm interpreting this
correctly, that we need to make sure that we're
highlighting the fact that these improvements and issues
affect all of Texas, not just the border communities. This
is important for electing political leaders and helping
them understand that. So thank you for that comment,
Gerry. We totally agree.

Are there any other comments or thoughts about
Chapters 4 and 5?

MS. MAYS: I just want to highlight Gerry's
comment in terms of the needs that, you know, have been
raised throughout the BTMP development process, and one of
them continues to be funding. Also, in Chapter 11 where
Alejandro talked about the funding shortfalls, about
budgets that are either partially funded or not funded at
all, you know, and the staggering gap.

If you look at $25 billion and you have about
$18- of that unfunded, that's a big, huge need there from a
funding perspective. So I just kind of want to underscore
that. So hopefully, Gerry, that also addresses that, you
know, your statement about continuing to communicate the
need for investments in border infrastructure that is not
necessarily just for the border regions but benefitting far
beyond the border regions.

Not just Texas but also other states of the
United States. I think that's a key message that has come
out of this plan, and now you guys have seen it with the
data in Chapter 10 and Chapter 11.

So thank you for that, Gerry.

MR. ZAPATA: Caroline, this is David.

Let me just say one quick thing finalizing
Gerry's point. I think that's definitely important. I
think that's the beauty and one of the goals of the plan,
or just one of the many goals of the plan, including that,
as we all, the members, have determined and worked with
y'all too, TxDOT and HDR, to achieve this, to tell the
story of the border.

And that story basically says that the benefits
of the border trade is not just for the border area, but
for Texas and for the rest of the nation. So I think
that's something that the plan can achieve as we finalize
it, and the way we use it. It's definitely going to help
in educating others that are not familiar with that story
and with the importance and key role that the border area
plays in not just, again, state economics but national.

So thank you for that comment, Gerry, and I
just wanted to, again, agree with both you and Caroline on
that part of the conversation.

MS. MAYS: Thank you, David.

Any comments from the committee members before
we move to the next set of chapters?
(No response.)

MS. MAYS: Okay. I think it’s Chris on 6 and 7.

MR. WILLIGES: Yes. Chapter 6 presents the future forecast of the Texas-Mexico border, and this chapter was key to informing the future needs of the region. The key objective of this chapter, it discusses the forecast of future conditions in 2050 along the Texas-Mexico border in terms of socioeconomic, the movement of people and goods, by border crossings, the multimodal transportation infrastructure, as well as performance.

A few key updates in the chapter. There's been a slight rearrangement of content within the methodology section to improve clarity. We've also updated graph captions to explicitly state the years that are depicted in the charts, and we've streamlined the section on roadway congestion to avoid duplication with Chapter 5. And overall there was an edit to ensure clarity and also a single voice within the Texas Border Master Plan.

So you may recall that we looked at a number of different alternative scenarios as we were addressing the forecasts, and these were to test the robustness of the 2050 mid-case forecast findings. The mid case was the forecast that we present throughout the chapter, which represents the continuation of prevailing trends in terms
of economic growth, employment growth, and other sorts of growth in the region.

The alternate forecasts are based on factors that affect the movement of people and goods, and there's a low case that shows slower national economic growth and employment growth, as well as essential devaluation of the peso and restrictive border and trade policies. This is contrasted with the high-case scenario where we look at higher economic growth, faster employment growth, appreciation of the peso and just greater integration overall across the border in terms of trade.

The next slide provides a summary of the forecasts comparing the different alternatives. The movement of people in 2050 ranges from a low case of 21.5 million, a decrease of 21.5 million, which is about 25 percent lower than the 2019 level, to a high of about 65 percent higher which is the 142.2 million.

But again, we highlight the mid case which is about a 30 percent increase from the 2019 levels. If you look at the movement of goods, you'll see that there is a considerable increase, about a 2-1/2 to 3 times increase depending on if you're looking at the low- or the high-case scenario.

On the next slide we show that the forecasted future system performance and mobility and reliability
indicators really highlight the need for future improvement. When we looked at border time crossings, even though the growth in personal vehicle growth is more moderate than the commercial vehicles, we still see border crossing times increasing dramatically, reaching almost eight hours in some cases along the border.

And for commercial movements, where we see an almost tripling of commercial movement by 2050, we see a very large increase in crossing times. Both at the average and the 90th percentile, we see big increases, in some cases the average crossing time reaching three to nine hours for some of those larger crossings.

And as the travel demand is increasing at the border crossings, we also see it increasing on the roadway network and exceeding the capacity of the network, which is leading to more congestion on the roadway.

In our last meeting, we presented some details of the crossing times by borders, and I'll just show that on the next couple of slides. This first slide shows border time crossings for both the base year and the forecast year, 2019 and 2050, for personal vehicles at some of the crossings along the border.

And on the next slide, we continue and show the crossing times for the remaining crossings along the border. As you can see, the crossing times increase fairly
dramatically, from about an average of 26 minutes to an average of 166 minutes in 2050.

The following slide shows the same information, but for commercial vehicles. And here you see an even larger increase of an average crossing time of about 35 minutes to an average crossing time that's much larger, about 519 minutes. Again, for many of the larger crossing times, these crossing times will be out three to nine hours, and at Pharr-Reynosa we see an average crossing time exceeding 14 hours.

In Chapter 7 we describe the economic importance of the Texas-Mexico border in terms of the impacts generated by the movement of people and goods, and also the cost associated with delays at the border. Again, we did update graph captions to state the years being depicted. We standardized some formatting to be consistent with the rest of the report -- the plan, and we also identified geographic areas covered by the analysis. And again, we did edit for overall clarity and make sure there's a consistent voice throughout the BTMP.

You're probably very familiar with this map on the next slide. This map shows the percent of GDP dependent on trade by commercial vehicle and also rail across the border. This map really highlights that trade across the Texas-Mexico border contributes to GDP and
employment across all U.S. and Mexican states.

   It generates more than $343 billion annually in GDP in 2019 and generating more than 7 million jobs in both the U.S. and Mexico in 2019. And by 2050, this contribution to the economies of both nations will more than triple to over $1 trillion, U.S. dollars, and over 20 million jobs.

   The delays at the border represent missed opportunities. Currently in 2019, delays for goods totaled about 1.6 million vehicle hours. This translates to a productivity loss of about 68.3 million.

   But even more importantly, if you look at the impact on GDP, this is a loss of about $2.2 billion for both the United States and Mexico. That's the current conditions. But with the demand increase, this impact on GDP is expected to skyrocket to 115.6 billion by 2050.

   So I'll open it up to a few questions. This was just an overview of Chapters 6 and 7 which we conducted through our forecast and economic analysis phase.

   I do see a few comments in the chat box. There is a comment that the Ports to Plains Corridor interstate feasibility study highlighted the importance of international trade to Texas. We've noted that. We also have taken a look at that study, too, to make sure there's consistency.
There's also a question about the B&M bridge, whether or not it's included in the table. We have gone through the chapter to make sure that all of the various bridges are included for both the personal vehicles and the commercial vehicles.

And I just went back and looked at the personal vehicle table and do see the B&M bridge included there. I haven't had a chance to go back and look at commercial vehicles.

MS. MAYS: Okay. Any additional questions from BTAC members?

MR. CALVO: Caroline, yes. Again, this is Eduardo.

One comment related to, I think it's Chapter 6 talking about, you know, the forecasts. And I know that we have discussed this in the past, the fact that the forecasts are unconstrained forecasts, right?

I think we have to also be careful in the way that the report is drafted, explaining that very clearly. Because for somebody that is not very well versed in forecasting and all that, who doesn't understand it, you know, when you see something like 450 minutes of wait time or in some cases, I believe, 800 and something, you know, that is not going to happen.

I mean, something happens before you're going
to be waiting ten hours, you know, to cross the border. So I'm not sure exactly what the appropriate language is, but we've got to explain that these forecasts are based on a do-nothing situation, right, so that they don't seem completely and totally outrageous.

MS. MAYS: Yeah, and I'll let Chris comment on that. I think that language is in the actual chapter. There's caveats in there.

Chris, if you can go ahead and, you know, address Eduardo's comments.

MR. WILLIGES: Sure. Yeah, Eduardo, I completely agree with you, that if it's not clear that these are unconstrained forecasts, you can lose a lot of credibility when people look at these numbers, and so I think that's important to highlight.

As Caroline was mentioning, we've tried to make sure that's clear in the chapter, but if you do have some suggestions about where we should put that, you know, maybe that's kind of, you know, the up-front in the chapter just to explain that. We'd be open to -- we do want to make sure that message is clear.

MR. CALVO: Okay. Thank you.

MR. SCHWEBEL: This is Gerry. And I'm not disagreeing with what Eduardo is saying, but I do believe that there's a [audio skip] -- I think there has to be --
behind everything that we're working on right now, there has to be kind of like a shock and awe effect, making our leaders understand clearly that we just don't have adequate infrastructure planning until now.

And we have to throw the raw data out there, to make them at least listen to us so that we can go back and plan accordingly and share the importance of our POEs. And I don't have a problem with making the numbers be what they are in order to get their attention. I just throw that out, that there's a benefit to that. Thank you.

MS. MAYS: Yeah, and certainly, Gerry, to your point and to Eduardo's, these are do-nothing scenarios and forecasts. And if we don't do anything, this is what it's going to look like, and certainly if we do stuff that will not be the case.

So it's kind of like really the worst-case scenario, and it could happen if we don't do anything because with everything going, trade, people movement, et cetera, it could potentially happen. So I think we just, you know, make sure we, again, tie the language in the chapter.

And like Chris mentioned, if you have any specific language you want us to put in there, that's fine. And again, forecasts change and when we update this plan five years from now, that could change. It could get
better; it could be worse.

So again, it's a planning document that is meant to at least use the existing data today and put that into the future. Thank you.

Any other comments from the committee members before we move to Chapter 8?

MR. CALVO: Hey, Caroline, I just want to, you know, support Gerry's comment on the chapter, you know, his call for war. I mean, I totally agree that, you know, the message that the Border Master Plan is communicating, you know, all of us have to communicate that in every opportunity that we have.

It is so important, because as I think we all agree that, you know, folks outside of the border region really don't realize how important this is, how important it is today. And it's going to, you know, grow in importance into the future with all the things that are going on, you know, globally and all that.

So, Gerry, I completely agree with you with your call for action, your call for war. We all have to do our share in our different regions in everything that we do.

MS. MAYS: Okay. Thank you.

So we'll move to Chapter 8, Alejandro.

MR. SOLIS: Thank you, Caroline.
So this is the home stretch phase of the report. We're going to talk about Chapters 8 through 11, so we want to make sure that we wrap this the right way.

Chapter 8 describes the process to identify and evaluate the strategies that address the needs identified in the previous chapter, using the information generated not only where we identified the needs, but also the information from the economic impacts that Chris just presented. This chapter defines the strategies of policies, programs, and projects.

On the next slide you see the process to identify and evaluate the recommendations that include components of literature review. But mainly they include binational stakeholder input to identify the solutions to the issues and the needs that were identified by the plan.

The process also identified the criteria to evaluate the strategies, in conjunction with a lot of input from regional stakeholders from the two countries and to determine the impact, which was divided into high, medium or low, that they would have on attaining the goals of the Border Master Plan. This criteria was developed through consultation including BTAC and BNRSC members.

On the next slide we have a very high-level overview of the process for evaluating the policies, programs, and projects. So the first step started with
having the candidate list of policies, programs, and projects which was derived through some literature review and stakeholder consultation.

After that the strategies were aligned with the BTMP goals and objectives so they could be evaluated, using a similar and transparent process and criteria. And then the application of the evaluation criteria allowed us to place those strategies into the corresponding impact categories.

On the next slide, we see the criteria for evaluating the strategies. In the case of policies, for them to be included in the Border Master Plan, the policies were determined to meet one or more of the high-level criteria that emerged from our process that included the literature review, the stakeholder input, and the assessment of issues and needs.

In the case of programs, we developed six evaluation criteria through the process of developing the Border Master Plan that helped us determine how those programs might be more effective. In the case of projects, we have two components: a data-driven component that was done using all of the information we collected for the plan, but most importantly, a validation component that involved discussions and active participation of the binational stakeholders.
On the next slide we talk about the process to identify the implementation plan, which is also part of Chapter 8. This is the methodology for doing Chapter 11. The elements of the time frame provides decision-makers with a path forward, laying out some short-term actions that can progress in the next four to five years as well as enabling or preparing actions for the medium and long term.

In the next slide we have the criteria to develop the implementation plan. And in the case of policies, they can be implemented at any time, as we mentioned, so they don't have really a specific time frame.

For the programs, we use a variety of factors such as success in other locations, cost, importance, and complexity to provide guidance on when could they be implemented.

In the case of projects, the ones that were identified in the available plans and studies, the short-, medium- and long-term time frames were determined based on those plans. For the projects that were included in the five-year plan were placed in the short-term category and projects in the long-range plans were included in the time frame identified in that plan. There was also extensive consultation with stakeholders to validate these time frames.

With that, we wrap up the process laid out in
Chapter 8 and we move on to Chapter 9.

MS. WHITE: For chapter 9, just a quick sound check. Can you hear me, Alejandro?

MR. SOLIS: Yes.

MS. WHITE: Great. So for Chapter 9, you've seen this material many times. I'll go through it quickly and give you an update in a couple of places.

This chapter really is meant to describe and provide an overview of the extensive binational stakeholder engagement that each one of you was a part of. You can see to the right, we edited it for clarity and a single voice with the rest of the program, and we're still working on stakeholder engagement. In fact, we have another round of BNRSCs in early November, so we will update this with definitive numbers at the end of the program itself.

Next slide.

This is the framework that we have been talking about throughout the whole plan. You can see yourselves there in the middle, the Border Trade Advisory Committee, and that everything works around that. That was kind of the hub of the wheel, if you will.

And then, of course, the hard work that the Binational Regional Steering Committees did. Each of those three is represented in the bottom part of that graphic: El Paso-Santa Teresa-Chihuahua, Rio Grande Valley-
Tamaulipas, and Laredo-Coahuila-Nuevo León-Tamaulipas.

Next slide.

So right now in our contact database, we have 2,500 people who have contributed to or been on our distribution list for this project. You can see the breakdown of Mexican versus U.S. participants, so Mexico is in the navy, U.S. is in the lighter teal. And you can see the breakdown of stakeholder types, so federal, state, local.

What's notable is in the private sector category, we actually had more participants from Mexico than we did from the U.S. And both of those groups were equally represented in the development of our plan, which is really a hallmark of the program itself.

Next slide.

This is an indication, a different way to look at the data. So this is about people and types of people who attended BTMP meetings. You can see the breakdown of those as well, by virtual on the bottom, the kinds of outreach or the kinds of meetings we held.

And this last slide, as I mentioned at our last presentation, is actually my favorite. It syncs up well with one that Chris will get to present in the chapter of economics. But this shows you where people live who contributed to the BTMP or expressed an interest in the
BTMP.

And what I like about this slide is that it truly shows you how expansive, how far beyond the border the impact of the border itself actually is to the livelihood and the economies in both the northernmost parts of the U.S., the southernmost parts of Mexico, as well as the west and eastern edges of both nations.

And that brings me to the end of Chapter 9.

MR. LUDLOW: All right. Thanks, Stephanie.

Chapter 10 presents the recommended strategies to address current and future needs identified in the Border Transportation Master Plan. A key aspect of this chapter is the classifications of solutions into high, medium and low impact, using the methodology that Alejandro summarized in Chapter 8.

We'll go through the next three slides relatively quickly, but these next three slides summarize the policy recommendations. There are 22 policy recommendations.

In the first section here really focuses on those that align with the BTMP goal of mobility and reliability. The next slide shows policy recommendations related to economic competitiveness, safety and security, connectivity, and cross-border resiliency. Then finally, the third slide on policy recommendations relates to...
sustainable funding, asset preservation, and customer service and stewardship.

Moving on, there are a number of program recommendations that are evenly split between border crossings and corridor programs, and there are 123 that cover both. There are 300 total program recommendations within the BTMP, and more than 60 percent of those are classified as high impact.

Moving on to the next slide, this is a summary of the project recommendations. There are over 500 projects identified in the BTMP. The number identified in the U.S. is larger than the number identified in Mexico. The cost of the projects identified in the U.S. is also larger. However, all the projects identified in Mexico are categorized as high impact.

The next slide shows a summary of the impact level of the program recommendations. Almost 10 billion of these are located in high impact projects.

The next slide shows a summary of project recommendations. Again, there are 505 border-wide projects in total, about 25 billion in cost, and this is just another way of summarizing some of the information that's in the chapter.

The next slide is a summary of the project recommendations taken in a little bit different cut, just
again, summarizing them by border crossing, corridor and total and by medium and high impact. You may note that most of the border crossing projects correspond to the high-impact category.

The final slide summarizing Chapter 10 is illustrating border crossing and corridor projects by region, illustrating the total magnitude, the total number of projects and the total costs estimated by region.

And we will move on now to Chapter 11. Alejandro has already summarized this, but he will just bring it home with a quick note on Chapter 11.

MR. SOLIS: Yeah, I mean, in the interest of time, we saw Chapter 11, the implementation plan, how all these projects fall into the short, medium, and long term, so we're not going to discuss that.

So this would wrap up our report. And one of the things we would like to do is ask for the BTAC input on the executive summary of our plan, which is also going to be the foundation for the presentation to the Texas Transportation Commission.

So we're going to go into that slide. And Donald, if you don't mind taking it and presenting that section.

MR. LUDLOW: Yes, sure.

MS. MAYS: If I can make a comment real quick
for BTAC members' benefit. What we'll have will be the full BTMP report and then we'll have an accompanying executive summary.

So that's what we're trying to present to you today very quickly, our thought process on that. And then in addition to that, the executive summary will really help build the presentation for the Commission.

And if anything I'll ask of all of you, this is where we need you. This is where I need you -- we need you to provide us with your input. What are the key messages you want to see highlighted in the executive summary? That will help build the Commission presentation.

So again, this is the first time. We'll definitely have this discussion again. So, you know, we don't have a lot of time, so Donald will try to go fairly quickly. But you have this information and we'll be following up with you so that you can provide us with your input as well.

So Donald.

MR. VALE: Caroline, this is Sam Vale. I'd just like to interject something here that kind of goes along with what Gerry was talking about.

Somewhere in one of the future meetings we're going to have to do a [audio skip] analysis of what is going to be available to TxDOT in funding. Because I don't
think that because of other matters it's going to be very -- funds are not going to be really available.

There's going to be a shortage of revenue for the State of Texas. We're going to have to sit down and get some ideas of how we can actually use the funds, what can be done, and when will the ability of the budget be determined.

MS. MAYS: Yeah, and thank you for that comment, Sam, and certainly some of those discussions are above my pay grade when it comes to funding and how those decisions are made. So yeah, certainly again very valid as part of this. So, you know, we'll definitely talk to you further and see --

MR. VALE: It's not about just picking projects, it's about what is the total going to be available that we're going to start with.

MS. MAYS: Yeah, absolutely. Thank you.

MR. LUDLOW: All right. Thanks, Caroline. Thanks, Sam. I'm going to be relatively quite brief here. I would rather spend a few minutes getting feedback from the BTAC, so we're going to spend maybe 30 seconds per slide for the next four slides and just simply introduce the main themes that we have developed that need to be expressed, we think, in the draft PowerPoint for the Transportation Commission.
So this first slide, 89, really the two key themes here are introducing the Border Master Plan to the Commission, next talking about the border past and present. Next slide. Then the intent would be to walk the Commission through additional information about the border in the future, including some of the significant changes in wait times, crossing times that were expected, the broader economic importance of the border.

And clearly from our discussion today, this would include a discussion of those broader impacts across the state, statewide impacts. The next would be the designated network, introducing that in a very clear and concise fashion.

On the next slide, the next section would be going into the issues and needs which we summarized with you today. And then the recommendations, pivoting directly from the issues and needs into the recommendations, so a slightly different order than we’ve presented the chapters, but building up quickly where there's a bridge between issues and needs and the actual recommendations of the policies, programs, and projects, as well as the cost of unfunded projects, at least that estimate.

The final slide here expressing the executive summary, three pieces here, pivoting from the recommendations into the implementation plan, which was
summarized today in Chapter 11. And then two kind of
additional pieces.

   One, a call to action, really emphasizing that
BTMP provides the information and blueprint for
stakeholders to gather support. This is the grassroots
kind of mobilization effort that Gerry was expressing, and
Eduardo and others were seconding today. Implementation of
the BTMP recommendations is critical for economic
competitiveness and the livelihoods of many in the region
and statewide, I think we should add.

   Finally, BTAC membership and acknowledgments,
really mentioning and carefully considering the work that
all of you have done, working hand in hand with TxDOT and
their team to get this complete.

   So there's the rapid summary. I want to stop
here for a moment. And our intent here is to see if there
are any other really key messages that we need to convey
through this executive summary that we're already building
-- this presentation that we're already building well ahead
of the Commission meeting where this would be presented.

   MS. MAYS: We'll open this up to the committee,
and I know we have Gerry and certainly Sam and others. You
know, again, we would like to hear from you so we can mold
this message.

   MR. NEW: Caroline?
MS. MAYS: Yes.

MR. NEW: I think it's still good morning, it's close. This is Alvin New, and one thing that I think might be helpful, and I'm not sure from listening just now how it's being conveyed or not.

But you had multiple presentations today from the different border states on the Mexican side. And I think there's a need to somehow work at least an overview of how the different rail connections and highway connections connect at the border with some insight into what's going on south of the border. Okay?

So somehow when you're getting this ready to put it before the Commission, it's obvious that we are all focused on the State of Texas. But when you're talking about a border, I think it's pretty important to get some input or insight into the connectivity across the border.

So however you want to accomplish that, I think that's probably pretty critical.

MR. ZAPATA: Okay. No, thank you, Commissioner New. That's really, really important.

You know, from the meetings we had with the Mexican states and then the presentations today, they're looking broadly, connecting the ports to our border crossings. So certainly it's important for us to highlight that, that the border is not just impacted by the border,
the border is being impacted by the goods coming through the many ports from Mazatlán to Altamira. All those seaports is what's impacting the border.

So yes, those corridors and how it connects to the border crossings is really important, so thanks for that comment. We'll definitely look into how we couch that in the executive summary and the presentation.

MR. SCHWEBEL: Caroline, this is Gerry.

I think Commissioner New really was stating exactly where I was headed. It's been my experience as I testify -- when I’ve testified before the House side or the Senate on transportation issues or economic development issues, that many of the members of those committees, those legislators that in turn, you know, TxDOT has to deal with when we talk about the funding, what Sam is talking about, that we need to be making -- we need to consider the audience and the message and what you want to deliver to that particular audience, target it to that audience.

So it’s important that -- I think the outline that was presented is a very good outline, but we want to make sure that we're thorough, brief, but make sure that we put what is the most valuable thing about the message.

And to be honest with you, those of us who live on the border, we take a lot of things for granted because we know it, we live it, we experience it every day. But we
have to consider our audience. And many times our audience is going to be people away from the border, you know, in this particular case and may not be aware of all the things that we've been talking about here.

And I just hope that we put emphasis on understanding clearly who the audience is going to be and how much knowledge they may or may not have on the subject matter. So Mexico is key.

Mexico is -- that's why I'm saying even those of us on the border, all of our friends from the Mexican side, we may not have all the right information, or it may not be as current, or it may be old. You know, so we want to make sure we're factual, that we're thorough and we're effective.

MS. MAYS: Yeah, absolutely. Thank you, Gerry, for those comments.

Any other comments from the committee?

MR. CALVO: Caroline, yeah, this is Eduardo. I mean, I think Commissioner New hit it right on the money. I mean, I was very impressed with the presentations today, but especially the one from the State of Tamaulipas.

I mean, that -- showing how important, you know, all the different activities, so it's not just the land ports but the maritime ports and, you know, all the
projects that they are planning also on the Mexican side leading to the border. So yeah, I mean, like Gerry said, we have multiple audiences here, but I think part of the message is to show how important the activity is for the states but also for the two countries, but ground zero of that activity is us here on the border, right?

So you know, like we've said it many times before. We've got the policies that are set up by Washington, D.C., and Mexico City, but, you know, we take it in the chin here at the border. So we're at ground zero but the big picture is, I think, tremendously important to highlight.

How to strike that equilibrium, well, you know, that's a challenge that you and your team have. But I think we're all saying the same thing, you know, how important it is to highlight the bigger picture.

MS. MAYS: Yeah, absolutely. Thank you.

Any other comments from committee members? I know we're running short of time here. Any comments?

(No response.)

MS. MAYS: Well, we appreciate all your input on the outline. It's high level, but again, we're looking to you to continue to help us mold that message, you know, from your perspective, and certainly the bigger picture, we'll continue to work on that.
So as we close today, we did present Chapter 11 and we did send that to you, and like I mentioned, we'll be sending an email outlining when we can expect comments from you all. So today you have Chapter 1 through Chapter 11, that's what constitutes the Border Master Plan.

And we will work to consolidate that into one document so you all can have a chance to review it in its entirety. And then also, as we talked about today, we're going to be working on not just the executive summary but also a draft PowerPoint for Commission presentation.

Gerry, you had asked about when that Commission meeting is. The December Commission meeting is December 10, and right now we're tentatively on that agenda. Once it's confirmed, we'll let all the committee members know.

The next meeting of BTAC will be November 12, and just a reminder that meeting is in the afternoon, unless something changes. That was set strategically by SOS because back then we thought we'd be in person, that you all will be in Austin and then have a meeting in the afternoon. So, you know, if you don't have it on your calendar yet, it's an afternoon meeting, so that's the first meeting we'll have in the afternoon this year.

Next slide.

And again, we've seen this schedule before. Again, we're still looking at the target dates for the plan.
adoption being January. And you know, we have still a lot of work to do between now and then and we'll appreciate your diligence in helping us review the documents, provide input, you know, on the documents as well.

So we're looking forward to the meeting next month and then certainly, you know, you have the binational regional meetings coming up the first week of November, again, to get their input on what we shared with you today.

So that's kind of a real quick overview of our next steps.

Last slide, and then, David, I will turn it over to you for any final thoughts. I know SOS is probably not back, so David Zapata.

MR. ZAPATA: Yeah. David, with Secretary of State's Office. You're right, the Secretary is still dealing with some election-related issues, matters, so on her behalf I just want to say thank you, a huge thank you to the members and to TxDOT.

One thing that the Secretary never gets tired of saying these days is that even through the pandemic and all the challenges that we have faced, BTAC, our committee meetings have been kind of like the steady thing that we have had every month since April, since May, so think about that. So we appreciate your efforts, your engagement.

I reinforce, respectfully, the pleas for more engagement, from TxDOT, from Gerry, some of the other
members. Your input, your experience is very valuable. Like it's been said before, don't assume that other people know what you know about the border.

Please assume that everyone needs to know what you know about the border and share that knowledge with us as you look over the chapters, the slides. If you have suggestions, and you have feedback, please share it with us.

Please share it with TxDOT. Share it with me as well, if you want, on behalf of the Secretary of State's Office, and that feedback, that perspective from you as a member of the committee, as a leader of the border region will be extremely valuable to truly, truly represent your area and your communities and reflected in this plan. So again, I respectfully but very strongly suggest that you share with us some of that experience and feedback with us.

Caroline already said some of the important dates that we'll have to keep in mind for the future. I'm sure she'll be sending the reminders.

I'll give one more thanks to our Mexican friends and partners from Coahuila, Nuevo León, Tamaulipas, Chihuahua, and from the SCT, Erika, that were here with us today presenting their information. We value their time and their friendship and their collaboration.

So you truly make Texas a stronger region, so
we look forward to continuing the relationship and reflect it in this plan. Consul Marentes, as well, thank you for your participation today.

I think that with all of that, I think we're ready to close by adjourning, unless I'm missing something, Caroline.

MS. MAYS: No, David, you can adjourn. You just need to get a motion and a second and then we'll be good.

MR. ZAPATA: Great. Well, with that said, anyone can give me a motion to adjourn?

MR. CALVO: Motion to adjourn. This is Eduardo Calvo.

MR. ZAPATA: Second?

MR. GARCIA: This is Josue. I second that, whatever.

MR. ZAPATA: Thank you, everyone. I appreciate it. Have a great rest of your day.

(Whereupon, at 12:05 p.m., the meeting was adjourned.)

I certify that the foregoing is a correct transcript from the electronic sound recording of the proceedings in the above-entitled matter.

/s/ Nancy H. King 10/28/2020
Certified Electronic Reporter Date
No. CER/CET-153